



TABLE OF CONTENTS

INTRODUCTION/DEVELOPMENT TEAM 01
LETTER OF INTENT02
TEAM QUALIFICATIONS 09
THE ENSEMBLE RELATIONSHIPS (ORG CHART)
ONYX/DREAM AUSTIN DEVELOPMENT TEAM
ONYX/DREAM: DEVELOPMENT GROUP
ONYX/DREAM: STRATEGIC PARTNERS
ONYX/DREAM: ENERGY PARTNERS
ONYX/DREAM: DESIGN CONSULTANTS
ONYX/DREAM: CONSTRUCTION MANAGERS
ONYX/DREAM: TECHNICAL CONSULTANTS
REFERENCES/LAWSUITS
PARTNERSHIP AGREEMENT
INSURANCE CERTIFICATE
DEVELOPMENT CONCEPT 62
DEVELOPMENT USES AND PROGRAM
COMMUNITY GOALS AND ASPIRATIONS
COMMUNITY BENEFITS
CONSTRUCTION AND PERMANENT JOBS

DEVELOPMENT PLAN	73
PROJECT IMPLEMENTATION	74
PROJECT DEVELOPMENT SCHEDULE	76
DEVELOPMENT SCHEDULE - 9 MONTHS	82
DEVELOPMENT SCHEDULE - HYBRID	84
DEVELOPMENT OPERATION PLAN	86
APPROVALS AND CITY FUNDS	94
DEVELOPMENT PROCESS	98
PERMITS REQUIRED	99
PERMITTING STRATEGY	100
THE AMERICAN RESCUE PLAN ACT (ARPA) FUNDING	101
DIVERSITY, EQUITY & INCLUSION	102
DIVERSITY, EQUITY AND INCLUSION PLAN	103
BOSTON RESIDENT JOBS POLICY COMPLIANCE	121
ADDITIONAL DATA	123
APPENDIX I	127
APPENDIX II	252

DEVELOPMENT TEAV

LETTER OF INTENT



Onyx/DREAM Austin LLC team members (from left to right): Greg Minott, Mark Rosenshein, Chanda Smart, Shabnam Mashmasarmi, Conan Harris, John Barros, Tessa Millard Davies, on the Austin Street Parcels project site

On behalf of ONYX /DREAM Austin LLC (hereinafter referred to as "Onyx/DREAM"), DREAM Development, LLC (hereinafter referred to as "DREAM"), OnyxGroup Development, LLC (hereinafter referred to as "Onyx"), Trademark Partners LLC (hereinafter referred to as "Trademark"), and our entire project team, we are pleased to present this Letter of Interest and our attached submission in response to the Boston Planning and Development Agency's ("BPDA") Request for Proposals ("RFP") for the redevelopment and long term ground lease of the Austin Street Parking Lot Parcels, including Parcel P-15b Parcel ID 0203964000 known as 0 Rutherford Ave, and Parcel ID 0203963050, known as 0 Austin Street (the "Property"), in the neighborhood of Charlestown, Urban Renewal Area, Project No. Mass. R-55.

Over the past two years, The OnyxGroup and DREAM have begun collaborating to envision and assemble a bold team to deliver on the City of Boston's goal of delivering high-quality affordable and mixed income housing that reflects the cultural richness and uniqueness of Boston's neighborhoods. Our development team includes Trademark Partners LLC who's values align to create high quality, inclusive and better connected neighborhoods. All three entities, Trademark, Onyx and DREAM have previously successfully worked together and established long standing relationships executing on other high profile projects in the city of Boston.

Our approach and ethos as a development team is built on our shared vision of housing both as a fundamental need and also as an important economic and social engine, effectuating meaningful and lasting improvements for the local community. The redevelopment opportunity represented by the Austin Street Parcels allows us the opportunity to further our mission and vision as well as those of the City of Boston, the community of Charlestown, the Boston Planning and Development Agency, and the Mayor's Office of Housing.

We are very happy to share our initial vision for **Ensemble Charlestown** (the "Proposed Project"), a new sustainable, resilient, and socially equitable mixed-use expansion of the historic Charlestown neighborhood. The name of our proposal is significant.

The **Ensemble Charlestown** project is defined by the intention to bring together people of different social, economic, and cultural backgrounds and experiences and provide them with a holistic and coordinated residential experience. Our proposal has been shaped by two interrelated pillars:

- A community that maximizes inclusion, affordability and opportunities for the local and creative economies.
- A project that maximizes opportunities for women and people of color throughout the project lifecycle.

Our approach to the project reflects our core tenets and ethos as a development team. Over the past three months, we have thoughtfully assembled a full team of diverse and experienced urban planners, designers, engineers, contractors, housing advisors, problem-solvers, and small business leaders with deep roots in the local community.

TOGETHER, THE DEVELOPMENT TEAM WILL ACHIEVE FOUR KEY OBJECTIVES:

- 1. Development without displacement. Create approximately 757 housing units that are truly affordable for existing, local, low- and middle-income families and individuals, including approximately 122 for-sale units, which will provide opportunities to those who have historically had to overcome steep hurdles to homeownership, and 635 rental units affordable to individuals and families from 0% AMI - market rate.
- 2. Foster greater diversity, equity, and inclusion ("DEI") in the development process. With 100% of the development team being M/WBE, 75% of the design team certified as M/WBE, 38% of the Construction Management team certified as M/WBE and vendors and consultant firms selected specifically for M/WBE certification throughout the development, design and operation phases, we will ensure that the execution of our concept results in greater opportunities for emerging, woman and/or minority-owned businesses throughout the lifecycle of this project, and that the operation of the Project serves the local community's needs, interests, passions, and appetites. Our target M/WBE participation for financing and operations reflects our commitment to DEI during the complete project lifecycle.

We will work with and invest in the local community and connect with area institutions such as Bunker Hill Community College and Cambridge College to help women and residents of color learn and develop the knowledge and skills needed to thrive in career tracks with stronger earnings potential, particularly within the booming life sciences industry and building trades.

3. Environmental Justice and Sustainability. Our team's goal is to do more with less. Transforming a former industrial rail yard turned parking lot into a vibrant livable community bringing diverse, beautifully landscaped open spaces, soccer fields and pedestrian-priority zones in an area of Charlestown in need of more park space, reduced heat island effects, and better outdoor air quality. Our project will infuse the ground plane with vibrant cultural, artistic, and retail destinations that embrace and promote the diversity, history, and culture of Charlestown.

We have assembled a team of leading experts and engineers to help clean and monitor the air around the site to make it more livable for residents with demonstrated carbon sequestration approaches. We are proposing creation of on-site, renewable energy generation and achievement of the highest levels of sustainability for each all-electric, passive house, LEED Platinum building. **Ensemble Charlestown** will be a demonstration project for advancing the City of Boston goals of affordable and mixed income housing with achievable net zero energy and carbon neutral design and implementation.

4. Leverage urban design and the arts to seamlessly reintegrate the Austin Street Parcels into the larger Charlestown neighborhood. Using the arts as a catalyst to transform the site we will create sustainable amenities and public realm activation for the Charlestown neighborhood. The lower levels of the buildings will be infused with arts, practice spaces and a signature outdoor performance space for community events, which will bring the community together to celebrate the arts. All of these amenities will be made accessible to the greater neighborhood through carefully planned transit and bike routes, enhanced access to the Orange Line Community College MBTA station from and the Millers River bike path, as well as gracious pedestrian connections to the adjacent neighborhood resources, services and Main Street of the Charlestown neighborhood.

As we assembled our team and crafted our approach to the Project, we thoughtfully considered the analysis and community engagement, and the current PLAN: Charlestown initiative that the BPDA conducted in anticipation of releasing the RFP. To deepen our understanding of how to best to serve the Charlestown community and inform our key objectives, we furthered the work that the BPDA started by having several direct conversations with neighboring community members, educational institutions, small businesses, and community organizations. Please reference our development submission for additional details regarding letters of support and conversations we have had with several community organizations.

To ensure that we could deliver upon our key objectives, we specifically selected the members of our team to foster a purposeful combination of local experience, new perspectives, innovative thinking, and financial strength and surety. Our team includes Charlestown based businesses and consultants as well as individuals who have made Charlestown their home for decades, and who have participated in the local organizations and community groups working to improve the neighborhood. Our proven record and collaborative approach affirm our confidence in our ability to develop a dynamic site that enriches the City of Boston and achieves the four aforementioned key objectives. The following attributes uniquely position our team to ensure the Project's success:

ABILITY TO EXECUTE PROJECT

We have assembled an exceptional development team that can deliver on this vision: DREAM Development (DREAM), OnyxGroup Development, and Trademark Partners have each brought extensive experience in the City of Boston, with complex permitting, design, construction and financing of mixed-use and mixed-income projects.

Ensemble Charlestown is an unprecedented housing production opportunity and as such we have sought to maximize the density of this site through careful consideration of physical, financial, and neighborhood constraints. Together, we unite the mission of providing exceptional affordable and mixed income housing, with the deep knowledge and relationships of experienced local practitioners, sophisticated and innovative deal structuring capabilities, and broad access to capital, and entirely M/WBE ownership committed to maximizing diversity in every aspect of this project.

We are supported by an equally exceptional general contractor team in Maven Construction, Commodore, and Lee Kennedy. Maven Construction is one of Boston's most exciting, capable and innovative contractors of color, and Commodore and Lee Kennedy are some of the most respected prime contractors in the Boston metropolitan area.

The Developer and builder teams are complemented by a very accomplished and diverse design team led by DREAM Collaborative, an affiliate of DREAM development and a rising star among Boston's architectural field with deep expertise in affordable housing. DREAM Collaborative is joined by Utile, one of Boston's most accomplished urban designers and architects; Moody Nolan, the largest minority owned architectural firm in the country and recipient of AIAs 2021 firm of the year award; Studio Luz, one of the most creative firms in the Boston area focusing on superior public realm and arts focused programming; and Superette Studio, a creator of imaginative residential and commercial interiors. In addition, consultants and professional vendors at all levels have been selected for either their local

knowledge and experience and / or their DEI Certification, including Haley & Aldrich, a Charlestown based geotechnical engineering; Offshoots, an award winning, Charlestownbased, women owned Landscape Architect and Installation firm; and enviENERGY, an MBE Certified leader in Sustainable Design Consulting.

The theme of collaboration between established and diverse growing entrepreneurs is interwoven throughout our project team and proposal and exemplifies our goal to open pathways for people of color led organizations to build experience, capacity and equity through this development project. The robust design and construction teams also ensure that we will be able to meet aggressive delivery times tables over multiple phases.

PERMITTING AND EXECUTION EXPERIENCE:

We recognize and are committed to meeting the development timetable the BPDA has set for securing approvals and spending committed ARPA funds. The included development and permitting timeline defines the required criteria allowing the City of Boston to "obligate" the ARPA funds by December 2024 and anticipates deployment of those funds in the earliest phases, to ensure they are spent by the 2026 deadline. **Ensemble Charlestown** is proposed as a phased development with the first phase of the project scheduled to deliver 338 units of predominantly affordable rental and home ownership housing.

To achieve the above noted timeline, we have assembled a team with deep expertise in the complex discretionary entitlement process in the City of Boston and Commonwealth of Massachusetts, including Goulston and Storrs, VHB and Trademark Partners, with over 10 million square feet of permitted development in the last 10 years. The team has secured time-sensitive development rights across several similarly complex, large-scaled, mixed-use, multi-phase, multi-agency projects in Boston and its neighboring cities. Our team also has applicable recent permitting expertise in Charlestown, having completed the Masterplan PDA and five (5) development plans, including Impact and Design Review process at the City and through MEPA, at Hood Park in Charlestown. The members of the team involved in that project successfully negotiated with the Charlestown community to substantially increase the allowable height for development along the Rutherford corridor for over 1.5M SF of Life Science, Office, Residential, retail and open space, within a total permitting timeframe of 13 months.

Our team's permitting success is based on a unique approach of working directly and thoroughly with Boston-based community groups, permitting authorities, and other local stakeholders to build consensus. Onyx/DREAM and its Principals are similarly experienced in community consensus building, having achieved several key milestones in decades-long planning efforts in some of Boston's most challenging neighborhoods to develop.

Our team is intimately familiar with Boston's Article 80 process as well as the Commonwealth's MEPA process. In Boston, Onyx/DREAM have established robust, working relationships with various neighborhood organizations, the BPDA, elected officials, and other City agencies. Trademark Partners LLC, a Charlestown-based business with Charlestown resident partners, will energize the team's community engagement processes with fresh perspectives and deep ties to the Charlestown neighborhood. Collectively, we understand the complex nature of projects of this size, specifically the inherent challenge of developing a plan that: achieves the goals of the BPDA; garners the support of planning staff, elected officials, and municipal departments; and benefits and earns the support of the community.

Onyx/DREAM's expertise in delivering complex mixed-use projects goes beyond our deep experience in securing entitlements. In addition to obtaining approvals, our team has established a successful track record in raising equity capital from both private and public sources, arranging financing, and strategically phasing projects to ensure financial viability and competitive returns for our capital partners. After raising financing and obtaining approvals, we also oversee the execution of our vision. Our construction professionals are a diverse group of talented individuals hailing from a wide range of backgrounds and include women, minority and veteran ownership as well as current experience with large scale construction along Rutherford Avenue, in the Charlestown neighborhood. Under their steady leadership, our projects are delivered on time and within budget.

MIXED INCOME, MIXED USE DEVELOPMENT CONCEPT:

The DREAM/Onyx team proposes to create 757 new homes for the Charlestown community in three phases. Our intention at every phase is to deliver a mix of incomes with 60% affordable and 40% market rate. We have also spread unit sizes and income levels across all buildings equally to the greatest extent possible. Strategies about reallocation of our mix or sizes we expect will come through detailed discussions with the BPDA/MOH post award.

Our team proposes to deliver both homeownership and rental homes in the first phase of the development and have successfully delivered similar models of mixed tenure projects in Boston. Boston and its neighboring cities have long been a beacon for the world's most

pioneering companies because of the region's premier knowledge economy, anchored by globally renowned academic institutions. Creating a strong local housing base is key to fulfilling the region's future visions. Given the scarcity of remaining developable land in Boston and the chronic need for affordable housing, we believe that affordability should be the highest priority for this project. As such our RFP response includes a complete one stop application for MOH funding. With this priority in mind, **Ensemble Charlestown** is proposed to include:

Affordable Rental Apartments

Initial Proposed Rental Program (Total 635 Units) 127 units at or below 30% AMI (exceeding MOH minimum requirement) 65 units at 50% AMI 163 units at 60% AMI 26 units at 80% AMI 254 units at market rate.

We want to maximize affordability among our 381 affordable rental units that qualify for LIHTC under the income-averaging test by project-basing a significant amount of rental subsidy at the building. 60% of all residential units will be income restricted to a maximum of 80% AMI. We have also included deeper levels of affordability with 20% of the rental units or 16.8% of all units at 30% AMI units supported by vouchers.

Our goal at **Ensemble Charlestown** is to establish a range of income types within the community and create a significant number of affordable apartments for the many moderate income earners that work in Boston and surrounding areas in the technology and life sciences, medical, institutional, restaurant and retail businesses.

Mixed income Homeownership

Homeownership Program (Total 122 Units)

74 units at 80% AMI 48 units at market rate

In addition to affordable rental apartments we propose a number of for sale condominiums in our community. 60% of all income restricted homeownership units are limited to 80% AMI to provide deeper levels of affordability than required.

LIHTC-To-Homeownership

To the extent that there is a need, we would use a tool contained in Section 42 of the Internal Revenue Code to Convert more rental units to homeownership and/or supported by the availability of more public subsidy, we will engage with the BPDA and MOH to explore the conversion of some of the LIHTC rental apartments to condominiums. This conversion could take place during our initial programming post-designation or after the end of the initial tax credit compliance period. We would target these units at 60% to 80%. We are enthusiastic about using this and other creative tools to create deeper levels of affordability for homes in Charlestown.

COMPREHENSIVE DIVERSITY EQUITY AND INCLUSION PROGRAM

Diversity, equity, and inclusion are integral components of Onyx/DREAM and our foundations as a joint venture. Throughout our collective histories, we have demonstrated the ability to surpass standards of diversity and inclusion that the industry has historically claimed were unrealistic. Further, we know from experience that places are better when the team creating them represents the backgrounds and lived experiences of the people who will enjoy these spaces.

Our mission is to maximize participation and opportunity for people of color in every aspect of **Ensemble Charlestown.** This starts with property ownership: Our developer team is (100%) M/WBE. The combined majority ownership share held by DREAM and Onyx will ensure that project vision and planning are guided by people of color and that long-term ownership remains in the hands of people of color(address the racial wealth gap).

Throughout this project, we will take several specific initiatives to ensure that the Project is developed, financed, designed, engineered, constructed, leased up, and operated in ways that enhance DEI and grant key roles to individuals who have historically lacked the same access others have enjoyed in this industry.

Our general contractor team also reflects this commitment: a partnership between Maven Construction, a Boston based M/WBE contractor and founder of the SRGE contractor incubator for small, minority owned contractors and Commodore and Lee Kennedy Construction. All three organizations share a focus on hiring training and mentoring people of color in the construction trades. This team will ensure that maximizing minority and local participation in this project's construction workforce will receive the highest priority. Research shows that limited child care access is a significant barrier to increase female participation on job sites. As a result our team has prioritized participation of women in

construction and through SRGE will be providing extensive child care resources to ensure higher levels of participation during construction.

Our commitment to DEI will carry through to the operations of **Ensemble Charlestown**. At **Ensemble Charlestown**, our property manager and resident services lead, The Community Builders, will apply their general DEI Approach tailored to the Charlestown community and bring their DEI track record to bear to create opportunity. TCB has been recognized by MassHousing as a top performing company that fosters business opportunities for MBEs and WBEs in apartment communities financed by MassHousing and we envision similar benchmarks being achieved at **Ensemble Charlestown**.

We intend to maximize inclusivity in more than just the services and work hours that are traditional measurements of a project's DEI success. Specifically, we want to open up opportunities for investors of color, who have historically been unable to participate in the enormous wealth creation in Charlestown and other Boston neighborhoods by providing opportunities to invest in this project. Onyx/DREAM LLC plan to offer accredited investors of color - with a focus on our proprietary relationships within the Boston Metro Area - an opportunity to co-invest equity in this historic project.

EXCEPTIONAL URBAN DESIGN, SUSTAINABILITY, RESILIENCY, PLACEMAKING AND CONNECTED NEIGHBORHOODS:

Our design vision meets the objectives of PLAN Charlestown and seeks to bring a sense of community, peacefulness and health to a part of Charlestown that is currently dominated by roadways and transit infrastructure.

Our team's approach to the Project will transform a dilapidated overflow parking lot into a dynamic neighborhood, activate the ground plane along all facades, and establish a vibrant, cultural hub through creation of community-serving soccer fields, open space, and arts and cultural spaces.

We will creatively select and install phyto-remediation landscaping elements to enhance open spaces, clean the particulate matter in the air coming from the surrounding highways, and create a view and sound barrier to those elevated highways to enhance the health and safety of the community members actively using the proposed playing fields and open spaces. The project proposed to methodically cultivate the right mix of uses to activate the ground plane and serve the cultural needs of the evolving Charlestown community. Our vision is to create a place where residents of the surrounding neighborhoods will want to come to spend their time.

Ensemble Charlestown will be an all-electric, passive house compliant, LEED Platinum development that prioritizes pedestrians and bicyclists over SOV cars. Each building, space and amenity will be designed by first asking "how can this be more sustainable, resilient, and healthy than 'business as usual'." As part of the project proposal, Onyx/Dream has engaged with a minority-owned energy development firm to propose geothermal, utility based heat recovery systems, and on-site renewable energy generation equivalent to the number of units proposed as affordably subsidized. Effectively, the affordable housing portion of the project will be net zero and carbon neutral upon occupancy.

The proponent has engaged in substantive conversations with the MWRA about potential heat recovery from the sewer mains running through the project site, and has identified independent financing for the energy infrastructure installation and operations. Along with these pilot programs, the project anticipates PV solar generation on roof areas, installation of 50% EV capacity at the limited SOV parking spaces provided, and implementation of creative storm flow and green site design strategies to limit coastal flooding while elevating the structures to ensure the entire site and occupied development are above the Boston 2070 critical flood elevations.

Fundamental to our people-centered approach is a heightened focus on transportation — working with the City of Boston and Commonwealth of Massachusetts to ensure that our project incorporates best practices relative to the proposed modifications planned for Rutherford Avenue and other infrastructure improvements nearby, and are accessible to pedestrians, cyclists, and public transit users.

EXCEPTIONAL STRATEGIC PARTNERSHIPS AND FINANCE RELATIONSHIPS

The Community Builders (TCB)

Onyx/DREAM is joined in this submission by The Community Builders, Inc. ("TCB"). TCB is partnering with Onyx/DREAM as part of the **Ensemble Charlestown** team to provide technical expertise and financial consulting for the affordable housing development, public funding submissions and will serve as the Property Management and Support Services Facilitation entity to lease up and stabilize the **Ensemble Charlestown** homes. TCB has extensive experience with all phases of affordable housing permitting, design, construction, financing and operation, and working with first time homebuyers, and represents a strong part of the **Ensemble Charlestown** team.

MSquared

Onyx/DREAM is joined in the proposal by MSquared as the lead capital partner. MSquared, a women-owned real estate impact platform and is partnering with Onyx/DREAM as the lead capital partner to provide pre-development, equity and debt capital and to assist with the capital stack from a wide range of local and national sources. MSquared has extensive experience financing projects that combine market-rate homes with homes that are affordable to a wide range of incomes, allowing families the money they need for basic necessities and giving all households access to high quality community resources

Asland Capital Partners

Onyx/DREAM is also joined in this submission by Asland Captial Partners to provide equity for the project. Asland was founded by James H. Simmons III, a prominent African-American real estate investor and community developer. Asland will provide strategic guidance on financing and will participate with investments in project equity and social benefit / impact capital fundraising. Asland is one of the leaders of a \$30 million investment, raised exclusively from Black and Latino investors, in the 900,000 square foot mixed-use Harvard Enterprise Research Campus development and will bring that experience to bear at Ensemble Charlestown to ensure participation of diverse investors in the capital stack.

Market, Financial and Technical Consultants

The Onyx/DREAM team has selected financial, marketing, legal and technical consultants for the project with a priority placed on women, minority, and Charlestown based firms or senior leadership positions

Finance Relationships

The Onyx/DREAM team is also enriched by exceptional relationships with key financial institutions, several of which are current partners on other development projects sponsored by members of this team and who have expressed interest in the project including Enterprise Communities, Eastern Bank, Redstone Equity Partners, TD Bank, Massachusetts Housing Investment Corporation and Massachusetts Housing Partnership.

Onyx/DREAM and our partners, and team members view this submission as the beginning of a collaborative effort with the Charlestown community, prospective residents, the BPDA, the City of Boston, and other key stakeholders.

We earnestly and enthusiastically look forward to the opportunity to discuss our proposed Project in greater depth.

Our developer team's primary representatives to receive all BPDA correspondence related to our proposal is Gregory Minott - DREAM Development, 617-606-7029, development@dreamcollaborative.com & Chanda Smart - OnyxGroup, 617.249.3081, csmart@onyxbos.com.

Contact information for our team's other principals is included in the submission.

Sincerely Onyx/DREAM Austin, LLC,

Greg Minott

John Barros

Conan Harris

Chanda Smart

Shabnam Mashmasarmi

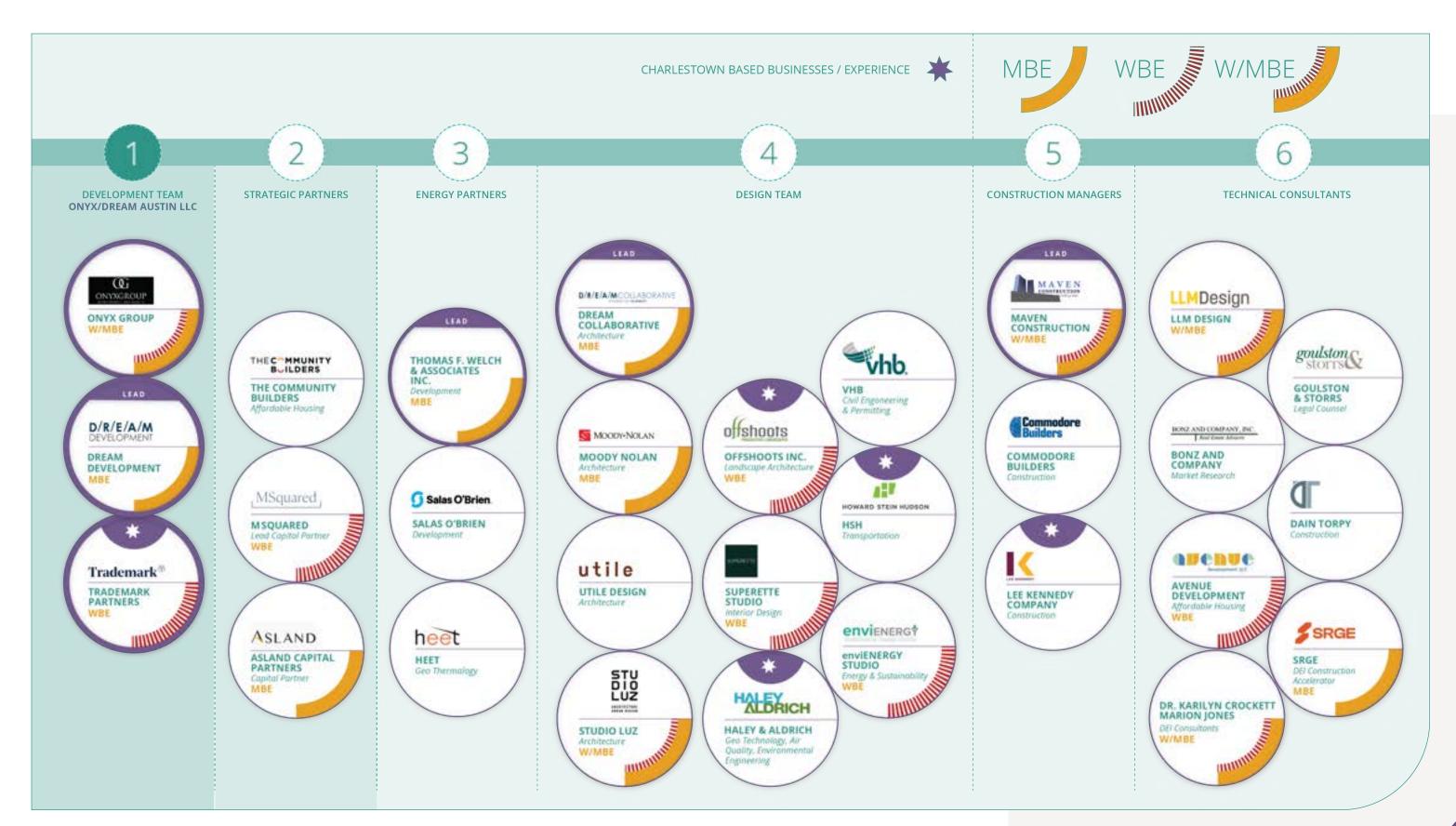
Tessa Millard Davies

Mark Rosenshein



TEAM QUALIFICATIONS

THE ENSEMBLE RELATIONSHIPS



ONYX/DREAM AUSTIN DEVELOPMENT TEAM





ONYX/DREAM: DEVELOPMENT GROUP

Onyx/DREAM Austin LLC is a joint venture partnership between three (3) development entities with extensive experience in the Boston development market. OnyxGroup Development Realty LLC, DREAM Development LLC and Trademark Partners LLC have entered into a joint venture partnership to form and support the single purpose development entity referred to as Onyx/DREAM Austin LLC ("Onyx/DREAM"). Onyx/DREAM was formed specifically to respond to the BPDA Austin Street RFP and will serve as the designated and legal entity for all agreements, leases, responsibilities and filings associated with the permitting, design, construction, operation and long-term engagement for the parcels. The collaboration of the joint venture entities, with their respective, extensive experience in the Boston housing and development market, results in Onyx/DREAM, as a formalized development group, having the necessary capacity, experience and depth of relationships and knowledge necessary for successful execution of the **Ensemble Charlestown** development.

Together we are:

Majority MBE. DREAM Development and Onyx Group City of Boston Certified MBEs and constitute 85% of the ownership of the developer entity. Majority MBE ownership will ensure that project vision and benefits stay aligned with the interest of people of color.

100% M/WBE. Trademark Partners is a City of Boston Certified WBE and fills out the remaining 15% of Onyx/Dream Austin LLC ownership. The partnership responsible for establishing development, design and ownership goals for the **Ensemble Charlestown** project is composed of women and black owned firms from Boston and will ensure that the project is completed within the context of advancing and leveraging women and minority enterprises.

Experienced Practitioners. We have assembled an exceptional development team that can deliver on this vision: DREAM Development (DREAM), OnyxDevelopment Group and Trademark Partners each bring extensive experience in the City of Boston, with complex permitting, design, construction and financing of mixed-use and mixed-income projects. Together, we unite the mission of providing exceptional affordable and mixed income housing, with the deep knowledge and relationships of experienced local practitioners, sophisticated and innovative deal structuring capability, strong balance sheets and broad access to capital.

Dedicated Community Partners. Our development team is experienced at engaging local and state organizations to create community buy-in and connect residents with local opportunities. Our development vision meets the needs of the Charlestown community by aligning with the objectives of PLAN Charlestown and seeks to bring a sense of community, peacefulness and health to a part of Charlestown that is currently dominated by roadways and transit infrastructure.

Committed to Inclusion and Affordability. We are dedicated to making the Ensemble **Charlestown** project an example of how development can create lasting careers, build equity among business owners of color, and strengthen a neighborhood with affordable housing and amenities for a range of Boston residents.

The expectation and goal of the Onyx/DREAM partnership is to afford the City of Boston, BPDA, and community of Charlestown confidence that the deep experiences of the individual firms comprising the proposing entity are collectively leveraged to ensure capacity for development of the full Austin Parcel project, within the timeline provided. Onyx/DREAM, as a joint venture partnership represents a strong, capable, experienced, and qualified development entity for designation of the Austin Parcels, as outlined in the submitted RFP response.



ONYXGROUP LEAD ROLES

- Neighborhood/ **Community Strategy**
- Arts & Culture Planning
- Residential / Commercial Brokerage and activation
- LIHTC and senior debt placement



DREAM DEVELOPMENT LEAD ROLES

- JV Daily Manager
- Project underwriting State/City/HUD funding coordination
- LIHTC and senior debt placement



TRADEMARK PARTNERS LEAD ROLES

- **Community Engagement**
- **Coordination of Design** and General Contractor
- Entitlements
- **Project Consultants**

CONTACT INFORMATION

OnyxGroup **CHANDA SMART** SHABNAM MASHMASARMI

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- 617 331 4281

ONYXGROUP - FIRM PROFILE



WHO WE ARE

A Massachusetts based Black woman owned, People focused, Forward thinking, Culturally Competent & Inclusive Development company. Founded by Shabnam Mashmasarmi & Chanda Smart. Our mission is to preserve culture & community, promote diversity & inclusion, and create developments that address the socio - economic needs of their residents through conscious based programs and services. Our focus is

building quality affordable housing while providing intentional specialized focus on equity and inclusion of local residents. To date The OnyxGroup has presented Affordable housing presentations to: BPDA - Boston Planning & Development Agency, Crescent Parcel: Cass Crossing; Town of Oak Bluffs, Martha's Vineyard, MA; The Woodlands; The Town of Newton, MA: Newton Armory; and the Town of Foxboro (in Progress).

OUR SERVICES

- Create and Connect City, State, Community with Private Partnerships.
- Commercial, residential brokerage / leasing.
- Programmatic development.
- Property management.
- Planning & Consulting.
- Site activation /receivership.
- Public and private partnership.



CHANDA SMART CEO, OnyxGroup Development, LLC

Chanda Smart is a long time resident of Roxbury, MA, studied (pre)law at University of Massachusetts and served as an Executive Administrator to Lani Guinier and Yochai Benkler, at Harvard Law School. Her 20 years plus of corporate experience included executing operational strategy and delivering results for employers such as Deloitte & Touche LLP, The Gillette Company, American Express, Andersen Consulting and the Ritz Carlton (Atlanta, GA).



SHABNAM MASHMASARMI

Co-Founder and Chief Operating Officer, OnyxGroup Development, LLC

Shabnam Mashmasarmi born and raised in Brockton, dedicates her life to helping families build wealth by representing sellers and buyers, who are first time homebuyers, investors, wholesalers and/or developers. As part of her passion to helping families build generational wealth, she educates her clients and communities on asset protection and estate planning techniques. Shabnam believes property ownership is not just about acquiring it, but protecting and sustaining it for years to come.

ONYXGROUP - TEAM RESUMES



BACKGROUND

- The OnyxGroup is a Boston based Black Woman Owned Development & Brokerage LLC
- Bachelors of Arts, UMass Boston
- Created the OnyxGroup in February 2021
- MBTA Board and PWDC Subcommittee Member
- Board Member: Madison Park Development Corporation
- Serves on Mayor Michelle Wu's Committee for Rent Stabilization, Development and Community Engagement
- Board member on the CAC - Children's Advocacy Center

CHANDA SMART CEO, OnyxGroup Development, LLC

Mrs. Smart's academic & corporate experience has spanned from an Administrator to Lani Guinier and Yochai Benkler, at Harvard Law School to executing operational strategy and delivering results for employers including Deloitte & Touche LLP, The Gillette Company, American Express, Andersen Consulting, and the Ritz Carlton (Atlanta, GA). As a Boston real estate agent, it became more apparent that her clients were migrating away from the city. As agents of Realty, Change etc., we are either part of the problem or part of the solution. Realizing the need to create balanced communities via development, Chanda created the OnyxGroup in February 2021. In March 2022, The Town of Foxboro, MA awarded a 200 unit Senior Affordable Housing project to the joint venture partnership with The OnyxGroup and Peabody Properties.

PROIECT EXPERIENCE

- P3 Roxbury. Roxbury, MA; The development concept will maximize the potential of P3 and serve the needs and desires of the Roxbury community.
- Zero Greenway (Parcel 25). Boston, MA; The project is proposed as a vertical stack of retail, parking, 300,000 gsf of life science lab / office shell & core space and 218 rental units with a 40% affordable commitment.
- 36 Main Street. Brockton, MA; OnyxGroup Development, LLC, Maven Construction and Concord Square Planning and Development, Inc. have joined forces and propose to create 35 housing units, of which 28 will be market rate and 7 will be affordable at 80% of area median income.
- Walnut Street. Foxboro, MA; This JV with Peabody Properties/ AHSC, Inc. will create 200 Senior affordable Housing units.



BACKGROUND

- The OnyxGroup is a Boston based Black Woman Owned Development & Brokerage LLC
- Co-founder of OnyxGroup
- Graduate of Boston College and Suffolk University Law School
- Certificate in Diversity and Inclusion from Cornell University
- Extensive experience in commercial real estate

SHABNAM MASHMASARMI Co-Founder and Chief Operating Officer, OnyxGroup Development, LLC

To ensure Black communities have access and opportunities to real estate development and ownership, and to ensure Black women and those disproportionately impacted by the existing barriers be part of the conversations, Shabnam partnered with Chanda Smart and established OnyxGroup Development and Realty. In the years prior to establishing OnyxGroup, Shabnam partnered with Suffolk University Center for Real Estate as Program Consultant. Shabnam also worked in the commercial real estate space, representing local developers acquiring off market properties and partnering with local developers such as Castillo & Company, Contemporary Home Remodeling, and L&M Real Estate Investments, LLC to provide quality and affordable homes. Shabnam graduated from Boston College and Suffolk University Law School. She also received a Certificate in Diversity and Inclusion from Cornell University.

PROJECT EXPERIENCE

- P3 Roxbury. Roxbury, MA; The development concept will maximize the potential of P3 and serve the needs and desires of the Roxbury community.
- Zero Greenway (Parcel 25). Boston, MA; The project is proposed as a vertical stack of retail, parking, 300,000 gsf of life science lab / office shell & core space and 218 rental units with a 40% affordable commitment.
- **36 Main Street. Brockton, MA;** OnyxGroup Development, LLC, Maven Construction and Concord Square Planning and Development, Inc. have joined forces and propose to create 35 housing units, of which 28 will be market rate and 7 will be affordable at 80% of area median income.
- Walnut Street. Foxboro, MA; This JV with Peabody Properties/ AHSC, Inc. will create 200 Senior affordable Housing units.

ONYXGROUP - RELEVANT PROJECT EXPERIENCE







WALNUT ST. | FOXBORO, MA

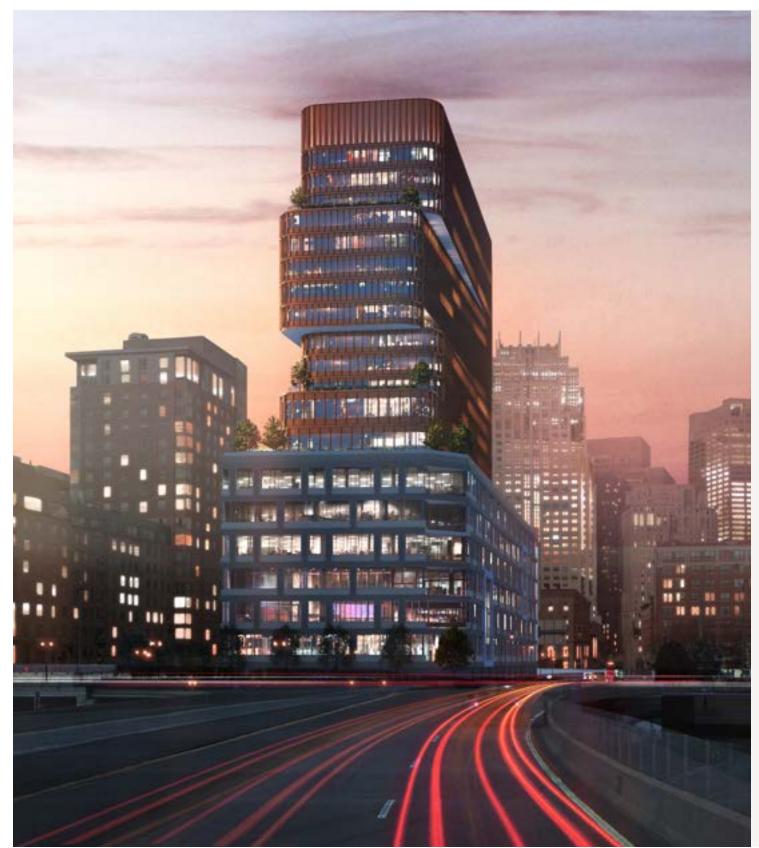
Joint Venture, Foxboro, MA - 200 Senior affordable Housing units Joint Venture w/Peabody Properties/AHSC, Inc. (OnyxGroup) Estimated Project Cost: \$54M - Estimated Completion Date: 2025. 40B Comprehensive Permit, 4% and 9% LIHTC.



P3 ROXBURY MA

7.7 Acres - A Joint Venture: w/ HYM, MCAP (OnyxGroup) et al. Estimated Project Cost: \$1.5B+ - Estimated Completion Date: 2032

ONYXGROUP - RELEVANT PROJECT EXPERIENCE





ZERO GREENWAY (PARCEL 25) | BOSTON, MA

The MassDOT Parcel 25 site, including an air-rights component capping the exit portal for Route 93S, is the last large-scale open site along Boston's renowned Rose Kennedy Greenway. The project sits at the southern end of the 1.5 mile linear park and represents a tremendous development opportunity to both create an iconic building form at the southern entry to the City of Boston and to finish the Greenway with a visually critical, placemaking, public open space. The project is proposed as a vertical stack of retail, parking, 300,000 gsf of life science lab / office shell & core space and 218 rental units with a 40% affordable commitment. The designation was granted to the Peebles / Genesis team, as a 100% MBE development team with 51% MWBE design team, 25% MWBE construction team and the highest level of Diversity, Equity and Inclusivity commitments at all levels and phases of the project. OnyxGroup will be working with Trademark Partners, the selected Owner Project Manager and Permitting consultant, as part of the P-25 team. OnyxGroup will be responsible for retail leasing and operation as well as community engagement and coordination for the P25 Development project.

DREAM DEVELOPMENT - FIRM PROFILE



WHO WE ARE

DREAM Development's principals and key personnel have extensive experience in the design, construction and real estate industry. As leaders in Greater Boston, our team actively advocates for equitable change and delivers in transformative projects.

We empower stakeholders to support the creation of beautiful, authentic places enabling better outcomes through inclusive and equitable development approaches.

OUR SERVICES

- Integrated design and development approach, providing design that improves quality of life that is also a sound investment
- Holistic alternative to the conventional development 'package' to create greater amenity and public realm activation
- Deep network of minority- and womanowned businesses and other underrepresented groups that participate in our developments
- Environmentally friendly homes and workplaces that support independent but connected living for individuals and families in urban neighborhoods

Our development services are enhanced by our cross-disciplinary focus with architecture and planning. As a vertically integrated design and development firm, our design clients and partners have found synergies with our development arm by presenting us with opportunities to invest in their large-scale development projects.

DREAM Development is the conduit through which investments in real estate are made, maximizing our ability to help build stronger urban neighborhoods.



GREG MINOTT AIA, LEED AP **Managing Principal**

As Managing Principal at DREAM, Greg specializes in inclusive design and planning for community-driven, urban mixed-use, residential and adaptive reuse projects.



IOHN BARROS Partner/Investor

John Barros will invest under DREAM Development and will work to bring best practices in neighborhood development to the project. He will also play a role in raising capital from a diverse pool of women- and minority-owned business entities.



CONAN HARRIS Partner/Investor

Conan Harris will invest with DREAM Development and work with the team to engage with diverse local and municipal stakeholders. He is the founder and coprincipal of the management consulting firms CJ Strategies LLC and Conan Harris and Associates.



JOSEPH CRISPUS KARANJA

Real Estate Acquisitions and Finance Manager

As the Real Estate Acquisitions and Finance Manager for DREAM Development, Joseph oversees the fiscal implementation and coordination of development projects from acquisition to completion and lease-up, including financial analysis, design and construction, and transfer of the project to the property management partner.



JEAN VATELIA Senior Project Manager

As Senior Project Manager at DREAM, Jean utilizes his extensive technical understanding of budget, schedule, construction and code to enable best outcomes.

DREAM DEVELOPMENT - TEAM RESUMES



BACKGROUND

- Registered Architect: MA, RI, CT, NY
- American Institute of Architects (AIA)
- Real Estate Executive Council (REEC)
- Boston Society for Architecture (BSA)
- BosNOMA
- ULI Boston Housing and Economic **Development Council**
- Hearth Inc. Board of Trustees
- Executive Education: Developing Affordable Housing Harvard University Graduate School of Design Master of Architecture Master in Infrastructure Planning New Jersey Institute of Technology Bachelor of Arts in Architecture Caribbean School of Architecture

GREG MINOTT AIA, LEED AP

Managing Principal, DREAM Development

Originally from Mandeville, Jamaica, Greg moved to the U.S. in 1999 and earned dual Master's degrees in Architecture and Infrastructure Planning at the New Jersey Institute of Technology. Greg co-founded DREAM Collaborative in 2008, and DREAM Development in 2016. Greg is a member of the Real Estate Executive Council (REEC), BosNOMA and was the 2021 President of the Boston Society of Architecture. He is also a member of the Board of Trustees for Hearth, Inc. and has been appointed to the ULI Boston Housing and Economic Development Council. He is regularly invited to speak on issues in design, sustainability, equity, diversity, inclusion and urban development. The AIA has recognized Greg's significant contributions to more livable communities and better connected neighborhoods.

PROJECT EXPERIENCE

- P3 Roxbury Development Roxbury, MA; HYM, My City at Peace
- 2147 Washington Street Mixed-Use Roxbury, MA; DREAM Development and New Atlantic Development
- Whyte's Laundry & Adjacent Parcels Lynn, MA; MassDevelopment
- **Dorchester Bay City Development** Dorchester, MA; Accordia Partners
- Mildred Hailey Apts Ph1 Redevelopment Jamaica Plain, MA; Centre Street Partners
- **Dixwell Plaza Redevelopment** New Haven, CT; RJ Development + Advisors and ConnCORP, LLC
- Africatown Plaza Seattle, WA; GGLO
- Temple Landing II New Bedford, MA; Preservation of Affordable Housing, Inc.
- **Winthrop Center Tower** Boston, MA; MP Boston (Millennium Partners)

- The Kenzi, Bartlett Station Senior Living **at Lot D** Roxbury, MA; Preservation of Affordable Housing, Inc.
- 2451 Washington Street Residences Roxbury, MA; Madison Park Development Corporation
- 24 Westminster Avenue Roxbury, MA; DREAM Development
- · Hearth at Four Corners Dorchester MA Hearth, Inc.
- **LeClair Village** Mashpee, MA; Preservation of Affordable Housing, Inc.
- Freedom House Community Center Headquarters

Dorchester, MA: Freedom House, Inc.

Whittier Wellness and Fitness Center Roxbury, MA; Whittier Street Health Center (WSHC)



BACKGROUND

- Master's Degree in Public Policy. Tufts University
- Bachelor of Arts. Dartmouth College
- 2007 Barr Foundation Fellow
- Member of the 2005 Fellows class in the South African- United States Center for Leadership and Public Values
- Board of Directors Huntington Theatre Company Boston, MA
- Board of Directors Catholic Charities, Incorporated Boston, MA

IOHN BARROS Partner/Investor, DREAM Development

John is CEO/President of Civitas Builder, Inc. in Boston, which is focused on improving communities through the development of responsive real estate with a particular emphasis on affordable housing. In his role, he is responsible for business development and execution of real estate development. He works closely with investors and other developers to create real estate strategies that respond to market trends and opportunities. The company provides a range of services that include strategy consulting, managing, and developing commercial real estate. John was previously Managing Principal at Cushman and Wakefield, where he led all market activities for their Boston market.

John has spent most of his career advancing affordable housing and fostering economic development in Boston's neighborhoods through his role as the Chief of Economic Development for the City of Boston and Executive Director of the Dudley Street Neighborhood Initiative (DSNI).

As Chief of Economic Development, John led the sustainable development and growth of the city, ensuring equitable and inclusive access to employment, pathways to careers, and strong job growth; streamlining licensing and permitting processes; and supporting small businesses, particularly women- and minorityowned businesses.

Prior to his appointment, John served 13 years as Executive Director of DSNI, where he successfully led a neighborhood revitalization focused on community wealth creation, producing permanent affordable housing, and establishing the largest urban community land trust in the country.

John has a master's degree in public policy from Tufts University and a B.A. from Dartmouth College. He is a member of the 2005 Fellows class in the South African- United States Center for Leadership and Public Values and is a 2007 Barr Foundation Fellow.

DREAM DEVELOPMENT - TEAM RESUMES



BACKGROUND

- Founder and Co-Principal of CJ Strategies LLC and Conan Harris and Associates
- Bachelor of Arts, Sociology **Boston University**

CONAN HARRIS

Partner/Investor, DREAM Development

Conan Harris will invest with DREAM Development and work with the team to engage with diverse local and municipal stakeholders. He is the founder and coprincipal of the management consulting firms CJ Strategies LLC and Conan Harris and Associates.

Prior to developing his consulting firms, Conan worked in the public sector as a senior aide to Mayor Martin J. Walsh in Boston. As Deputy Director of Public Safety, he played a leadership role in establishing Boston's first ever Office of Returning Citizens, working with the formerly incarcerated to design the vision, programs, and services of the new office.

Before working with the Walsh Administration, Conan worked for The Boston Foundation on their violence prevention and intervention strategy as a Manager for StreetSafe Boston. Under his leadership, he oversaw a 95% increase of justice involved youth and men engaged and enrolled in program services.



BACKGROUND

- BCC and ULI Boston Member
- Master of Science in Real Estate Development University at Buffalo, State University of New York

JOSEPH CRISPUS KARANJA

Real Estate Acquisitions and Finance Manager, DREAM Development

As the Real Estate Acquisitions and Finance Manager for DREAM Development, Joseph oversees the fiscal implementation and coordination of development projects from acquisition to completion and lease-up, including financial analysis, design and construction, and transfer of the project to the property management partner.

Joseph bring over 14 years of relevant experience to this position. Prior to joining DREAM, he was a project manager with B'nai B'rith Housing of New England as a project manager, specifically involved in directing their 63 unit, 100% affordable senior housing ground-up multifamily development in the Hyde Park neighborhood of Boston. He holds a Master of Science in Real Estate Development from the University at Buffalo, a Master of Business Administration from the University of Nairobi and a Bachelor of Business Administration from Kampala International University.

- Master of Business Administration, University of Nairobi
- Bachelor of Business Administration, Kampala International University



BACKGROUND

- OSHA Training
- Certificate in Civil Engineering Technology
- Emergency Preparedness Training
- Building Construction, Wentworth Institute of Technology
- Electrical Work, Northeastern University
- Masters in Biblical Language and Urban *Ministry*, Gordon Cornwell Theological Seminary

IEAN VATELIA Senior Project Manager, DREAM Development

Jean is a Senior Project Manager at DREAM Development. He has close to 30 years of extensive experience in project management, space planning and building operations. Jean also serves as mentor to our staff in their growth and learning of Construction Administration.

His prior experience includes serving as project manager and manager of facilities for Whittier Street Health Center; working with Janey and Northeastern as their Resident Engineer/Clerk of the Works; and as Construction Field Engineer for the Central Artery Tunnel Project. He has taken comprehensive coursework at Wentworth Institute of Technology and Northeastern University in building construction and electrical work.

PROJECT EXPERIENCE

- 2147 Washington Street Mixed-Use Roxbury, MA; DREAM Development and New Atlantic Development
- 24 Westminster Avenue Roxbury, MA; DREAM Development
- The Kenzi, Bartlett Station Senior Living at Lot D Roxbury, MA; Preservation of Affordable Housing, Inc.
- **Cambridge Housing Authority House Doctor** Cambridge, MA; City of Cambridge MA
- **Artist Row Capital Needs Assessment** Salem, MA; City of Salem
- **Old Town Hall Capital Needs Assessment** Salem, MA; City of Salem
- Fire House and Department Capital Needs Studies Salem, MA; City of Salem
- Northeastern University Parcel 18* Boston, MA; Northeastern University
- Whittier Wellness and Fitness Center Roxbury, MA; Whittier Street Health Center (WSHC)
- * Denotes previous experience prior to DREAM

DREAM DEVELOPMENT - RELEVANT PROJECT EXPERIENCE

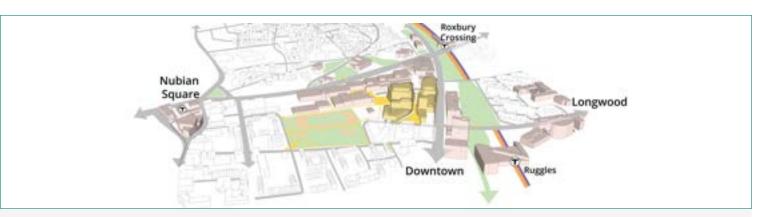
P3 ROXBURY | ROXBURY MA

Type: Mixed-use, mixed-income

Co-Developer: HYM, My City at Peace

DREAM Development is proud to be collaborating with the BPDA on the P3 project in Roxbury. As part of a JV development team, we are teamed with HYM and the non-profit My City at Peace on this 7.7 acre, publicly-owned vacant piece of land assembled during the Campus High Urban Renewal Plan. DREAM Development is co-developing Building B, which will become a mixed-income high-rise building including affordable and marketrate housing. OnyxGroup is also a key part of the project team. Our architectural arm, DREAM Collaborative, is the architect for the project. Due to its size, proximity to public transit, major roads and educational facilities, the P3 site has the potential to contribute to the economic development in the Roxbury area, while advancing the community's commitments to affordable housing, arts and culture, and equity. Our development will create a new, inclusive mixed-use development to include affordable and market-rate housing, a life science campus, museum space for Embrace Boston, retail and a variety of public open greenspaces. The team approached the project through 3 lenses, envisioning that the future of P3 will: Honor the Heritage, Restitch and Regenerate, and Catalyze Local Wealth. Through programming, accessibility, mobility, a diverse public realm, and inclusive streetscapes, our plan incorporates the Roxbury neighborhood into a place for longevity, comfort and growth as well as to connect the site to its history.









DREAM DEVELOPMENT - RELEVANT PROJECT EXPERIENCE

2147 WASHINGTON STREET | ROXBURY MA

Type: Mixed-use, mixed-income Development

Co-Developer: New Atlantic Development

Development Cost: \$42M

Units: 74

Rent:

\$1.89/sf - \$3.69/sf

Sales Prices:

\$314,000 - \$537,500

DREAM Development is co-developer with New Atlantic development on a new 100,000 sf, 6-story mixed-use building creating an active live-work-play environment, encouraging artistry and entrepreneurship for Nubian Square. The building is targeting the creative economy with 50% of the units having a preference for artists. The development will provide 62 affordable rental units and 12 for-sale condos— 4 affordable at 70% AMI, 4 at 100% AMI, and 4 at market-rate. Our team has partnered with the artist community to program the ground floor to have a dance studio and dedicated maker space for artists in the building and community. The project will also include an interior courtyard, rotating art installations, retail and commercial spaces and a new home for community staple, Haley House Bakery Cafe. DREAM Development led the entitlements and community engagement aspects of the project in addition to managing the consultant team, coordination of owner/architect consultants and construction budgets. As codeveloper, DREAM Development sought out to work with a diverse team of MBE/WBE consultants including our architectural arm, DREAM Collaborative, as architect. Our team aims to positively contribute to the revitalization of Nubian Square through economic development, affordable housing, and sustainable building practices. 2147 Washington Street is being built to Passive House standards, allowing residents to live in comfort while leaving a low energy footprint.









SITE CONSTRUCTION

Project construction May 2023





DREAM DEVELOPMENT - RELEVANT PROJECT EXPERIENCE

24 WESTMINSTER AVENUE | ROXBURY MA

Type: Mixed-income Homeownership

Development Cost: Est. \$5.2M

Units: 12

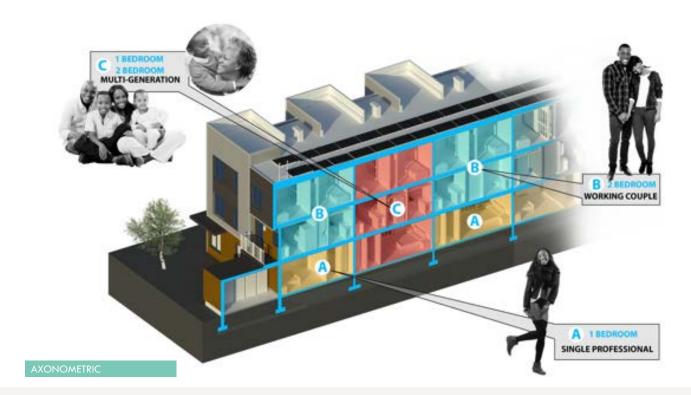
Rent: N/A

Sales Prices:

\$213,700 - \$649,872

The winning entry for the The Mayor's Office of Housing Innovation Competition for the redevelopment of this vacant lot with the challenge of creating a sustainable model for compact, mixed-income housing that is adaptable to different sites throughout Boston. Our flexible design introduces a multi-generational housing concept that supports equity building for a stronger urban community. There is a significant opportunity to roll out this multi-generational housing concept across the City to support the different needs of families. These environmentally-friendly homes will support independent but connected living for individuals and families in urban neighborhoods. The design consists of six 1-bedroom units and six 3-bedroom units. The homes can be purchased in pairs and combined into one larger family home, or kept as completely independent units. 10 units will be market-rate and 2 units will be affordable at 80% AMI and 100% AMI. DREAM Development led the entitlements and community engagement components of the project, managed the design and construction team and assembled the project financing/ investment. Financing sources included investor equity and a construction loan. The estimated construction cost is \$4.5 million. Construction is expected to start in 2023.







TRADEMARK - FIRM PROFILE



WHO WE ARE

Trademark Partners is a City of Boston and Commonwealth of Massachusetts Certified Woman Business Enterprise (WBE) based in the Charlestown neighborhood of the City of Boston.

Due Diligence

Trademark works closely with our clients to develop initial project development budgets and preliminary permitting, design, and construction schedules to inform the process from the outset and provide immediate feedback as the client looks at site acquisition, permitting strategies, and initial engagement proposals. Trademark can assist with

selection of the design, permitting and preconstruction consulting team, including proposal solicitation and review, along with basic feasibility analysis, conceptual design and initial programming and market analysis.

Permitting

Every municipality has its own unique discretionary permitting process including filing requirements, community engagement procedures, and site and building plan review and critique. Trademark takes the lead throughout the permitting process including team management, public presentations, and agency engagement. We have coordinated the efforts for projects of all sizes, including multiple levels of consecutive and sequential municipal and state agency review, as part of procuring all the necessary discretionary permits in advance of construction.

Design Oversight

Trademark assists clients in selection of the right design team for their specific project parameters, organizes the team, manages the schedule, and facilitates the process of developing a design that meets the client's project program goals and budget in a collaborative but streamlined process. With a combined 30 years of experience as architectural project managers, Trademark is particularly aware of the opportunities and risks associated with the design phase.

Construction Administration

Trademark has extensive experience in managing the bidding process to maximize value for our clients and ensure projects are bought efficiently with appropriate open book value management. Trademark will be intimately involved in the final contract negotiation to ensure our client's interests are protected. We are engaged with the entire team throughout construction to ensure schedule, budget and quality are all prioritized, preserved, and ultimately met as part of managing risk and ensuring the construction process is successful.



TESSA MILLARD-DAVIES

Partner

Tessa's key skills include project development planning, team coordination, budgeting and scheduling, design management, and construction oversight. Prior to founding Trademark, Tessa was assistant vice president of Development and Consulting Services at Colliers International, design coordinator at Stantec, and a project manager at The Architectural Team. She has worked with clients such as The Boys and Girls Clubs of Boston, Catamount Management, Norwich Partners, The Peebles Corporation, Crescent Heights, and WinnCompanies.



MARK ROSENSHEIN

Partner

With over 20 years of architectural design and complex project management experience, Mark understands all of the challenges and requirements of taking a project from start to finish. Mark's expertise includes large project team coordination; design, cost, and construction management, community engagement and permitting; and construction administration. Before founding Trademark, Mark worked at Colliers International as senior vice president of Development & Consulting Services and The Architectural Team as a senior project manager. Mark's clients include The Boys and Girls Clubs of Boston, Curry College, Kensington Investment Co., The Salvation Army. Massachusetts Institute of Technology/MITIMCo, Planning Office for Urban Affairs, and Winn Companies.

TRADEMARK - TEAM RESUMES



TESSA MILLARD-DAVIES

Trademark Partners

Tessa's areas of expertise include large-scale residential, hospitality and master planning project design, documentation and construction management. Her key skills include project development planning, team coordination, budgeting and scheduling, requisition and finance package coordination, design management, entitlement coordination and construction oversight. Tessa also provides assistance with permitting and regulatory support for development clients at both the state and municipal levels.

BACKGROUND

- Boston Architectural College University Of Pretoria
- Trademark Partners 2018 - Present
- Colliers International Boston, 2016 - 2018
- Stantec 2015 2016
- The Architectural Team, Inc. 2013 - 2019
- Bild Architects 2009 - 2013

PROJECT EXPERIENCE

Prior to founding Trademark Partners, Ms. Millard-Davies was part of Colliers International's Development and Consulting Services group in the role of assistant vice president.

Before joining Colliers, Ms. Millard-Davies was a Design Coordinator III at Stantec working with the team on several complex mixed-use projects in Boston.

During and immediately after completion of her course work at the BAC, Tessa was a Project Manager at The Architectural Team, working on both multi-family residential projects and a mix of recreational and hospitality projects, including the Boys & Girls Clubs of Boston Edgerly Family Clubhouse in South Boston.

- 100 Hood Park / Hood Park Master planning, Charlestown, MA
- The Viola, The Peebles Corporation, Boston, MA
- The Moxy, AC Clearwater & Sawgrass, Aloft Aventura & Portland Hotels, Norwich Partners, Boston, MA & Florida
- 480 Rutherford Avenue, Hood Park, Catamount Mgmt, Charlestown, MA
- 399 Congress Street, Boston, MA
- Nobu Hotel, Atlanta, GA
- The Sibley Building, Winn Companies, Rochester, NY
- Lusaka Premier Health Clinic, Lusaka, Zambia



MARK ROSENSHEIN

Trademark Partners

With over 20 years of design, construction and field oversight experience, Mark has a strong track record of managing complex development projects in Massachusetts, Florida, Georgia, Maine and New Hampshire. Mark's responsibilities with clients include overall development planning, team assembly, budgeting and scheduling, design management, and construction oversight. Mark also provides permitting and regulatory support for development clients at both the state and municipal levels.

BACKGROUND

- George Washington University Binghamton University
- Boys & Girls Clubs of Boston, Board of Trustees
- US Green Building Council, Member
- Trademark Partners 2018 - Present
- Colliers International Boston, 2016 - 2018
- The Architectural Team, Inc, 1997 - 2016 •
- Lehmann Mehler Hirst Thornton 1995 - 1997
- South Street Development 1991 – 1995

PROJECT EXPERIENCE

Prior to founding Trademark Partners, Mark Rosenshein joined Colliers International's Development and Consulting Services group in 2016 to provide project management and permitting services to the firm's development clients. Before Colliers Mark was a Senior Project Manager at The Architectural Team, Boston. He was the team lead on a vast array of projects types including multi-family residential, adaptive reuse and historic preservation, new construction high-rise and institutional master planning and development. Mark has led multiple projects through the various state and municipal zoning, environmental, wetlands, conservation commission, and similar discretionary and regulatory agency review and approvals.

- Parcel 25 & The Viola, The Peebles Corporation, Boston, MA
- The Moxy Hotel, TS Lodging, Boston, MA
- AC Aventura, Aloft Aventura, AC Sawgrass, Norwich Partners, Sanibel, FL
- The Harvey, Catamount Management, Charlestown, MA
- 100 Hood Park Drive, 6 Stack, 10 Stack, Hood Park LLC, Charlestown, MA
- The Engine, Built by MIT, MITMICo, Cambridge MA
- On the Dot / Dot Labs, Core Investments, South Boston, MA
- The Kensington, Kensington Investment Companies, Boston, MA
- The Ray & Joan Kroc Corps Community Center, Dorchester, MA
- Aloft Hotel, Norwich Partners, Portland, ME

TRADEMARK - RELEVANT PROJECT EXPERIENCE





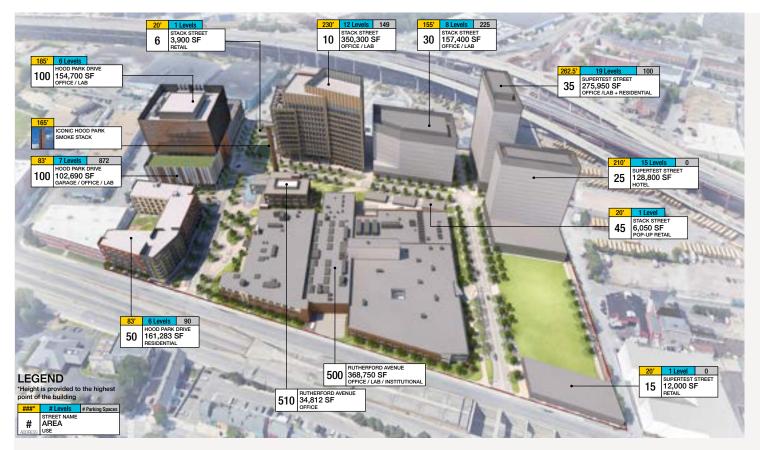
ON THE DOT MASTER PLAN | SOUTH BOSTON

The On the Dot redevelopment is the reinvention of 9.1 acres of a former scrap and metal waste yard along the western edge of Dorchester Avenue, near Andrew Square MBTA Station, into a twenty-first century mixed-use life science and technology campus. The Master Plan PDA permitting effort includes four buildings, a new urban street grid, two substantial new open space greens, below grade parking infrastructure, and public realm improvements along Dot Ave that will result in finally reintegrating the former industrial sites with the adjacent South Boston residential neighborhood while bringing back the core employment and job creation engine along this portion of the Red Line corridor. The master plan includes extensive resiliency measures to elevate the site above 2070 flood levels, targets LEED Gold for all development, includes a central micromobility center for bicycle access to the MBTA red line, and advances the BPDA PLAN: South Boston goals of appropriate urban density while finally achieving environmental justice for the Andrew Square neighborhood by remediating one of the most hazardous former industrial sites in the core of Boston.

495 Dot Ave. | South Boston

The residences at 495 Dorchester Avenue will be the first new construction project on Core Investment's 21 acre holdings on the west side of Dorchester Avenue in South Boston. Located at the center of the City of Boston's PLAN: South Boston district, the 325 unit building will be a pioneer in both location and sustainable design. The project is planned as an all-electric, passive house, partial CLT, dual-brand, rental project with extensive retail on the ground floor, facing both the historic Dorchester Avenue and the newly created Ellery Street complete street and open space corridor, with substantial frontage on the newly designed and created West Park community open space. Trademark is responsible for coordination of the master plan permitting, development plan submission, and design team oversight of the project and anticipates a construction start in Q2 2024.

TRADEMARK - RELEVANT PROJECT EXPERIENCE





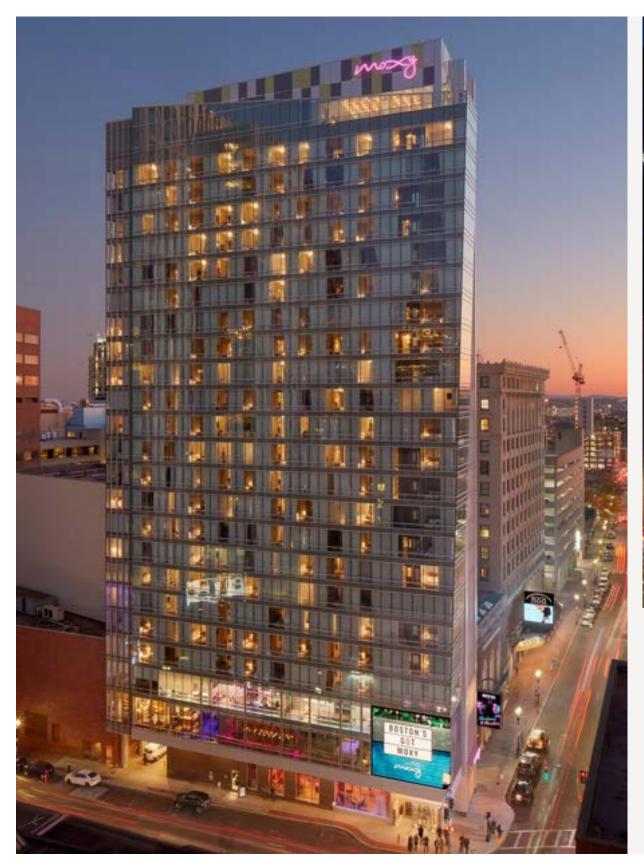
HOOD PARK MASTER PLAN | CHARLESTOWN

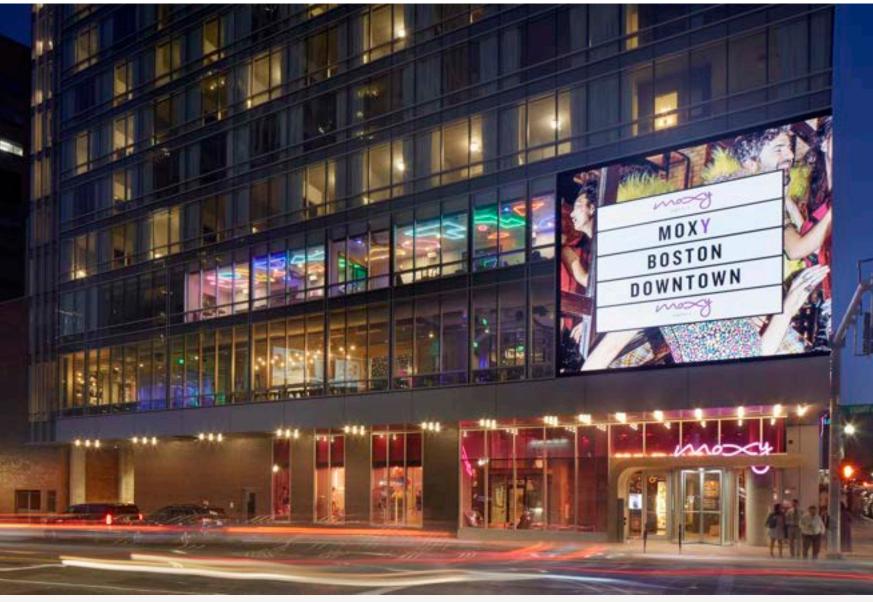
Hood Park is a 20-acre former industrial site in the Charlestown neighborhood of Boston. Trademark is managing the process of completely re-imagining the Master plan as a 1.7 million square foot mixed-use campus including residential, hotel, retail, restaurant and lab / office uses, new open space, and a new street grid connecting the campus to the Charlestown neighborhood. With a significant increase in the allowable heights through a zoning change proposal the campus is poised to become the next emerging tech industry live / work / experience district in Boston.

The Harvey | Charlestown

A 177-unit market rate residential building in Charlestown, MA, including 10,000 s.f. of retail, parking for 90 cars, a rooftop patio garden and a full suite of amenities including lounge, fitness, and co-working suite. The building, when completed in 2019, was the first Certified LEED Platinum V4 Multi-Family Residential project in the Commonwealth of Massachusetts. The Harvey has been over 97% occupied for the length of it's operation, as managed by Bozzuto Management.

TRADEMARK - RELEVANT PROJECT EXPERIENCE





THE MOXY | BOSTON

A 340 key luxury limited service hotel in the brand new Moxy by Marriott line. Located in the heart of the Theater District in downtown Boston on a tiny BPDA owned parcel at the corner of Tremont and Stuart Streets, the hotel is styled and designed to convey a sense of being behind-the-scenes in the middle of everything. The Moxy opened in the Summer of 2019, and includes a rooftop bar/lounge with the best views in the City. rademark was responsible for design and permitting coordination, construction oversight, and transition to operations at the project completion. The very small urban site required extensive engagement by Trademark with the adjacent and abutting property owners to ensure a smooth construction and operation effort.





THE COMMUNITY BUILDERS (TCB)

Onyx/DREAM is joined in this submission by The Community Builders, Inc. ("TCB"). TCB is partnering with Onyx/DREAM as part of the **Ensemble Charlestown** team to provide technical expertise and financial consulting for the affordable housing development, public funding submissions and will serve as the Property Management and Support Services Facilitation entity to lease up and stabilize the **Ensemble Charlestown** homes. TCB has extensive experience with all phases of affordable housing permitting, design, construction, financing and operation and represents a strong part of the **Ensemble Charlestown** team. TCB enhances the Onyx/DREAM group's capacity and depth of experience in these critical areas of the project. As Property Managers and Support Services Facilitators TCB will ensure the ongoing successful operation of the property, coordinate ongoing outreach to the community, and facilitate engagement between residents and the needed support services in the City of Boston. TCB, as a long term partner in the **Ensemble Charlestown** development and operation, will be an important member of the submission team and work closely with the Onyx/DREAM group through all phases of the process.

MSQUARED

Onyx/DREAM is joined in the proposal by MSquared. MSquared, a women-owned real estate impact platform and is partnering with Onyx/DREAM as the lead capital partner to provide pre-development, equity and debt capital and to assist with the capital stack from a wide range of local and national sources. MSquared has extensive experience financing projects that combine market-rate homes with homes that are affordable to a wide range of incomes, allowing families the money they need for basic necessities and giving all households access to high quality community resources. MSquared is committed to providing capital and partnering with teams that are inclusive and representative of the neighborhoods they work in. Their projects incorporate economic diversity in their residential programs and promote community serving retail and services, and spaces for non-profits. By partnering with MSquared, Onyx/DREAM ensures that ownership and access to capital sources for the project remains the responsibility of 100% M/WBE firms.

ASLAND CAPITAL PARTNERS

Asland Capital Partners ("Asland"), founded by James H. Simmons III, is a leading owner and operator of multifamily, mixed-use and retail assets in revitalizing sub-markets throughout the U.S. The firm has consistently added value to assets and communities through its careful and intense focus on revitalization, rehabilitation and repositioning. Asland and its principals have a long and distinguished track record of creating and preserving affordable and workforce housing within the five boroughs of New York City and across the nation. As the general partner of the Asland Domestic Emerging Markets Fund II ("ADEM Fund II") and the founders and managers of ADEM Fund I, the principals of Asland have invested over \$1 billion of equity in affordable and workforce multifamily/mixed-use developments over the past decade.

THE COMMUNITY BUILDERS - FIRM PROFILE | AFFORDABLE HOUSING CONSULTANT AND OPERATOR



WHO WE ARE

The Community Builders' mission is to build and sustain strong communities where all people can thrive. Our mission-driven businesses work with partners to develop, finance and operate residential communities, neighborhood amenities and opportunity programs for families, seniors and adults with disabilities. Since 1964, we have advanced housing equity through award-winning affordable and mixed-income communities and

our pioneering Community Life model for resident success. We are committed to the long-term success of our developments and our ownership and management portfolio includes over 14,000 apartment homes. Anchored by offices in Boston, Chicago, Columbus, New York and Washington D.C., we operate across 15 states.

OUR SERVICES

- Develop Healthy Housing Housing Development Finance Design & Construction Management
- Invest in Thriving Neighborhoods Neighborhood Revitalization
- Connect Residents Community Life & Resident Services

- Manage Well Property Management Overview
- Asset Management Property Management Overview



PATRICIA BELDEN Executive Vice President For Real Estate

Patricia Belden joined The Community Builders in 2020 as the Executive Vice President of Real Estate Development. Prior to joining TCB, Belden worked at the Preservation of Affordable Housing (POAH), a leading multi-regional affordable housing nonprofit. Patricia worked her way from project manager to managing director and COO, co-leading all development, including POAH's entry into the Chicago market and its Choice Neighborhoods grant-funded work. She also served as President of the POAH Communities property management company and launched the organization's Community Imp act program which focuses on helping seniors age in place, and residents achieve economic stability and mobility.

Patricia is active on several boards of national associations including the Housing Partnership Network and National Affordable Housing Trust, a nonprofit tax credit syndicator. She received her B.A. from Cornell University and has a master's degree in Public Policy from the Harvard Kennedy School of Government.









MSQUARED - FIRM PROFILE | LEAD CAPITAL PARTNER



WHO WE ARE

MSquared is a women-owned, social impact real estate impact platform that partners with policy- makers, developers and investors to build mixed-income projects that promote affordability, sustainability, and inclusion. While other platforms are beginning to incorporate ESG and Impact mandates into their strategies, driving social impact and financial performance is our strategy.

WHAT WE DO

Investment Management

We raise and manage capital to finance mixed-income development projects that respond to the affordability crisis, are sustainable, contribute to neighborhood infrastructure, and address long-standing industry inequities. MSquared currently has more than \$200 million in assets under management and \$1bn of projects in development.

Development

We leverage our extensive experience in urban development and mixed-income financing to acquire, entitle, and develop sites, forming inclusive teams that are representative of the communities where we build. MSquared has an active pipeline with more than 3,300 mixed-income units in development.

Advisory

We offer strategy and structuring advice to policy-makers, developers and institutions, providing actionable solutions.

OUR PROJECTS

We focus on investing in and developing projects that respond to the affordability crisis, contribute to neighborhood infrastructure, and address longstanding industry inequities.

Affordability | Sustainability | Social infrastructure | Diversity



ALICIA GLEN FOUNDER & MANAGING PRINCIPAL

Alicia Glen is a former New York City Deputy Mayor and a nationally recognized expert in urban development, infrastructure finance, job creation, and housing policy. As Deputy Mayor from 2014 to 2019, Alicia was the architect of "Housing New York" – the largest housing plan in the nation – and developed and financed over 125,000 affordable homes, shattering all previous records. She also created "NYCHA 2.0," a stabilization and modernization plan to generate \$24 billion in funds for renovations and essential capital repairs across NYCHA's portfolio by converting units to private management and building new mixedincome projects. Prior to serving as Deputy Mayor, Alicia was Head of the Urban Investment Group (UIG) at Goldman Sachs and co-led the firm's 10,000 Small Businesses initiative. Under her leadership, UIG catalyzed more than \$5 billion of mixed-use development in cities across the country through equity, debt, and tax investment vehicles.



SARA MYERSON MANAGING DIRECTOR, INVESTMENTS

Sara is the Managing Director of Investments, where she oversees the sourcing and execution of investment opportunities for funds managed by MSquared. She brings over 15 years of finance, design, development and public-private partnership experience with a focus on sustainable and resilient development in emerging and transforming urban markets. Previously she served as the Director of Planning for the Boston Planning and Development Agency, where she oversaw Boston's land use planning, urban design and zoning and led its first citywide planning initiative in 50 years - Imagine Boston 2030. Prior, she served as the Chief of Staff and Director of Policy at Preservation of Affordable Housing (POAH), a nonprofit affordable housing developer. Sara began her career at Goldman Sachs, working in the Urban Investment Group (UIG) and the Investment Banking Division.

FOR DETAILED COMPANY PROFILE AND TEAM BIOS PLEASE REFER TO THE APPENDIX

ASLAND CAPITAL PARTNERS - FIRM PROFILE | CAPITAL PARTNER



WHO WE ARE

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Asland's team has 100 years of combined experience in both the public and private sectors resulting in a long track record of public-private partnerships. Over the past decade the firm's principals have developed a reputation of integrity, creativity and excellence across the acquisition and re-positioning of 180 assets consisting of 11,200 multifamily units, 2,000,000 square feet of mixed-use space and 170,500 square feet of retail space. By focusing on assets and submarkets that have been under invested and/or under-managed, the firm's principals have been able to create immense value for both financial shareholders and community stakeholders.



IAMES H. SIMMONS III MANAGING PARTNER AND CEO

James H. Simmons III is a Managing Partner and CEO at Asland Capital Partners where he serves as the head of the investment committee. James has over two decades of experience in real estate investment throughout the United States as well as New York City including specifically in Upper Manhattan where he is both a resident and pillar of the community. At Asland, he runs the day-to-day operations where he focuses on sourcing and structuring transactions through his deep relationships across the public and private sectors. Prior to joining Ares in 2013, Mr. Simmons was a Partner at AREA Property Partners and Apollo Real Estate Advisors. Prior to joining Apollo, he led the Upper Manhattan Empowerment Zone as CEO. Mr. Simmons holds a B.S. from Princeton University in Electrical Engineering and Computer Science, an M.S. from Virginia Polytechnic Institute and State University in Systems Engineering, and an M.M. from the Northwestern University J.L. Kellogg Graduate School of Management in Finance and Marketing.

ONYX/DREAM: ENERGY PARTNERS (RENEWABLE ENERGY GENERATION PARTNERSHIP)



THOMAS F. WELCH & ASSOCIATES, SALAS O'BRIEN, & HEET ON-SITE, (RENEWABLE ENERGY GENERATION PARTNERSHIP)

Onyx/DREAM has identified a strong potential energy generation partner for the project, to ensure achievement of sustainable, net zero energy goals. A unique partnership is proposed between Onyx/DREAM and Thomas F. Welch & Associates' ("Welch") Thermal Energy Network group (TEN) for the purpose of designing, installing and operating onsite renewable energy production for the **Ensemble Charlestown** project. Welch has collaborated with Salas O'Brien, a leader in the field of design, implementation and financing of geothermal and water source heat capture systems. Welch's Thermal Energy Network team is augmented by their relationship with HEET, a non-profit climate solutions incubator whose mission is the advancement, placement and improvement of carbon emissions reduction systems. Welch will be an additional lessee of the Parcel, either as a sub-tenant of Onyx/DREAM or a direct secondary tenant to the BPDA, for the purpose of installing and operating a geothermal grid and heat recovery exchanger off of the MWRA sewer main located adjacent to the parcel under Rutherford Avenue. Welch Associates and Onyx/DREAM intend to enter into a binding agreement for renewable energy production and distribution, with negotiated energy rates for **Ensemble Charlestown** users, for the duration of the Onyx/DREAM lease term. Through this agreement the project will be provided with on-site generated, net zero carbon, renewable energy for the affordable units in the development, at a reduced cost for initial capital investment and reduced energy rates for the users. This "first of its kind" partnership between Welch TEN, Onyx/DREAM, the MWRA and the BPDA (as lessor) will create a new standard for residential development energy management and production in the City and Commonwealth.



THOMAS F. WELCH & ASSOCIATES INC. - FIRM PROFILE | ENERGY CONSULTANTS



WHO WE ARE

TFW is a minority-owned development firm with over 40 years of successful development experience, primarily in Boston and on the East Coast. Among Mr. Welch's developments is the groundbreaking Crosstown Center mixed-use development of which he is a founding partner.

Tom Welch and Joe Savage have together developed a vaccine production facility and office and lab space on the former Boston State Hospital site in Mattapan for the UMass

Chan Medical School's Mass Biologics Lab. Development totaled \$150 million for the minority-owned Franklin Place Associates LLC of which they are members and Joe Savage serves as manager.

Both continue to be active in social justice and environmental causes and organizations.

The City of Boston Energy Department introduced TFW to Zeyneb Magavi and Audrey Schulman, Co-Executive Directors of HEET over five years ago. HEET introduced TFW to its Networked Geothermal concept. As HEET's profile and capacity grew they continued to work with TFW to find an appropriate site.

When the City of Boston announced the RFP for the Austin Street lots and its restriction on the incorporation of gas energy in the development, TFW contacted HEET to gauge interest.

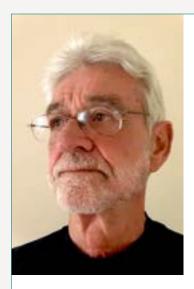
HEET recommended bringing in Salas O'Brien's Brian Urlaub.

This resulted in a series of planning meetings organized by Joe Savage with participation by HEET's Zeyneb Magavi and Kai Palmer-Dunning, Salas O'Brien's Brian Urlaub, members of the Boston Water and Sewer Commission (BWSC), and the Massachusetts Water Resources Authority (MWRA) to maximize the potential to produce clean energy on the site.



THOMAS F. WELCH PRESIDENT OF THOMAS F. WELCH & ASSOCIATES, INC.

Thomas F. Welch, President of Thomas F. Welch & Associates, Inc., has been active since 1973 as a real estate professional in the related fields of real estate finance and development. Trained as a planner at Massachusetts Institute of Technology, he received the Masters in City Planning degree in 1973 with a concentration in urban land development. He began his professional career with the Massachusetts Housing Finance Agency where he served as Senior Mortgage Analyst & Environmental Officer until 1975. The duties included evaluating the feasibility of proposed projects, assessing the capabilities of development team members and determining the responsiveness of proposed projects to documented housing needs and environmental regulations. From 1976 thru 1983 Mr. Welch was Senior Vice President for HII, Corp., a nationally recognized real estate development and management company. He had direct responsibility for conceptual planning, finance and construction of affordable housing projects in Boston.



JOSEPH R. SAVAGE MANAGER

Joseph Savage has over 30 years of experience in real estate development, environmental stewardship, media and community relations, and strategic communications. Manager and principal in a minority-owned development corporation. Designated by partners as manager for overall development coordination, zoning, permitting, community, and media relations for 20+-acre former state hospital site parcel in the Mattapan section of Boston. Construction of the first project for this site, an \$85+ million production facility for the University of Massachusetts State Biologic Lab, and the second project, a \$50 million administration and research facility, was completed between 2002 and 2010. Developed and managed the public relations strategy for a variety of environmental and healthcare clients.

FOR DETAILED COMPANY PROFILE AND TEAM BIOS PLEASE REFER TO THE APPENDIX

SALAS O'BRIEN - FIRM PROFILE | ENERGY DESIGN ENGINEER



WHO WE ARE

Salas O'Brien will develop an initial commercial concept considering the awarded Developer's preferences, sources of investment funds, operations, and long-term risk appetite for ownership. Our engineering team will develop a conceptual design to meet the heating and cooling need and provide initial scope, schedule, and budget to deliver the project as well as a traditional alternative to deliver the same services to define the value proposition. The proposed technical solution is described further

below. The team will identify key incentive considerations to direct technical decisions and integrate these aspects into a financial pro forma for review with the Developer. The pro forma will identify key sensitivities to the project for the team to consider. Salas O'Brien will generate a sensitivity tracker and risk register to manage ongoing project risks and mitigants. Working with the Developer through Phase 1, the team will collectively determine the path for development of the project either through self-performing the project or preparing for third-party implementation of the design concept.

Salas O'Brien will work with the awarded Developer to identify key timing and phasing of the project to ensure optimized flexibility and mitigate underutilized infrastructure. Since Salas O'Brien's organization has an ability to self-perform the engineering as part of its core business, we are motivated to work with the Developer to develop a project with the greatest economic potential.

A plan and procedures for the implementation of geothermal test bores will be developed and executed in order to confirm the design capacity potential of each well.

Alternatively, Salas O'Brien can work with the Developer to seek outside funds through investment partners to advance engineering and project implementation in a transparent manner. Salas O'Brien can create a special purpose vehicle ("SPV") to finalize design, build, finance, own, and operate the system and contract directly with counterparties for use of the heating and cooling utilities.



BRIAN URLAUB DIRECTOR OF GEOTHERMAL OPERATIONS

Brian oversees Salas O'Brien's geothermal projects and is involved in procurement, design, and project management. He has 22 years of experience in the geothermal industry, beginning with installation and servicing in the field, then transitioning to design and sales. He is adept at working with clients to develop solutions that meet their goals while responding to site conditions, as well as schedule and budget expectations.



MIKE WALTERS PE, LEED AP Principal, District **Energy Market**



RICK HUMPHRIES PE **Director of Development**



IEFF URLAUB PE Principal, Geo **Exchange Expert**



ROB MCKENNA Senior Vice President. **Director of Planning**

HEET - FIRM PROFILE | ENERGY CONSULTANT



WHO WE ARE

HEET (Home Energy Efficiency Team), is a nonprofit climate solutions incubator with a mission to cut carbon emissions now through systems change. We believe in an energy transition that meets the needs of all, from lowincome communities to gas utility workers to future generations. To accomplish this, we are developing strategies and technology that move us to a sustainable, renewable and equitable energy system.

BACKGROUND ON NETWORKED GEOTHERMAL

HEET first pitched networked geothermal as a clean heat business model to gas utilities in 2017. As a result, Eversource Gas and National Grid, two of the largest utilities in Massachusetts, have received permission to build a total of five demonstration projects. Seven other gas utilities and 12 states are now looking into moving forward with their own networked geothermal projects.

Massachusetts Clean Energy Center, a state economic development agency that funds climate solution innovations to meet the state's emission reduction goals while growing a clean energy economy, awarded HEET a \$5 million grant for the multi-year research effort. MassCEC is engaged with HEET to monitor the impact of the research and identify additional opportunities to promote Massachusetts' climate goals. As a result of this funding, HEET formed the Learning From the Ground Up (LeGUp) research team to collect data from the first utility-led installations of networked geothermal in Massachusetts. The team will develop technical, scientific, equity, and economic reports to inform the scaling of this technology and create a pathway to decarbonize natural gas heating throughout the country.



ZEYNEB MAGAVI CO-EXECUTIVE DIRECTOR

To efficiently and equitably decarbonize buildings, Zeyneb designed the GeoMicroDistrict, a scalable utility-managed bidirectional ambienttemperature thermal energy network. With six installations funded – five by regulated gas utilities – she has convened an independent research consortium to maximize learning and allow data-informed optimization of the Gas-to-Geo transition. Zeyneb joined HEET as research lead for the Large Volume Leak study, which identified a method to rapidly cut leaking gas pipe emissions in half and aligned gas utilities and climate advocates to drive rapid enactment of this method as regulation. Zeyneb serves as guest faculty at the Harvard School of Public Health and guest lecturer at the MIT Sloan School of Management.

Before entering the sustainability world, Zeyneb led the development of several technological solutions to global health challenges in the developing world, including in South Africa, Senegal, Thailand, Brazil, and Botswana. She has been part of launching two start-ups and has worked at BBN Technologies and Harvard University. Zeyneb studied physics at Brown University and global health and sustainability at Harvard University. She is committed to creating and driving forward compassionate, multi-disciplinary and innovative solutions to the urgent challenge of climate change.

ONYX/DREAM: DESIGN CONSULTANTS



ARCHITECTS - DREAM COLLABORATIVE (LEAD), MOODY NOLAN, UTILE DESIGN, STUDIO LUZ

DESIGN CONSULTANTS - OFFSHOOTS, INC., SUPERETTE STUDIO, HALEY & ALDRICH, VHB, HOWARD STEIN HUDSON, ENVIENERGY STUDIO

The **Ensemble Charlestown** project will be designed by a diverse and experienced collaboration of architects, engineers, consultants and technical experts. The team will be led by DREAM Collaborative, a black owned architectural firm with a strong background in design and urban planning. DREAM Collaborative will be responsible for the overall strategic design effort and will be architect of record for three of the project buildings. DREAM will be joined by Moody Nolan architects, the largest minority owned architectural firm in the country. Moody Nolan will bring their national level experience to the Boston market and the neighborhood of Charlestown as architects of record for the cluster of buildings at the southern end of the site. Further, Moody Nolan brings extensive experience with athletic facility and surface design and will collaborate with Offshoots, a Charlestown based landscape design and installation firm. Utile will work with the team as Urban Design partners, bringing their deep understanding of Boston's complex urban context to the project. Utile will be responsible as architect of record for the free-standing tower at the middle of the site. The fourth architect on the project will be Studio Luz, who will collaborate with DREAM and focus on streetscape, ground plane and culture and arts space design in the north cluster of buildings.

In addition to the architects the **Ensemble Charlestown** project will benefit from the highest level of experience and knowledge in the critical areas of transportation, site and environmental engineering, arts & culture center design, and sustainable, resilient, and environmental quality design. The team will include VHB for civil engineering, permit consulting, and storm water / resiliency design services. Howard Stein Hudson will coordinate transportation, traffic control and roadway design, and communications with state agencies including MassDOT and the MBTA. Haley Aldrich, a Charlestown based firm, will provide geotechnical engineering, LSP and environmental remediation services, as well as environmental design for air and noise quality issues associated with the adjacent elevated highway system impacts. Superette Studio will provide community engagement and design services for residential interiors and the arts, culture and music spaces within the project. enviENERGY will oversee the Article 37 submissions, coordinate the Smart Utility requirements, provide LEED and WELL submission services, and generally ensure compliance with sustainability, resiliency and healthy development goals and requirements.

This group of core consultants will be joined by technical engineering and design firms for structural, mechanical, envelope, vertical transportation, acoustic, and code consulting disciplines. Onyx/DREAM is committed to 65% of the design consultant team being M/WBE certified or Charlestown based, with 80% of the architectural design and urban planning already committed to M/WBE Certified architectural firms.

DREAM COLLABORATIVE - FIRM PROFILE | LEAD MASTERPLANNER AND ARCHITECT



WHO WE ARE

DREAM Collaborative was founded in 2008 and is Boston's leading minority-owned design and development firm. Our studio is comprised of diverse problemsolvers who use architecture, design, and planning as tools to elevate quality of design to help communities thrive. DREAM Collaborative was founded on the commitment of bringing greater diversity to the practice of architecture in Boston and beyond. Based in a

majority minority city, our diverse team reflects the people and places in which we work. We design and build supportive environments to foster equity and nurture growth for all—highlighting the rich and diverse cultures within our neighborhoods.

DREAM was established in 2008 with a passion for urban redevelopment and a dedication to underserved neighborhoods to make high quality design accessible to everyone. Today, the firm works with clients on new construction and adaptive re-use projects for mixed-use and housing, science and technology, and learning environment projects. DREAM is proud to be a signatory of the AIA 2030 Commitment—an actionable climate strategy to reach net zero emissions in the built environment. We join firms nationwide in an effort to integrate sustainable design practices into our design process.



THE KENZI Bartlett Station Affordable, Age-restricted Housing Roxbury, MA



2451 WASHINGTON STREET Affordable Home-ownership Development. Roxbury, MA



DIANA MARSH AICP **URBAN PLANNER**

As Urban Planner at DREAM, Diana manages complex planning and development projects, brings land use regulation expertise, including zoning and design guidelines and development review, and helps assess real estate potential through conceptual site planning and massing studies.

Diana's urban design skills bridge the gap between the architecture and planning professions, helping knit individual buildings and sites into a cohesive built form that contributes to an attractive and inviting public realm. She has worked for public and private clients on a wide variety of projects in different contexts and at different scales. Diana's experience stems from an interest in how land use and built form affect travel behavior, user comfort, and the overall success of a place.

Diana has prepared large-scale master plans and redevelopment plans for downtown cores and suburban corridors. She has extensive experience drafting form-based zoning language and design guidelines for every type of development, including mixed-use and downtown districts, high-rise and moderate-density residential neighborhoods, village and hamlet zoning, medical campuses, and suburban warehouse and office districts. She has evaluated development potential through numerous conceptual site plans and massing studies, and has conducted many building and site design reviews.



IEREMY M. TOAL AIA, LEED Affordable Housing **Assistant Director**



ROSA HERRERO AICP, LEED **Urban Planner**



SARA KUDRA AIA Affordable Housing Director



PEDRO FAGUNDO AIA, LEED Senior Project Architect

FOR DETAILED COMPANY PROFILE AND TEAM BIOS PLEASE REFER TO THE APPENDIX

MOODY NOLAN - FIRM PROFILE | ARCHITECTS



WHO WE ARE

At Moody Nolan, we practice responsive architecture and responsible citizenship designing spaces unique to our clients, community and the environment.

We are the proud recipient of the 2021 American Institute of Architects (AIA) Architecture Firm Award. As the highest honor an architecture firm can achieve, we are the first African American owned firm to receive this industry recognition.

As the largest African American owned firm in the country, we believe great design happens at the intersection of innovative ideas and divergent points of view. Our projects garner national attention, receiving more than 320 design citations and awards from industry-leading organizations including The American Institute of Architects and The National Organization of Minority Architects.

Responsive Architecture

We practice responsive architecture—which means we listen intently and analyze creatively—to design spaces that reflect the culture of our clients and the communities they serve. Our design approach elevates the mission of each client creating a solution that balances the needs of today with flexibility for tomorrow.

Diversity by Design

Our firm is diverse by design with a staff comprised of 46% women and 43% minorities. Equity and inclusion shape our firm culture and guide our decisions, creating design solutions that inspire positive social change.

Sustainable Design

We design spaces that prioritize human health and protect the Earth's ecosystems. Sustainability is embedded in our design process and considered at every turn. Joining more than 60 firms across the industry, we're committed to achieving carbon neutrality in the built environment by 2040.



JONATHAN MOODY AIA, NOMA, NCARB, LEED AP, FITWEL

Jonathan's work resides at the intersection of architecture and service—bringing transformational design to under-served communities. He believes architecture is a medium through which people can come together and participate in positive social change.

As CEO of Moody Nolan—the largest African American owned firm in the country—Jonathan is driven by a passion to continue his father's legacy of diversifying the practice of architecture. His dedication to advancing diversity garners national attention, recently earning Moody Nolan the 2021 AIA Architecture Firm Award. Recognized among his peers as an exceptional leader, and mentor, Jonathan recently received the AIA Young Architect Award.

Jonathan's work focuses on integrating digital fabrication and social engagement into the design process. He approaches every project as an opportunity to create design solutions that positively impact the communities his clients serve. His community-oriented leadership approach results in transformational and awardwinning design solutions across the nation.



ANDRE VEGA AIA, NOMA, NCARB, LEED AP **Project Manager**



PAUL MILAR Project Designer



SCOTT MANDEVILLE AIA, LEED AP BD+C Principal in Charge



SUF MICHAFI -**BROWN** AIA **Project Architect**

FOR DETAILED COMPANY PROFILE AND TEAM BIOS AND RESUMES PLEASE REFER TO THE APPENDIX

UTILE - FIRM PROFILE | ARCHITECTS



WHO WE ARE

Utile is a Boston-based design firm built like a think tank. We thrive on solving complex problems in intelligent and pragmatic ways. From theoretical issues that frame policy to the practical implementation of architectural commissions, Utile develops a rigorous research-based approach for finding the best solutions.

Design Process

The firm's work is not driven by aesthetics, but by a shared interest in doing deep-dive research focused on the cultural, social, regulatory, and environmental issues inherent in a given design problem. Utile finds opportunities for design by uncovering these issues and synthesizing them. As a result, Utile doesn't focus on a particular project type, but rather projects that require comprehensive research and collaborative engagement with their clients. This means that the firm works on diverse projects of varying scales. Utile has charted a new practice model that combines the innovative thinking of a design practice with the proactive strategic insights of business consultants. As the design process unfolds, the firm uncovers hidden correspondences and tests potential conceptual approaches through sophisticated information graphics, maps, and drawings.

Design Expression

The expression of Utile's projects results from considering the visual and functional role of building components—the roof, exterior cladding, windows, and doors. The firm champions the idea of the "multifunctioning element" and avoids adding ornamentation to create purely visual effects. The joints, drip edges, frames, and other details necessitated by well-informed construction practices are leveraged for maximum effect in an overall expressive approach. This larger composition carefully considers the scale and materials of neighboring buildings and finds the appropriate expression given the purpose of the project. The firm distinguishes between the role of background buildings and civic buildings—even in its own design proposals. Utile frames their projects within the continuum of a constantly evolving urban fabric and sees the thoughtful evolution of the city—more than the design of eye-catching oneoff proposals—as the firm's primary focus.



MICHAEL LEBLANC AIA

PRINCIPAL

Michael is a principal at Utile, where he has been in charge of numerous institutional, residential, and renovation projects such as the 160-unit mixeduse Girard in Boston's South End and The Quinn mixed-use development at 380 Harrison Avenue in

the South End. He led the Rethink Boston City Hall & Plaza Master Plan, the Boston City Hall Conservation Management Plan, and the recent renovation of the Roxbury Branch of the Boston Public Library. His interests range from the logics of construction and material research, to investigating the parametric relationships between code, cost, sustainability, and experiential qualities in building design.



TIM LOVE FAIA Principal



SAM NAYLOR RA Architect



KATHRYN **PAKENHAM BILGEN** AIA Architect

STUDIO LUZ - FIRM PROFILE | *ARCHITECTS*



WHO WE ARE

Community engagement and public outreach are foundational aspects of Studio Luz's design approach for each project. Our firm bridges the team's architectural training with a passion for social impact and community, as exhibited in projects such as Codman Square's Talbot Commons, Urbanica's Hancock Street, Tlee's Development Projects, Sociedad Latina and the advisory center for LGBTQ students of color, Latinx, and Asian students at Wellesley College, among others.

High quality, relevant work experience in planning, community engagement, sustainable housing, community and cultural spaces, mixed use developments, and the creation of inclusive and equitable environments.

Studio Luz is dedicated to rethinking the way our communities are built. To be an effective community is to be sustainable in terms of economy, ecology, and community engagement. We create architectural dialogues that honor local and cultural perspectives to transform urban spaces. Studio Luz Architects has embraced a design approach rooted in explorations of culture, identity, and community. Each project we touch is enriched by having a multitude of perspectives and influences on the design process. With social responsibility at the heart of every project we take on, from who we collaborate with to the materials used and the locations we build in. Studio Luz is well established to show and tell intriguing, inspiring, and educational stories that extend far beyond the construction site to create an enduring community presence.

Since 2002 Studio Luz has produced award-winning projects throughout Boston's diverse neighborhoods. Our award winning project at 691 Mass Ave residencies is comprised of 40 residential units in Boston; 691 Mass Ave exhibits an aesthetic character that at once responds to Boston's historic town houses while asserting its own character. For the Piedmont Park Square Project, consisting of eight new residential units in the historic neighborhood of Bay Village, the diversity of housing offered by Piedmont Park Square simultaneously breaks down the massing of the neighborhood and offers potential residents multiple housing options. The building's large windows both create a relationship between Piedmont and the stacked flats in its environs and offer residents lookouts onto the neighborhood. Each unit is embellished with a play of brick patterning that further relates Piedmont to the overall historic character of the neighborhood.



HANSY BETTER BARRAZA AIA. LEED. NOMA

CO-FOUNDER

Since co-founding Studio Luz Architects in Boston, Massachusetts nearly 20 years ago, Hansy has embraced a collaborative design approach rooted in explorations of culture, identity, and community.

Hansy is a licensed architect, urban designer and LEED Accredited Professional. She has over 20 years of design and construction experience in new construction and renovation for institutional, commercial and residential clients. Under her leadership, Studio Luz's designs have been widely recognized, receiving national and international honors.

As Professor Emerita of Architecture at Rhode Island School of Design, she has taught students what she pursues at Studio Luz: an exploration of how design can foster resiliency, sustainability, and equity in communities typically excluded from the architectural process.



ANTHONY PIERMARINI AIA. CPHD Co-Founder



Design Lead and

Senior Project

Manager

SOPHIF ASSOCIATE AIA **Project Manager**

OFFSHOOTS, INC. - FIRM PROFILE | LANDSCAPE ARCHITECTS



WHO WE ARE

Offshoots, Inc. is a landscape architecture practice that creates ecologically connected, sustainable, productive landscapes instead of landscapes consumptive of water, fertilizer, and time which is the current landscape model in the US. The work at Offshoots alleviates landscapes of their traditional maintenance regimes, creating a new normal for healthy, low-maintenance outdoor environments that are connected to native regional ecologies in urban environments. We specialize in

crafting urban outdoor spaces that link indoor and site environments to connect users to the landscape around them.

Offshoots, Inc is a women-led firm located in Boston (certified WBE and DBE. With 14 full time employees, our team is currently 46% non-male and 15% people of color. The practice was established in 2012 by Kate Kennen, a registered landscape architect raised at her family's garden center in central Massachusetts. As the principal-in-charge of Offshoots, she guides the firm in offering landscape design and horticultural installation for public, nonprofit, and private clients. Kate coauthored the book PHYTO:

Principles of Site Remediation and Landscape Design' which details designing plant-based approaches to remediating environmental pollutants and improving green infrastructure and ecological systems. As a faculty member at Northeastern University and frequent lecturer in the subject of planting design, Kate is well versed in integrating successful plant community design into urban areas while considering long-term management goals.

RELEVANT WORK

Offshoots, Inc. has experience providing landscape design services for complicated multifamily and public realm improvement projects in Massachusetts. Offshoots project work is diverse in scale and scope, and includes not only multi-family residential work, but streetscape and public park improvements, phytotechnology projects (using plants to clean up stormwater, air pollution, and contaminated brownfield sites), and gardens for public entities.



KATE KENNEN RLA

FOUNDER

Kate Kennen is founder of Offshoots, Inc., a Boston, MA landscape architecture and horticultural installation practice and full-time professor at Northeastern University. Her book co-authored with Niall Kirkwood, PHYTO: Principles and Resources for Site Remediation and Landscape Design, translates the science of phytoremediation into an easy-to-understand guide for design professionals. She grew-up on her family's garden center in central Massachusetts where she is still trying to convince her dad that there ARE a few landscape architects who know about plants.



TERRY KINSLER Senior Associate



WILL Q. SMITH Senior Associate



NELLE WARD Landscape Architect



SUPERETTE STUDIO - FIRM PROFILE | INTERIOR CULTURAL SPACE DESIGN



WHO WE ARE

We're a women-owned interior design & branding firm specializing in hospitality, multifamily & retail.

We are collaborators, researchers, and above all, curious minds. Because of our multidisciplinary approach, we are a powerful creative resource for our clients. Our varied services deliver solutions that carry a cohesive thread of a brand's identity through all aspects of a project, creating a unifying narrative as well as a streamlined process for owners, operators and developers.

We believe that crafting a holistic experience creates a lasting and memorable story. We begin each project by thoroughly developing a creative strategy, diving deeply into research to capture a brand essence, which then inspires each creative decision we make along a project's journey. Our goals mirror those of our clients – to create results that are strategic, useful and beautiful for the guests, customers and communities they serve.

WHAT WE DO

Environment

Interior Design | 3D Visualization | FF&E | Custom Furniture | Casegoods | Wallpaper + Mural | Wayfinding + Signage

Branding

Naming | Brand Strategy | Brand voice | Identity Systems | Art Direction | Illustration

Experience

Packaging | Copywriting | Print Design | Web Design | E-Commerce

Select client list

Woodside Hotel Group | California Closets | Mt. Vernon Company | Earth Footwear | Sebago | Lord and Taylor | BookBub | Bates College | Fulbright University Vietnam



SONIA HAVILAND

CO-FOUNDER & CREATIVE DIRECTOR

Sonja brings a background in fine arts as well as international experience to her role as Co-Founder & Creative Director of Interiors. She believes that design is a tangible asset to a business, and loves the process of turning a client's vision into a reality.

Sonja holds degrees in Studio Art + Art History from Gettysburg College and Interior Design from Parsons School of Design and has worked for top design firms on both US coasts. She roots all her work in a strong conceptual strategy for every project in order to create connecting threads of meaning that people can relate to. Through her hands-on approach and her influences from her travels and their tactile experiences, her point of view ensures Superette creates results that are beautiful, considered and carefully crafted.



HALEY MISTLER Co-Founder & **Creative Director**



RACHEL COSTA Senior Interior Designer

HALEY & ALDRICH - FIRM PROFILE | GEOTECHNICAL & LSP CONSULTANTS



WHO WE ARE

We look inside and outside the box to deliver great outcomes for you.

Haley & Aldrich's nationwide team of scientists, engineers, and constructors dig deeper and go farther to deliver greater value for your capital, operations, or environmental projects.

We listen and respond with novel solutions. Only a team that asks the right questions, truly

listens—and considers unexpected approaches—will surpass your expectations. We invest in training our team to be active listeners and creative thinkers for one purpose: to help you get results more efficiently, and results that endure.

We look at the big picture by anticipating and managing potential roadblocks that could impact your project's success not just today, but down the line. We do this for not only technical challenges, but also for the community, regulatory, or internal stakeholder impediments that could thwart your progress. And we know how to work with stakeholders to get them on your side.

MARKETS WE SERVE

Aerospace | Educational | Healthcare | Cultural institutions | Energy | Environmental trusts | Government infrastructure | Industrial and manufacturing | Mining | Real estate developers.

OUR SERVICE AREAS

- Construction
- Contaminated site management
- EHS compliance
- ESG and sustainability
- · Geotechnical engineering
- Lean consulting
- Resilience
- Water resources



DAWN A. SANTOIANNI

PRINCIPAL - ESG AND RESILIENCE STRATEGY

Dawn brings 30+ years' experience in stakeholder engagement, public relations, and tackling the toughest environmental issues to produce social benefits and sustainable outcomes. She has specialized expertise in environmental justice (E) and is currently helping numerous organizations to meaningfully engage with communities. Dawn helps organizations become more resilient by integrating environmental, social, and governance (ES) principles into their business strategy.

Drawing on her experience as an environmental policy director for one of the largest utility companies in the U.S., Dawn analyzes projects from the lenses of public sentiment, media relations, social vulnerability, and community engagement. She has developed reports on physical and transition climate risks and decarbonization strategies. She has extensive communications experience, including designing public meetings, meeting with investors, and serving as an official media spokesperson.



KEITH IOHNSON P.E., LSP Principal - Technical Expert



DAMIAN SIEBERT Principal - Geotechnical **Engineering Practice** Leader



MICHAELA BEVILLARD Project Sustainability Specialist



KELVIN WONG P.F. Senior Project Manager



CORINNE MCKENZIE **Project Manager**

VHB - FIRM PROFILE | CIVIL ENGINEER & PERMITTING CONSULTANT



WHO WE ARE

VHB's passionate professionals include engineers, scientists, planners, and designers who partner with public and private clients in the transportation, real estate, institutional, and energy industries, as well as federal, state, and local governments.

Together, we work to improve mobility, enhance communities and economic vitality, and balance development and infrastructure needs with environmental stewardship.

We're a team—1,800 strong—eager to deliver value by embracing our clients' goals, anticipating challenges, building lasting partnerships, and always providing an exceptional experience.

We're passionate about making meaningful contributions to the world through the work we do; and we are proud, yet humbled, to have been doing this for over 40 years.

VHB's innovative thinking leads to creative, practical solutions for our clients.

We bring collective knowledge, technical excellence, and a wide network of trusted relationships across our footprint to deliver value. When you have a team with such broad and deep experience, it's only natural to look at projects from every angle and ask the types of questions that lead to better solutions. That's what we do at VHB—we help our clients make the right decisions to move their projects forward.

Our team has an open-minded approach to projects, and we are committed to listening and truly understanding our clients' needs—we see the whole picture, not just one piece. We integrate the right people and resources from our five core service areas to help clients initiate and complete intricate, challenging, and significant projects.

OUR SERVICE AREAS

- · Transportation Planning & Engineering
- · Land Development
- · Planning & Design
- Environmental
- Technology



ELIZABETH GROB

NEW ENGLAND REAL ESTATE MARKET LEADER

Elizabeth serves as VHB's New England Real Estate Market Leader and works across New England growing VHB's real estate practice. Previously, she was the Director of VHB's Urban Permitting Team. Elizabeth and her team have experience guiding some of Massachusetts' most complex projects through the challenging regulatory arenas of the Commonwealth and its cities and towns. She devises and implements successful permitting strategies based on a thorough knowledge of the regulatory environment coupled with an understanding of the requirements of our clients and their projects.



STEPHANIE M. **KRUEL** ENV, SP **Senior Regulatory** & Resilience Advisor



HOWARD F. MOSHIER PE. LEED, AP **Senior Project** Manager, Director of Land Engineering



EMILY M.

STRALEY LSP

Project Manager

KATHERINE E. **KUDZMA** I SP Hazardous Materials & **Remediation Services**

HSH - FIRM PROFILE | TRANSPORTATION CONSULTANTS



WHO WE ARE

Howard Stein Hudson (HSH) is a fullservice planning and engineering firm that improves communities through inclusive engagements and creative solutions. Our collaborative approach with clients relies on sound technical expertise and combines it with knowledge of community/stakeholder issues and needs. We offer innovative

options to build consensus around the complex needs of our clients and the community. Our tightly integrated relationships with clients and reviewing agencies ensure that sophisticated projects succeed swiftly and efficiently, regardless of scale. We promote respect, responsibility, integrity, accountability, and work-life balance. We value relationships with our clients, our partners, and our team members, and we incorporate these values into our work. We are more than engineering experts at HSH – we are the keystone of complex projects.

HSH's multi-disciplinary staff works seamlessly with project teams from conceptual design, environmental permitting, and through construction, providing keen insight into a project's transportation and site-civil issues and creatively developing mitigation for project impacts. HSH is also adept at managing large, multi-disciplinary teams that require extensive coordination with government entities, abutters, neighborhoods, communities, and other stakeholders. HSH's planners and engineers continuously upgrade their skills through active participation in workshops, courses, seminars, Webinars, and in-house training sessions to ensure that they keep up-to-date on the latest methodologies and technologies in their respective fields of expertise. The key staff members who will be working on this project are those who are the best versed in every Boston neighborhood.



THOMAS J. TINLIN **DIRECTOR OF INSTITUTIONAL AND PRIVATE MARKETS**

Thomas leads our talented group of transportation planners and civil engineers in helping clients realize their visions. Being at the center of mobility and transportation in Boston for the past 30 years, Tom has a unique perspective on the merits and challenges facing development projects. Tom works with our exceptional team to deliver modern, sustainable development projects in a seamless manner. Tom was the longest serving Commissioner of the Boston Transportation Department in the City's history and also served as MassDOT's Highway Administrator. His leadership in rolling out the All Electronic Tolling Conversion along the MassPike garnered him the American Public Works Association's Professional Transportation Manager of the Year Award. Tom also recently received the Ray LaHood Award from the Women's Transportation Seminar (WTS) for his advocacy in advancing women in transportation.



BRIAN J. BEISEL ASSOCIATE PRINCIPAL | MANAGER OF TRANSPORTATION PERMITTING

His primary responsibility is managing development projects through the local and state permitting process, most notably within the City of Boston. This work begins with transportation site design assistance that sets the tone for developments to create multi modal, vibrant urban places, then through the Article 80/MEPA development permitting process, and the completion of the Transportation Access Plan Agreement (TAPA). Brian has over 20 years of experience as a Transportation Designer and Planner, working on the transportation permitting of private development projects, peer reviews on behalf of municipalities, bicycle infrastructure planning and design, and signal design and intersection layouts. Brian continues to expand his transportation engineering and planning skills while having developed a proven track record as an experienced project manager and a public speaker that effectively presents transportation components of projects in public hearings and other public speaking forums.

FOR DETAILED COMPANY PROFILE AND TEAM BIOS PLEASE REFER TO THE APPENDIX

ENVIENERGY STUDIO - FIRM PROFILE | ENERGY & SUSTAINABILITY CONSULTANTS



WHO WE ARE

enviENERGY Studio is a WBE-Certified Sustainable Design Consulting firm with the purpose of bringing environmental consciousness into building design, construction, and operation. Our consulting philosophy is formed around the concepts of teamwork, partnership, service, and quality, both in the coordination of our efforts within our firm and in our interactions with our clients.

We are specialized in assisting public and private sector clients to design high- performance buildings. We have experience in higher

education, laboratories, offices, libraries and galleries, campuses, industrial facilities and warehouses, and multi-family housing at the regional and national levels.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Our team is made of individuals who draw from a dynamic range of backgrounds, contributing to the pursuit of our common goals. We at enviENERGY view diversity, equity, and inclusion as the only pathway to achieve inclusive excellence and to foster a workplace where everyone can thrive and to create an environment that establishes a profound sense of belonging for each member of our team and community.

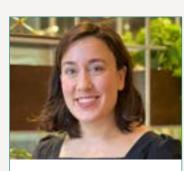


SAMIRA AHMADI BEMP, LEED AP, WELL AP, CPHC FOUNDING PRINCIPAL

Samira Ahmadi is the Founding Principal of enviENERGY Studio LLC, an energy and sustainability consulting firm, serving regional and national clients looking for sustainable solutions in the built environment. Her practice focuses on sustainability and energy performance analyses for new construction and existing building retrofit projects that are pursuing LEED certification and energy upgrades, occupant's health and comfort in the built environment, and post-occupancy evaluation, and measurement and verification. Samira has more than 12 years of experience in energy modeling and sustainability consulting. She is an advocate of sustainability and energy efficiency in the built environment and has served on the USGBC Massachusetts Chapter Board of Directors.



GABRIEL ECHEVERRIA Senior Sustainability Consultant



ELIZABETH VENUTI Senior Building Performance Consultant



ROBERT DONOHUE Building Performance Engineer



MAVEN (LEAD), COMMODORE, LEE KENNEDY CO

The Onyx/DREAM development group is committed to providing opportunity for minority and women owned business and black and women workforce growth, capacity building, and partnership at all levels of the construction process. This starts with a commitment to 38% of the construction management responsibility being allocated to Maven Construction (Maven), a W/MBE Certified general contracting firm with a growing portfolio in Boston. Maven will be joined by Commodore Builders, a veteran owned construction management firm with extensive experience in the market, and Lee Kennedy Company, a partner with extensive current experience managing large scale construction in the Charlestown neighborhood. Each of these firms represents a level of experience and capacity that will benefit the **Ensemble Charlestown** project and serve to leverage and expand the experience and knowledge of the M/WBE sub-contracting and vendor firms they will engage. Each of these firms has a demonstrated commitment to DEI and work force education through engagement and mentorship emphasis. The goal of this collaboration will be strengthened capacity for M/WBE firms involved with the project, including Maven Construction, to ensure the available range of women and black owned firms in the Boston market continues to expand and compete across the real estate construction field.



MAVEN - FIRM PROFILE | LEAD CONSTRUCTION MANAGER



WHO WE ARE

Maven Construction, founded in 2008, is an emerging general construction company with offices in New England and Mid Atlantic regions of the United States. Maven specializes in high performing project types for high density residential developer clients. Maven has 20 residential projects in its portfolio more than 900 affordable and market rate units, including 36 Main Street in Brockton, MA. We work together with our clients to deliver projects at the highest quality for the best value pushing towards net-zero.

Signatory to the North Atlantic States Regional Council of Carpenters, Maven self performs pour in place concrete, wood and metal framing. Maven employees dozens of carpenters.

Maven Construction strives for excellence in everything that we do. We believe that our leadership drives deeper measurable outcomes for our clients. We are a female- minority led firm that supports decisions though data and technology. We care about the homes we build and have a track record of leading through example.



IOCCOLE BURTON LEED, AP, BD+C

COMMERCIAL CONSTRUCTION EXECUTIVE & ENTREPRENEUR

JocCole "JC" Burton, LEED AP BD+C is CEO of Maven Construction, Inc. a Boston based General construction company and SRGE, the construction equity accelerator. Driving impact, JC founded SRGE with the intent to help other small contractor reach scale. In doing so, SRGE will close the racial wealth cap. SRGE will scale 125 BIPOC owned construction companies by February 2026.

JC brings 27 years of intense real estate development experience to private and municipal clients. At the core, JC is a builder. A builder of teams and processes always driving results tor clients through her leadership. Over her career, she has worked on diligently on the delivery of high performing projects while striving for inclusion and equity. Her firm has built world class facilities, including some of the first HOPE VI projects, first LEED platinum projects, three Net-Zero projects, labs, hospitals, schools, higher education, infrastructure, retail and affordable housing projects totaling more than \$1,750,000,000. Under her leadership Maven has grown from a start-up company into a multimillion- dollar company.



CHARLES I. COFIELD Vice Predsident, Training & Special Projects



Project Executive



CHRISTOPHER RICHARD PHD, PE, CXA, LEED, AP **Project Executive**



HANSON Area Superintendent



RANDALL IENNING Superintendent



MARCUS LUCAS Superintendent



MARCUS BRUMMER **Project Manager**



AISHA LAWAL LAWRENCE Assistant Project Manager: Civil & Utilities

FOR DETAILED COMPANY PROFILE AND TEAM BIOS PLEASE REFER TO THE APPENDIX

COMMODORE BUILDERS - FIRM PROFILE | CONSTRUCTION MANAGER



WHO WE ARE

Commodore Builders is Veteran-owned \$550M Construction Management firm that focuses on delivering an exceptional level of service for clients in the residential, commercial, life sciences, corporate interiors, institutional, public, retail, and banking markets. Our teams accomplish this by providing clients and partners with a construction process that eliminates the surprises, while elevating the experience by executing with excellence.



JOSEPH J. ALBANESE PE **CHIEF EXECUTIVE OFFICER & CHAIRMAN**

Joe Albanese is the founder and CEO of Commodore Builders, a \$550 million Construction Management/General Contracting Firm located in Waltham, Massachusetts. He is a Registered Professional Engineer, with a BSCE from UMass Lowell and an MBA from Boston University.

Joe is regarded as an industry leader and has built strong relationships across the A/E/C marketplace. His life-long career in construction has included management and executive positions with A.J. Martini, Inc., George B.H. Macomber Company, and Shawmut Design and Construction before founding Commodore in 2002. In December 2012, Commodore Builders acquired A.J. Martini, Inc.

He has deep roots within the Boston area and strong ties to the A/E/C community. He is a frequent speaker at industry conferences and is committed to mentoring young leaders by speaking at local colleges and universities.

COMMODORE BUILDERS

- · Founded In 2002
- Veteran-Owned Business
- · Annual Revenue: \$550m
- Culture Of Safety
- Capacity To Self-Perform
- Commitment To Diversity & Inclusion

MARKET SECTORS

- Commercial
- Corporate Interiors
- Institutional
- Public & Municipal
- Life Sciences
- Residential & Hotel
- Hospitality & Retail
- Historic Preservation
- Healthcare



RICH LUCHT MCPPO Vice President & **Operations Managert**



ED WHELAN Project Executive



MIKE CLARK LEED, AP Vice President of Preconstruction and Planning



IONATHAN MORINI Chief Estimator



CHUCK BORSTEL Vice President of Safety & Regulatory Compliance



HEATHER CAMPISANO Development, Planning and **Permitting Advisor**

LEE KENNEDY CO. - FIRM PROFILE | CONSTRUCTION MANAGER



WHO WE ARE

Lee Kennedy Co., Inc has been building partnerships for over four decades. Our extensive portfolio includes work in every major sector, including commercial development; academic; corporate interiors; life sciences; technology; retail; residential; hospitality; and historic restoration.

Under the direction of President & CEO Lee Michael Kennedy, the company's clientfocused approach

to construction and dedication to the highest quality standards has resulted in long-term relationships with some of the most prestigious clients in the region.

The company's culture of teamwork and collaboration stems from a belief that the ideal construction company actively promotes high levels of cooperation and accountability. At Lee Kennedy Co., we believe that every employee must be truly invested in a project's success to fully achieve

our clients' goals. We are signatory to the New England Regional Council of Carpenters and the Massachusetts Laborers Union and are proud to have strong, long-lasting relationships with our subcontractor partners.

With annual revenue capacity of \$600 million, the company employs over 230 in-house and field personnel. Our focus on smart, organic growth is a reflection of the evolving construction industry and our understanding of how to meet clients' needs in the changing market place. The way we conduct business – with professionalism, integrity and a collaborative spirit – provides our company a unique competitive edge.



LEE MICHAEL KENNEDY

PRESIDENT & CEO

As President and Chief Executive Officer, Lee sets the standard of hard work, client service, and team spirit at Lee Kennedy Co. With a strong sense of commitment to the company vision of building partnerships, Lee is ultimately responsible for delivering construction solutions to a broad range of corporate and institutional clients throughout New England. His drive to meet these high standards has earned the firm numerous awards for service and building excellence.



CHRIS PENNIE LEED, AP Senior Vice President



TOM LECLERC Project Executive/Vice President



ALLAN FIDDES LEED, AP, MRICS Vice President, Preconstruction



BRIAN SENK LEED, AP General Superintendent



RYAN KENNEDY Director of Preconstruction



MAXINE GRANT MRICS Senior Preconstruction Leader



STEVE CRANE Director of MEP Services



CHRISTINE WALSH Director of Government & **Community Relations**

TECHNICAL CONSULTANTS



LLM DESIGN, BONZ COMPANY, GOULSTON & STORRS, DAIN TORPY, SRGE

The Onyx/DREAM groups has selected marketing, legal and technical consultants for the project with a priority placed on women, minority, and Charlestown based firms or senior leadership positions. Onyx/DREAM will add to the legal, graphics and branding, market research and technical consultant team through the length of the project and continue to select firms that are both experts in their respective fields and demonstrate a strong understanding and commitment to advancing black and women owned firms, or firms that place people of color in leadership positions for the **Ensemble Charlestown** project.

AVENUE DEVELOPMENT

Affordable HousingFinance and Funding Consultant. Key responsibilities to support development team with: Proforma Modeling | Financing and Funding Materials | Public Agency Applications | Permanent Loan Conversion



LLM DESIGN - FIRM PROFILE | BRANDING & GRAPHICS CONSULTANTS



WHO WE ARE

LLM Design is a multidisciplinary, creative studio specializing in Placemaking and Brand Strategy. For over ten years, LLM Design has worked with the biggest names in commercial real estate, community developers, and academic institutions to apply a unique approach, while delivering successful client solutions and award-winning designs. Looking at problems through our multi-modal lens allows us to deliver client solutions that take into account all aspects of design for truly memorable experiences. We think we're at our best when we're finding ideas and inspiration from all creative avenues.

LLM Design's workplace diversity encourages creativity and innovation because every team member, from leadership to intern, brings their own unique backgrounds, experiences, and perspectives to the table. For us, cultural diversity in the workplace is about more than checking a box. With more than 60% female and more than 50% minority employees, we believe that our diverse backgrounds make our work all that much better.

OUR SERVICES

Brand + Design

It all starts with a good story, one that we can translate into interesting voices and visuals—identity, print, film, photos, illustration— to create a lasting human connection.

Environmental Graphics

Everything from signage and wayfinding to placemaking and branded workspaces, our designs connect people to place in truly unique ways.

· Architecture + Interior

We aren't just designing the brand of a place; we're actually making it, too. Programming, design, furniture...we bring it all together to create a place people want to be.



LEILA MITCHELL

FOUNDER & CREATIVE DIRECTOR

With over 30 years of design and academic experience, Leila has worn many different hats including architect, graphic designer, brand and marketing strategist and professor. She is an expert at communicating identity and information to shape experiences that connect people to place.

With a BS in Architecture from The University of Virginia and an MFA from the Dynamic Media Institute at the Massachusetts College of Art and Design, Leila's education and experience led her to find strong positioning as leader of her craft. After working with award winning architectural and marketing studios, Leila founded LLM Design in 2014. Her process begins with engaging the collective voice and ends with conveying a compelling story to the audience from brand identity to branded interiors.

Leila is an active leader with Design Museum Everywhere, MassArt's Alumni Leadership Council and many DEI initiatives in her community. She is a professor at Wentworth Institute of Technology, School of Architecture and Design and a mom of three.



KELLY WILLIAMSON Project Manager



PRASAD Design Director



PRIYANKA PRABHAKAR Senior Designer



GENESIS GONZALEZ Designer & Social Media Manager

FOR DETAILED COMPANY PROFILE AND TEAM BIOS PLEASE REFER TO THE APPENDIX

BONZ AND COMPANY, INC. - FIRM PROFILE | MARKET ANALYST



WHO WE ARE

Bonz and Company, Inc. is based in Lexington, Massachusetts and provides comprehensive real estate advisory, consulting, and valuation services to financial institutions, public agencies, corporations, nonprofit organizations, investors, educational institutions, and developers in New England. With an approach that combines sophisticated analytical techniques

with practical real estate experience, the firm provides clients with creative and pragmatic solutions to today's complex real estate and valuation problems. Our broad client base, diverse project experience, wide geographic coverage, and knowledgeable staff provide us with a unique perspective in key service areas: feasibility consulting, due diligence analysis, and the appraisal of all types of multifamily property. In this constantly changing real estate climate our experience, skill, and creativity enables our clients to maximize their real estate objectives.

OUR SERVICES

Valuation and Appraisal Services

We specialize in the appraisal of multi-family residential properties, low, moderate, mixed-income and market rate housing and the valuation of federal and state agency funded properties including properties funded through the HUD MAP program as well as more traditional appraisals.

Housing Studies

Bonz and Company undertakes market feasibility studies for affordable and market rate apartments and condominium developments. We have experience with all property types including high-rise, low and mid-rise apartments, new development, adaptive reuse of former industrial and institutional properties, and residential components of mixed- use developments.



JOANNE F. SHELTON DIRECTOR/PRINCIPAL

Ms. Shelton is a real estate professional with over 20 years of experience in commercial real estate appraisal, financial analysis, and market feasibility. She holds a Bachelor of Science in Estate Management (Real Estate Studies), from the University of Ulster, Jordanstown, Northern Ireland. She has also completed extensive appraisal courses and seminars offered by the Appraisal Institute as well as real estate financial classes at Boston area universities. Ms. Shelton is a Massachusetts, Rhode Island and Maine licensed Certified General Real Estate Appraiser and is MAP Certified and HUD Approved for appraisals and market studies completed as part of the financing requirements for HUD's Multi-Family Accelerated Processing. She is also Peer Certified by the National Council of Housing Market Analysts (NCHMA)



ROBERT S. SALISBURY DIRECTOR/PRINCIPAL

For the past 25 years, Mr. Salisbury has served as a real estate project manager, consultant and appraiser to a wide variety of private and public clients throughout New England and California. In Mr. Salisbury's valuation and consulting experience, he has undertaken detailed market and feasibly studies, highest and best use and most profitable use analyses, land planning and development strategies, financial analysis of real estate portfolios, market surveys of commercial and industrial space, regional office market studies, and has participated in appraisals and valuation studies for urban and rural properties, He has worked on a full range of property types, including, office, industrial, retail, residential, historical rehabilitation, hotels, and major mixed-use developments, with a primary focus on market rate, mixedincome, and affordable multi-family development.

AVENUE - FIRM PROFILE | FINANCIAL CONSULTANT



WHO WE ARE

Avenue Development brings on-the-ground experience and perspective from across sectors to provide a multi-faceted and thoughtful approach to community development real estate.

Land use and development strategies are central to a community's vitality, equity, and sense of place; the pathway to achieve desired outcomes can be complex and specialized.

Avenue Development can help you and your team to simplify the real estate development process. Together, we articulate objectives, identify resources, and prioritize the steps to bring your unique project to completion.

THIS OFTEN INCLUDES:

- Filling executive-level staffing and advisory gaps.
- Advising internal staff and board for project management success.
- Developing tailored financial modeling.
- Engaging and coordinating external teams (architects, awyers, engineers, accounting).
- Representing the project with financing and funding partners (bankers, grantmakers, public funders, tax credit investors).
- Engaging with industry leaders on complex projects challenges.



LORYN SHEFFNER **FOUNDER AND PRINCIPAL**

Founder and Principal of Avenue, brings 20 years of experience as a practitioner addressing complex planning, policy, financing and real estate challenges. She formed Avenue Development, a MA-certified Women Business Enterprise, in 2018.

Ms. Sheffner's direct project management portfolio features over 600 units of mixed-income housing and \$225 million of mixed-use construction, frequently on master development sites with a strong public private partnership component.

Ms. Sheffner served as Associate Director, Public Private Partnerships for the City of Detroit, Housing and Revitalization Department, where her responsibilities included coordinating public land disposition strategies with neighborhood plans throughout the City. She subsequently managed public private development strategies for two large properties owned by the Commonwealth of Massachusetts.

Ms. Sheffner formerly held senior positions at Madison Park Development Corporation, Banc of America Community Development Corporation, and GLC Development.

Ms. Sheffner is a graduate of Brown University and the Princeton School of Public and International Affairs.

GOULSTON & STORRS - FIRM PROFILE | PERMITTING / LEGAL COUNSEL



WHO WE ARE

Goulston & Storrs is an Am Law 200 firm with offices in Boston, New York, and Washington, D.C. We have one of the largest, most diverse, and most highly acclaimed real estate practices in the United States, including a top tier ranking in Massachusetts by Chambers and Partners for over twenty consecutive years. With nearly 250 lawyers across multiple disciplines, we are a real estate

powerhouse, with leadingedge development, land use, zoning, permitting, affordable housing, and environmental capabilities.

We are especially familiar with regulatory programs unique to the City of Boston. We have helped guide countless projects through Large Project Review under Article 80B of the Boston Zoning Code, including associated mitigation requirements and public benefit expectations, as well as Planned Development Area approval under Article 80C of the Boston Zoning Code. Our experience extends to green building requirements and climate resilience; diversity, equity, and inclusion; environmental justice; transportation; sewer infrastructure; public realm and open space improvements; and design review. We appear regularly before the Boston Planning & Development Agency, Zoning Board of Appeal, Zoning Commission, Public Improvement Commission, Landmarks Commission, and other municipal bodies.

At Goulston & Storrs, diversity, equity, and inclusion (DE&I) are the cornerstones of our collaborative work environment and central to the effectiveness of our legal counsel. Creating and maintaining such a culture requires continuous selfevaluation and rededication to our core values, and we systematically pursue opportunities to enhance DE&I in all aspects of the firm.



MATTHEW J. KIEFER **REAL ESTATE DEVELOPMENT & LAND USE LAWYER**

Matthew Kiefer is a real estate development and land use lawyer whose practice is at the nexus of private initiative and public policy, focusing on obtaining parcel dispositions and entitlements from public agencies for complex urban projects. These include market-oriented, mixed-income and affordable housing; commercial and mixed-use projects; and facilities and master plans for universities, cultural institutions, and other nonprofits. In addition to his law practice, Matthew is a thought-leader in land use planning, design, and development in Boston and teaches in the Master in Real Estate program at the Harvard Graduate School of Design.



DAVID LINHART Real Estate Attorney



DAIN TORPY - FIRM PROFILE | LEGAL CONSULTANT



WHO WE ARE

Dain, Torpy, Le Ray, Wiest & Garner, P.C. is the premier commercial real estate boutique law firm in Massachusetts. We counsel owners, developers, investors, tenants, and managers of commercial real estate. Our attorneys advise clients on site selection, due diligence, acquisition, financing, joint venture formation, zoning, permitting and development, environmental and clean energy issues, leasing, disposition, and risk management and litigation. As we like to say, we work with our clients from concept through occupancy.

PRACTICE AREAS

- Leasing
- · Litigation
- Transactional
- **Zoning And Development**

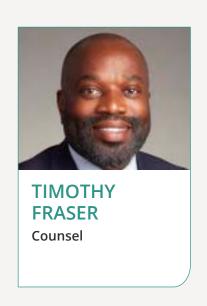


DANIEL P. DAIN CO-FOUNDER, PRESIDENT AND CHAIRMAN

As President and Chairman of the firm, it is part of my job to set the firm's priorities and values. First, we emphasize the importance of knowing our clients' business. As a firm, we understand commercial real estate and we recognize that our job is to advance each client's business, not just to close a particular deal or win a certain lawsuit. Legal strategy is dictated by business goals. Second, we aim to be perfect in everything that we do. Obviously, not everything can be perfect every time, but that is our ethos. Third, we strive to practice law the right way – to treat everyone with respect and to understand that the practice of law is not personal. Finally, we take ethics seriously and the firm will always back our attorneys to do what is ethically right and required in their practices. Our clients like working with the lawyers here at Dain Torpy. We have been rewarded with great client loyalty. We appreciate it.



PARKER Real Estate/ Environmental



DR. KARILYN MICHELLE CROCKETT & MARION JONES - PROFILE | DEI CONSULTANTS



DR. KARILYN MICHELLE CROCKETT **LEAD DEI CONSULTANT**

Karilyn recently served as Chief of Equity for the City of Boston and prior to that concluded four years of service with the Mayor's Office of Economic Development as the Director of Economic Policy & Research and the Director of Small Business Development for the City of Boston. She is currently Assistant Professor of Urban History, Public Policy & Planning in MIT's Department of Urban Studies & Planning.

Karilyn Crockett's research focuses on large-scale land use changes in twentiethcentury American cities and examines the social and geographic implications of structural poverty & racial formations. Karilyn's dissertation research investigated a 1960s era grassroots movement to halt urban extension of the U.S. interstate highway system and the geographic and political changes in Boston that resulted. This research is the basis for Karilyn's book "People before Highways: Boston Activists, Urban Planners, and a New Movement for City Making" (UMASS Press 2018). Prior to graduate school, Karilyn co-foundedMulticultural Youth Tour Of What's Now (MYTOWN), an award winning, educational non-profit organization in Boston. MYTOWN hired public high school students to research their local and family histories to produce youth-led walking tours for sale to public audiences. During its nearly 15 years of operation, MYTOWN created jobs for more than 300 low and moderate-income teenagers, who in turn led public walking tours for more than 14,000 visitors and residents. In a White House ceremony, the National Endowment for the Humanities cited MYTOWN as "One of ten best Youth Humanities Programs in America."



MARION JONES FOUNDER AND CEO OF WORKTECH, LLC

Marion Jones, MPA is the Founder and CEO of WorkTech, LLC a consulting company specializing in workforce development and diversity, equity, and inclusion. Jones also serves as Director of Workforce Development & Industry Inclusion for the Associated General Contractors of MA. In this role Jones is responsible for promoting vocational and educational pathways for students into the commercial construction industry and supporting strategic workforce development initiatives for over 150 general contractor member firms across Massachusetts. She is also responsible for creating bridges between AGC MA members, the education community, and underrepresented populations and promoting diversity and inclusion in the industry by utilizing the voices of the community to develop a plan for attracting people of all backgrounds, while also supporting the advancement and growth of WBEs/MBEs, and other underrepresented business entities.

REFERENCES/LAWSUITS

ONYXGROUP

MELISSA FISH CRANE

Principal & COO

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MICHAEL MATTOS

Executive Director

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TED CARMAN

CEO

- Concord Square Planning, Consulting & Development 236 Huntington Ave, Suite 402, Boston, MA 02115
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- carman@concordsqdev.com

LAWSUIT

Onyx Group Development LLC. has never had a lawsuit brought against it or any of the principals.

DREAM DEVELOPMENT

BILL MADSEN HARDY

Owner

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THOMAS N. O'BRIEN

Managing Partner, Chief Executive Officer

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RODGER L. BROWN, JR.

Managing Director of Real Estate

- Preservation of Affordable Housing, 2 Oliver St, Boston, MA 02109
- (617) 966 4372 | Rbrown@poah.org

LAWSUIT

Sambra Properties, LLC v. DREAM Development, LLC and Gregory Minott; Suffolk County Superior Court

Civil Action No. 2184-CV-00107

Summary:

This case is dispute between former joint venturers regarding the equitable division of preconstruction costs; the case is still pending, but the Parties have executed a memorandum of understanding in hopes of resolving the case shortly.

TRADEMARK

KENNETH J. WILLIAMS AIA, LEED AP,

Director Real Estate

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CHRIS KANEB

Vice President, Managing Member

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JOHN C CISSEL II

President of Development

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- (617) 910 5525 (p) | (781) 858 3960 (m)
- jcissel@coreinvestmentsinc.com

LAWSUIT

Trademark Partners LLC has never had a lawsuit brought against it or any of the principals since its inception 5 years ago.

PARTNERSHIP AGREEMENT

ONYX/DREAM AUSTIN LLC

LIMITED LIABILITY COMPANY AGREEMENT

Dated as of July 10, 2023

By and among:

DREAM Austin-MHB LLC c/o DREAM Development 75 Arlington Street, 10th Floor Boston, MA 02116

OnyxGroup Development LLC 50 Moreland Street Roxbury, MA 02119

Trademark Partners 500 Rutherford Avenue, Suite 250 **Boston, MA 02129**

- i -

docFriday, June 30, 2023

The Onyx/DREAM Austin Group has provided a Partnership Agreement.

IN WITNESS WHEREOF, the undersigned have executed this Limited Liability Company Agreement of Onyx/DREAM Austin LLC as of the date first above written.

MANAGER:

DREAM AUSTIN-MHB LLC,

a Delaware limited liability company

Name: Gregory Minott

Title: Authorized Person Hereunto duly authorized

MEMBERS:

DREAM AUSTIN-MHB LLC,

a Delaware limited liability company

Name: Gregory Minott Title: Authorized Person Hereunto duly authorized

ONYXGROUP DEVELOPMENT LLC,

a Massachusetts Limited Liability Company

Name: Chanda Smart Title: CEO

Hereunto duly authorized

TRADEMARK PARTNERS,

a Delaware Limited Liability Company

Name: Tessa Millard-Davies Title: Partner

Hereunto duly authorized

- 30 -

4887-1128-8173, v. 6

INSURANCE CERTIFICATE

ADDITIONAL CERTIFICATES OF INSURANCE CAN BE PROVIDED UPON REQUEST

The Onyx/DREAM Austin Group has provided an Insurance Certificate.

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ĄC	DATE (MM/DD/YYYY) 07/06/2023												
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DEVELOPMENT CONCEPT

DEVELOPMENT USES AND PROGRAM

Merriam-Webster defines an "Ensemble" as a group of individual musicians, dancers or objects the produce a single harmonious effect or coordinated whole.

The **Ensemble Charlestown** project is defined by the intention to bring together people of different social, economic, and cultural backgrounds and experiences and provide them with a coordinated residential experience. That experience will include healthy, safe, affordable homes with access to arts and culture practice, performance, and participation spaces. The coordinated whole will include softscape and hardscape public and private open spaces including athletic fields, vegetated plazas and tiered grandstand seating for watching their children or enjoying the sun. The collection of residents, artists and retailers will have access to the full range of transportation options including the Community College Orange Line station, multi-use paths to Revere Park and Cambridge, and convenient on and off vehicular access to I-93. Route 1 and Rutherford Avenue. The collection of residents will include the broadest possible range of economic opportunities including section 8 voucher holders looking for 4-bedroom family units to market rate homeownership units meeting the standards of quality and convenience expected in the Charlestown market, as well as all range of incomes and access defined by the City of Boston residential market for rental and homeownership units. And guided by a development team that is a collaboration of four, deeply experienced and committed firms, that are 100% black or women owned, the project team and then the resident experience will be profoundly diverse, equitable and inclusive at all levels, for all stakeholders. Finally, the Onyx Dream Austin group expects that **Ensemble Charlestown** will ultimately be designed, operated and experienced as an integrated part of the whole Charlestown neighborhood, increasing access to and deepening the availability of housing, arts and culture spaces, and healthy open space to an historic and important part of the City of Boston.



The **Ensemble Charlestown** program is based on the goals and criteria outlined in the RFP and emphasized in the ongoing dialogue hosted by the BPDA through the PLAN Charlestown urban planning effort. The project creatively addresses all of the RFP development objectives, including:

- Conformance with PLAN Charlestown
- Creation of Affordable Housing
- Activation of the Ground Floor
- Creation of New Public Open Spaces
- Creation of Healthy Development through Sustainable, Resilient and Environmentally Sensitive Design
- Creation of Opportunities for Arts and Culture Experience and Uses Prioritization of Diversity and Inclusion

Each of these priorities is addressed throughout the response to the RFP and each decision regarding the program, uses, building design and program coordination has been filtered through this list of community and City of Boston priorities.



CONFORMANCE WITH PLAN CHARLESTOWN

The PLAN Charlestown hybrid concept proposes specific use, height, density, and program priorities for the proposed development site. The critical metrics defined by the continuing dialogue in the community emphasize residential development with moderate density and height along with a prioritization of open space and specifically athletic field uses. The **Ensemble Charlestown** project is proposed in conformance with these expectations including a maximum height of 148 feet, located closest to I-93 and the Community College MBTA Station, a proposed FAR of approximately 3.6, and inclusion of several types of publicly accessible open space including a complex that can accommodate one (1) U-10 or four (4) U-6 soccer fields on a turf play surface. The PLAN calls for limited SOV parking and strong pedestrian and bicycle connections to the neighborhood, the existing path along Millers River to Paul Revere Park and Cambridge, enhanced access to Community College station and Bunker Hill Community College under and over the Gilmore Bridge, creation of a shared multi-use

path along the service road parallel to Rutherford Avenue, addressing safe crossing of, while maintaining continued access to the Boston Sand and Gravel drive, and incorporation and enhancement of the modifications to Rutherford Avenue as part of the ongoing BTD / MassDOT project. **Ensemble Charlestown** addresses all of these priorities directly, including proposing a walkway over the Commonwealth of Massachusetts access road for BS&G for increased resident and neighborhood access to the play fields and proposing an additional pedestrian crossing on the Gilmore Bridge / Austin Street roadway to allow direct pedestrian connection from the development to the Community College MBTA Station entrance platform. Further, the project has limited the proposed parking to 195 spaces, a ratio of 0.26 spaces per unit, and located all service, loading, and parking access on the west side of the development in order to eliminate any curb cuts along Rutherford Avenue. A more detailed analysis of the proposed project conformance with the underlying Zoning is provided later in the RFP response, along with specific analysis of the

PLAN Charlestown metrics identified to date. Within the context of the current DRAFT form of PLAN Charlestown, the **Ensemble Charlestown** project is in conformance as proposed.

CREATION OF AFFORDABLE HOUSING

Ensemble Charlestown is proposed as 757 units of mixed income housing, including both rental and home ownership units, in six (6) buildings across the two parcels. The residential units range from 500 square foot studios to 1,200 square foot four (4) bedroom plus family units with an average unit area of approximately 965 square feet. In this manner, the **Ensemble** Charlestown project creates the maximum opportunity for affordable housing at an appropriate depth of affordability, in conformance with the current MOH and DHCD guidelines. Below are a pair of tables indicating the unit count, by building, and the mix of residential unit sizes, types and affordability, as proposed in the **Ensemble Charlestown** project:

SUMMARY																		
					TOTAL			Phase 1	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1	Phase 2	Phase 2	Phase 2	Phase 2	Phase 3
								Building A	Building A	Building B	Building B	Building C	Building C	Building D	Building D	Building E	Building E	Building F
								Rental	Homeownership	Rental								
PROGRAM																		
0 br					69.0	9.1%		9.0		10.0	2.0	9.0		7.0	6.0	9.0	2.0	15.0
1br					184.0	24.3%		24.0		24.0	7.0	24.0		16.0	10.0	33.0	10.0	36.0
2 br					412.0	54.4%		45.0	3.0	69.0	12.0	58.0	3.0	43.0	31.0	52.0	14.0	82.0
3 br					76.0	10.0%		9.0	4.0	10.0	3.0	2.0	4.0	6.0	8.0	10.0	3.0	17.0
4+ bed					16.0	2.1%		2.0		2.0		3.0		3.0		2.0		4.0
Total Units					757.0	100%		89.0	7.0	115.0	24.0	96.0	7.0	75.0	55.0	106.0	29.0	154.0
AFFORDABILITY	Rental	Hor	neownership															
30% AMI/ Voucher	127.0	20%			127	16.8%		18.0		23.0		19.0		15.0		21.0		31.0
50% AMI	65.0	10%			65	8.6%		9.0		12.0		10.0		8.0		11.0		15.0
60% AMI	163.0	26%			163	21.5%		22.0		29.0		25.0		19.0		28.0		40.0
80% AMI	26.0	4%	74	61%	100	13.2%		4.0	4.0	5.0	14.0	4.0	4.0	3.0	34.0	4.0	18.0	6.0
100% AMI	- 1	0%			-	0.0%		0.0		0.0		0.0		0.0		0.0		0.0
Market	254.0	40%	48	39%	302	39.9%		36.0	3.0	46.0	10.0	38.0	3.0	30.0	21.0	42.0	11.0	62.0
Total Units	635.0	100%	122	100%	757	100.0%		89.0	7.0	115.0	24.0	96.0	7.0	75.0	55.0	106.0	29.0	154.0
	84%		16%															
							check	-	-	-	-	-	-	-	-	-	-	

ACTIVATION OF THE GROUND FLOOR / CREATION OF PUBLIC OPEN SPACES

The **Ensemble Charlestown** proposal includes a robust ground floor and street frontage plan to ensure public accessibility, connectivity to the Charlestown community and activation of a culture, arts and open space focused site plan. The six (6) proposed buildings are assembled into three "clusters" on the site. The lower scale Buildings A and C are providing streetwall frontage along Rutherford Avenue, while acknowledging the heavier traffic levels and mitigating this issue with generous setbacks. The frontage along Rutherford Avenue are activated by a series of artist gallery space and live – create duplex and triplex townhouse units with terraced patios. Building A is designed with an open passage through the structure at the critical corner location of Austin Street and Rutherford, providing a welcoming entry to the central plaza and providing strong pedestrian and visual access to the retailers and cultural uses oriented toward the important intersection at this point in the Charlestown neighborhood. The interior courtyard has been lined with art gallery, music and performance art presentation spaces, supportive retail, and a woodland type "Art-Walk" leading through the development to the larger open space area on the south side of the service road connecting drive.

The athletic fields have been designed to accommodate various levels and ages of practice and competition soccer, lacrosse and flag football programs and the pedestrian bridge connecting the neighborhood to these fields descends via a stadium seating area that provides both viewing of the athletic fields and an opportunity for small outdoor performance and presentation uses. The location of the fields was discussed extensively by the OnyxDREAM design team and ultimately the location closer to the center of the complex was chosen both to bring the fields closer to the major access pathway for the majority of the Charlestown community, to allow for the buffering of the open space from the vehicle emissions and traffic associated with the Route 1 ramps, and to provide

shade on the turf play surface during the hotter summer months. As the ground floor shifts lower across the site, the project incorporates over 4,000 sf of music and dance practice and rehearsal space as well as shared bike and private bicycle parking facilities along the multi-use path connecting to Millers River walkway. The ground floor of the southern portion of the complex includes a tenant lease space for a much-needed daycare program with supporting playground and outdoor space at the entry. Finally, the integrated landscape plan includes seating, a water feature and a unique installation of specifically selected trees to filter and clean particulate matter from the air and increase the quality of the open space experience while buffering the view of the elevated highway. All of these program uses and opportunities are linked together by a curated walkway and landscaped path connecting the heavily utilized pedestrian corridor from Charlestown's residential neighborhood to the MBTA station and Cambridge. In this manner, the **Ensemble Charlestown** project activates the ground floor level while providing a mix of residential, retail and cultural uses along Rutherford Avenue, Austin Street and the interior courtyards and open spaces.



CREATION OF HEALTHY DEVELOPMENT THROUGH SUSTAINABLE, RESILIENT AND ENVIRONMENTALLY **SENSITIVE DESIGN**

The **Ensemble Charlestown** project is proposed as an allelectric, passive house, LEED Platinum development with a supplemental proposal to supply heating, cooling and domestic



hot water to 65% of the residential capacity of the project through sustainable, on-site zero carbon energy generation utilizing a combination of geothermal wells and a pilot program heat recovery system connected to the adjacent MWRA sewer main. This energy generation proposal, along with more typical rooftop solar PV will provide the highest level of day-one, zero carbon, renewable energy development of any large-scale housing project in the City of Boston and ensures a pathway to net zero carbon sustainability for the entire project by 2035. The details of this proposal for an ambient loop heating and cooling system are further defined later in the proposal, and result in a healthier development through overall reduction of carbon and elimination of fossil fuel burning gas emissions at the project site.

In addition to the energy proposal, the project has retained the Charlestown based firm Offshoots, a leading expert in the field of phyto-remediation landscape design. Having recently

completed an award winning installation at Hood Park in Charlestown, Offshoots has designed a larger and more comprehensive planted system of trees and vegetation that will actively filter particulate matter from the air predominantly blowing from the elevated I-93 highway. This phytoremediation effort will result in cleaner air, reduced noise and improved health outcomes for youth and adults at the project, utilizing the playing fields and current living in the residential units across Rutherford Avenue. The proposed installation of vegetative buffers, woodland groves and landscaped bioswales will reduce the heat island effect of the existing 100% impervious parking lots at the site and provide shade from summer sun and new habitat areas for the small wildlife creatures experiencing the current urban environment.

Finally, as a LEED Platinum development the project will be meeting or exceeding the requirements for improved air quality, material selection, use of recycled content, reduced CFCs and Chemicals, and similar criteria to increase healthy living at the mixed income housing provided by the project. In these ways **Ensemble Charlestown** will ensure the creation of a healthy, sustainable, resilient and environmentally just development.



CREATION OF OPPORTUNITIES FOR ARTS AND **CULTURE EXPERIENCE AND USES**



As previously noted, the project include over 10,000 square feet of interior space dedicated to music practice and performance space, artist gallery and work space, recording studios, artist mural and sculpture opportunities, and a central courtyard and walkway grounded in the "Art-Walk" experience.



All of these program components will require partnership with the local Charlestown artist community and the Onyx/DREAM group has begun the process of outreach and engagement to ensure the types of spaces, the economics of the provided

opportunities, and the accessibility to the community all meet or exceed the expectations and needs of the current and future arts and culture demands for Charlestown. The Ensemble Development, in name and practice, will emphasize engagement with the arts and looks forward to advancing and continuing the dialogue around creative integration and activation with the established arts community in Charlestown, as part of the upcoming permitting, design and operations phases of the project.

PRIORITIZATION OF DIVERSITY AND INCLUSION

The **Ensemble Charlestown** project is proposed by a development partnership of 100% black and women owned companies, including local Charlestown residents and leading advocates for diversity and meaningful inclusivity throughout the Boston development community. The Onyx/DREAM Austin group expects to demonstrate, at every level of engagement, including design and construction professionals, vendors, subcontractors, workforce and ownership groups, residents and retailers, that there is a path to successful development in Boston that can look and be different from "business as usual" and meaningfully and deeply leverage new opportunities for emerging black and women owned companies to succeed in the world of large-scale real estate development in the City. The organization chart for the **Ensemble Charlestown** project highlights the potential capacity for black and women owned companies, minority and women workforce and leadership, and inclusive and equitable opportunity creation at all levels, in all professional aspects of the project and the development process.

ENSEMBLE CHARLESTOWN

The proposed **Ensemble Charlestown** project starts with aspiration. The project team aspires to be the model for successful development by women and black owned development firms in Boston. The program aspires to provide the highest level of affordable housing opportunity in buildings that exceed the current standards for sustainable and

resilient design. The project aspires to create pathways and connections for pedestrians and bicycles to improve access to the community and the MBTA Orange Line. The project aspires to provide all of the affordable housing units with sustainable, clean, on-site generated zero carbon energy. The project aspires to provide open spaces and athletic fields that are safe

and healthy in spite of being located between three highways and bordered by an industrial access drive for concrete deliveries. The project aspires to infuse the ground plane with art, and music and culture supporting the existing Charlestown community artists while creating opportunities for new, young people to learn and move into a supported

artistic and cultural space in the neighborhood. The project aspires to educate the community and honor men and women of color in our collective history. And the **Ensemble Charlestown** project aspires to be a safe, welcoming home to residents of all economic backgrounds, where everyone can feel they are "at home".



COMMUNITY GOALS AND ASPIRATIONS

Ensemble Charlestown, was conceived and designed to address some of the most important community goals and aspirations for the Charlestown residents, as identified through the PLAN Charlestown process, the many community and development conversations the community has engaged in over the last decade, the Rutherford Avenue renovation process with BTD, and the numerous community organization dialogues members of OnyxDREAM have conducted recently. The highest priorities for the community were 1) additional affordable and workforce housing units; 2) additional open space and specifically athletic fields; 3) additional capacity and opportunities for arts & music practice and performance spaces; 4) moderate height and density for the site; and 5) improved air quality and noise reduction as part of a sustainable and resilient development strategy that respects and reflects Charlestown's historic character. The OnyxDREAM **Ensemble Charlestown** proposal directly addresses each of these priorities while including residents and Charlestown based businesses in the development team composition.



The **Ensemble Charlestown** project is proposing approximately 60% of the proposed 757 units, or 455 units, as affordable or workforce housing, both in rental and homeownership models. The project is proposing deeper levels of affordability, including 20% of all rental units at 30%AMI. Included within these affordable units are a strong mix of family units, including several four and four plus bed units for families. These larger family units are an important aspect of addressing a community need, helping to keep Charlestown families local, in safe and affordable family designed residential units.

Ensemble Charlestown includes 1.5 acres of deed restricted. permanently publicly accessible athletic use open space, as well as a common accessible central plaza. The athletic fields are proposed as a single U10 soccer field or four (4) U6 fields (check this info from landscape plan) which directly address both the RFP requirement and the Charlestown community need for additional sports and play fields for organized activities. The open space is configured for flexible uses, including community events, performance space, and multiple youth program activities. The fields are proposed as artificial turf surfaces, increasing the seasonal availability and increasing the durability, while reducing the watering and maintenance costs typically associated with natural grass fields. The open space is supported by public restrooms, storage for play and activity equipment, and access to utilities and service connections to support numerous AV, presentation and performance uses on an as-needed basis. The fields were intentionally sited in the center of the development, rather than the southern edge, both to improve access by bringing them closer to the major community access path at the corner of Austin and Rutherford, but also to provide shade to the turf areas in the critical summer months when heat impacts and direct sun can be detrimental to young users and families.



The fields are also proposed to include an engineered phytoremediation planted buffer, comprised of structured tiers of planted trees and shrubs, specifically selected to maximize their air quality improvement benefit for the neighborhood by maximizing carbon and particulate matter capture from the adjacent elevated highway. Finally, while the athletic fields are proposed as south of the east-west access road for Boston Sand & Gravel trucks, the **Ensemble Charlestown** project includes an elevated walkway, integrated with the building and plaza designs, to provide safe access to the Charlestown community, across this heavy commercial drive, from the primary line of travel at the intersection of Austin and Rutherford. The OnyxDREAM development group prioritized this access path to ensure that the neighborhood access to their proposed athletic fields did not involve crossing in front of heavy construction vehicles, development residential and loading traffic, or similar commercial vehicles.

Ensemble Charlestown has included extensive internal and external spaces curated to provide needed community arts and music practice and performance space. The project includes 6,450 square feet of dedicated music performance



and practice rooms at the ground and first floors, which will be designed and built to accommodate the needed acoustic separations to ensure a quality experience. These spaces will be coordinated with local non-profit and arts organizations and leased with a range of rates to accommodate all levels of economic need in the community. The design of the central plaza at the entry point to the development, from the community, includes artist gallery and workspaces, practice rooms, visually accessible recording studios, and a mix of artist live / workspaces. This mix of retail and arts activation spaces will ensure that the **Ensemble Charlestown** plaza both feels public and acts as a vibrant new hub for arts and cultural activities in the neighborhood. The rents and arrangements for uses of these spaces will be aligned with the economic needs in the community to ensure accessibility and affordability for the Charlestown Arts community.

Ensemble Charlestown is proposed to be consistent with the PLAN Charlestown and RFP development height and density guidelines. The project is proposed as not more than 150 feet in zoning height, with a building footprint ratio of only 40% of the overall site. The community has expressed a strong interest in moderate development density and the proposed project will benefit the community in aligning with the standards along this critical corridor.

As noted above, the development is proposed to include a substantive air quality and noise reduction buffer in the form of an engineered phyto-remediation structure and landscape plan. The project will be installing earthen berms and planted beds to reduce noise pollution and actively capture particulate matter resulting from prevailing winds coming from the elevated highway. The project is further proposing to work with the MBTA and financially support additional green site improvements and supplemental plantings on the MBTA property that is currently underutilized immediately west of the proposed service road parallel to Rutherford Avenue. The development team has had initial conversations with both the MBTA and MassDOT regarding this opportunity as well as potential opportunities to increase access to Sullivan Station and improve the current pedestrian and bicycle infrastructure supporting the station and Bunker Hill Community College.

Ensemble Charlestown has been designed to include a lease area of approximately 3,000 sf for a daycare tenant, to address the critical shortage of available daycare slots in the Charlestown neighborhood. OnyxDREAM anticipates identifying and working with a qualified daycare provider to build out and operate this space, with an appropriate level of reserved, affordable or free spaces allocated for residents of Charlestown.

The project is proposing on-site renewable, net zero carbon energy creation using geothermal wells under the open space and a pilot project working to recover heat energy from the MWRA sewer line adjacent to the project. Through these resilient and sustainable initiatives, the project will benefit the community by substantially reducing the project carbon footprint, reducing the demand on the existing utility infrastructure, and leading the way in sustainable energy design.

At the site plan level, the project is proposing to preserve or relocate all existing site trees currently on the parcel, improve the public pedestrian and bicycle infrastructure along the Gilmore Bridge, including proposing a pedestrian crossing

proximate to the Sullivan Station headhouse, and increase the accessibility to the existing Millers River pedestrian path connecting to Paul Revere Park and Cambridge.

Finally, the project team expects to work with the community to identify opportunities for engagement, collaboration, and potentially financial support for local non-profit organizations and groups looking to leverage their current capacity through a substantive development and community benefit process as part of the project's commitment to a more diverse and inclusive development process.



COMMUNITY BENEFITS

COMMUNITY BENEFITS PLAN

OnyxDream is committed to not only support the Charlestown community but also ensuring community feedback is gathered and included in our development. Our team will connect and align with the residents of Charlestown throughout the development process by 1) Establishing an ongoing community



engagement process to gather feedback, address concerns, and incorporate community input into the development project, 2) Organizing public meetings, workshops, or open houses to facilitate dialogue between the project team and community members and 3) Maintaining transparency by providing regular updates on the project's progress, timelines, and potential impacts.

DEVELOPMENT WITHOUT DISPLACEMENT PLAN

In order to avoid displacement in our development, we have incorporated programs in our financial model that bring value back to the community. We are providing Charlestown residents access to valuable programming through partnerships with local M/WBEs. partnerships include but are not limited to:

- Business co-op work spaces Quality & affordable fresh grocers
- Accessible /affordable child & senior care and resources
- On-site mental health partner/practitioner (Massachusetts General Hospital).



To maximize the availability of Market rate & affordable units in the following residential options:

Veterans Housing Component and wrap around services

Market Rate: Allocating a percentage of the developed units for affordable housing, meeting the local housing needs which will provide long term affordability measures. Collaborate with local housing authorities and nonprofits organization to ensure the fair distribution of affordable units to qualified residents. Affordable workforce housing that provides useful quality of life residential amenities for working families, veterans, and existing community members

Mutual accountability matters: Our intent is to strengthen the resilience of the community through partnerships with local community-based organizations, hospitals, schools, and businesses.

COMMITMENT TO THE HISTORY OF **CHARLESTOWN: AUSTIN BLOCK**

Our team is dedicated to acknowledging the history of the cities in which we build. In consideration of the vast military presence and sacrifices that were made in Charlestown we would be remiss to not consider Veterans housing and services that not only remembers our military men and women, but demonstrates our appreciation and gratitude for their service.

This development will offer a robust residential and commercial community that will vibrantly enhance the Austin St., Block. OnyxDream will engage with local stakeholders and community leaders to ensure their input in preserving the neighborhood's character.

Additionally, we will develop dedicated artist spaces that provide safe, comfortable and affordable creative rooms for various forms of artistic development. We are providing minorities a platform to express their voices at scale. Our plan enables residents to become directly involved in a creative space through art and gives children the opportunity to see art in action.

COLLABORATIVE COMMUNITY EDUCATION: SMALL BUSINESS RESOURCES

Small Business Commercial Incubator Partnership: This proposed concept should be designed to technically assist small businesses providing a "we-work" of co-working office space to local & emerging small businesses, in an incubator type of setting.

Our Study / WorkRoom space will allow community partners to host events designed to inform and educate residents on issues they may be facing. We have an extensive list of committed partners that were selected for their previous contributions and potential to impact the community through financial support.



We also aim to reserve retail space exclusively for local M/ WBEs at **Ensemble Charlestown**. This will give minority- and women-owned small businesses direct access to a thriving community and enable them to grow. The subsequent revenue and tax dollars will help to stimulate the local economy.

PARTNERSHIPS: IMPROVED PEOPLE OUTCOMES

Our goal is to maximize the impact of our partnerships by serving as a liaison between corporations and the community. OnyxGroup will continue to evaluate and identify community needs and align those needs with opportunities and programming. We intend on partnering and cross collaborating with Bunker Hill Community College (which also includes a trade (Construction partnership via a SRGE incubator, created by Maven Construction), Charlestown Neighborhood Coalitions and the Charlestown Boys and Girls Club. Our partnerships are intentional. We create and foster meaningful relationships that create an ecosystem of reciprocity and collaboration.

Our considered partners include but are not limited to Mass General Hospital, (Mental, Physical presence); a Fresh Grocer (local grocer that encourages sourcing nutritious foods from local growers and distributors).

We also understand that reliable access to family care is critical to the overall success of any family. Unfortunately for non-traditional families, finding time to prioritize care can be difficult. We are committed to partnering with a family care provider.

A FOCUS ON GREEN & COMMUNITY SPACE

Green space is socially and economically valuable. A green space serves as a valuable place for members of the community to meet, interact and enjoy the community. Walkable neighborhoods, parks, and open green spaces draw people outside and foster social interactions. Green streets integrate nature into the urban environment and provide a revitalizing contrast to the harsh, shape, color, and texture of buildings, and stimulate the senses with their simple color, sound, smell, and motions. OnyxDream will design the development to be environmentally friendly, adhering to green building standards and utilizing energy efficient technologies, implement water conservation measures, such as rainwater harvesting or low-flow fixtures, to minimize the project's impact on local water resources, and include green spaces and rooftop gardens.

Green spaces are also attractive to prospective buyers and generate economic benefits for municipalities, homeowners, and businesses. Designing a green street in conjunction with neighboring community open space opportunities provides socio-economic benefits including an increase in local shopping and dining; ultimately stimulating the local economy and instilling greater pride in the community as a whole.

ECONOMIC DEVELOPMENT

OnyxDream will foster local economic growth by prioritizing the use of local contractors and suppliers during construction, create job opportunities for local residents through hiring initiatives, apprenticeship programs, and vocational training partnerships, and attract new businesses to the area by designating commercial spaces within the development project.

This Community Benefit Plan serves as a framework to promote a socially, economically, and environmentally sustainable real estate development project. It demonstrates a commitment to improving the quality of life for residents and fostering a vibrant and inclusive community.



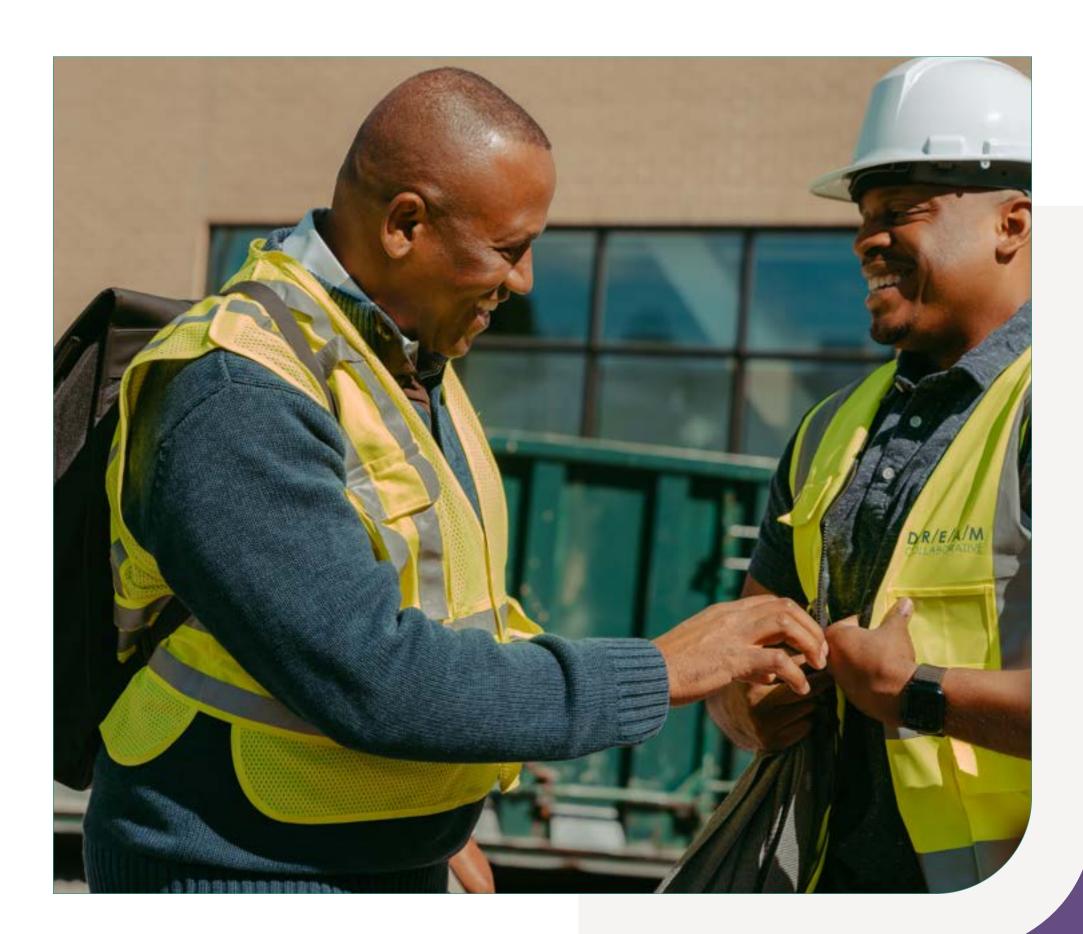
CONSTRUCTION AND PERMANENT JOBS

The **Ensemble Charlestown** project will result in substantial construction and permanent job creation in Charlestown and the City of Boston. Based on the scale and phasing of the overall design and construction effort, the project will have a considerable impact on the construction related job market through the duration of the permitting, design and construction phases. Further, in addition to the operation of the substantial residential program in six (6) buildings, the project design includes opportunities for Arts and Culture spaces, Retail tenant lease areas, and a Daycare tenant program, all of which will support operations and management employment and a range of income levels.

Utilizing the Bureau of Labor Statistics published data, which indicates between 6.5 and 7 construction jobs are created for every \$1,000,000 spent on hard costs for a project, the **Ensemble Charlestown** development is projected to result in approximately 4,050 new construction jobs over the three phases of the project.

The operation, maintenance and management of 750 units of residential housing across six buildings will result in approximately 21 FTE permanent jobs created. This includes property management, leasing coordinators, concierge and program assistance positions, and maintenance and engineering staff.

Finally, based on the area and preliminary program conceived for the Arts, Music and Practice spaces, along with the various retail and restaurant lease areas and the Daycare tenant space, the **Ensemble Charlestown** project projects approximately 42 FTE permanent jobs and 64 part time jobs will be created as part of the ancillary program space operations.



DEVELOPMENT PLAN

PROJECT IMPLEMENTATION

DEVELOPMENT SCHEDULE ACTIVITIES

In response to the RFP requirement for a nine (9) month tentative designation period, the **Ensemble Charlestown** development team is proposing an aggressive but achievable development schedule, based on experience with the BPDA, MEPA and the community engagement process in the City of Boston. This schedule is driven by the requirement for ARPA Obligation on or before December 2024 and the understanding that that designation of "Obligation" requires completion of the discretionary permitting portion of the entitlement process, inclusive of MEPA, Article 37 and Article 80 as well as submission and award of necessary public funding supporting the affordable housing program through MOH and DHCD.

The proposed schedule results in project completion of the ARPA Obligation designation in December of 2024, with construction commencing in August of 2025. The three phases of construction of the project will occur over approximately 5 ¼ years, with final completion in November 2030.

The RFP references a tentative designation for a developer of nine (9) months and suggests that discretionary permitting and application for all building permits must be completed during that limited tentative designation period. The **Ensemble Charlestown** team is committed to achieving this goal and has included a scheudule that illustrates the required reduced durations for review and approval in order to achieve this requirement. Given the requirements of a large, complex project of the scale and scope described in the RFP, achieving this goal will require substantial collaboration with the BPDA and other City Agencies to achieve the noted duration, particularly given the need for MEPA review, community engagement and a full impact and design review process, as well as construction document



completion, submission for, and issuance of a building permit. The building permit obligation would include completion of numerous agency actions, including PIC approval, TAPA and CMP negotiation, Cooperation Agreement and DIP Agreement negotiations, coordination and approval from MassDOT for integration adjacent to the Gilmore Bridge, MBTA licensing for Zone of Influence work, an 8(m) permit from the MWRA, Conservation Commission review and issuance of an Order of Conditions, BWSC review for ground water recharge, and Smart Utilities and Article 37 review and completion, all of which typically occur after a BPDA Board action on a project, which typically takes 8 to 12 months for large project Article 80 reviews.

Onyx/DREAM is committed to working with the BPDA to achieve these milestones as reflected in the included nine (9) month timeline and schedule. Given the challenges, and the potential timeframe available to the development team assuming an October or November 2023 tentative designation, the OnyxDREAM group has proposed a second, alternative, hybrid project timeline, assuming a designation in October

of 2023, that achieves discretionary permitting to a level that would allow City of Boston Obligation of ARPA funds by December 2024 while assuming some activities, including building permit issuance occur subsequent to ARPA obligation.

In order to achieve the above noted timeline(s), several elements of the project effort are proposed to occur concurrently, at the proponents risk. These include Due Diligence, initial BPDA Design staff Review, initial community outreach and schematic design efforts, all within the initial period immediately following selection by the BPDA. Similarly, the project team is proposing concurrent discretionary permitting and Construction Documentation while still completing the community design and impact review effort. While these concurrent efforts are necessary to achieve the nine month timeline, the **Ensemble Charlestown** team believes that they represent reasonable risk management against the opportunity and importance of obtaining the ARPA funding. The team is relying on the ability of the BPDA to move the project through the various phases of review expeditiously, though appropriately and with transparent review for the

community, to ensure this large affordable housing project proposal is delivered in a timely fashion.

In reviewing the potential obstacles to meeting the above schedule durations, the team would note three specific areas of potential variation at this time: 1) the Developer selection and Tentative Designation / Commencement Date, 2) the discretionary permitting process, and 3) the affordable housing / financing period durations.

The nine (9) month proposed project timeline assumes a designation of the development team by October of 2023 to allow sufficient time for pre-development efforts and the discretionary permitting required prior to December 2024 ARPA Funding Obligation. This timeframe is relatively short and assumes BPDA interviews and review during the months of August and September, to allow a BPDA vote of tentative designation by October. In this timeline, further detailed in the following sections and illustrated in graphical and narrative formats, the project team is proposing separated review process with the BPDA Large Project Article 80 effort and the MEPA review process, allowing the MEPA process to extend beyond 2024 as an element not listed as required for ARPA designation by the City. During the BPDA process it will be important to respond quickly to any design, traffic or community impact comments and move efficiently through the review phases. The proposed project team includes design and permitting consultants with extensive experience with moving through the BPDA process and facilitating an efficient review.

The **Ensemble Charlestown** team includes ownership based and resident in Charlestown and the permitting and OPM consultant most recently responsible for completion of permitting of a 1.5M square foot masterplan and development plans at the Hood Park property in the Charlestown neighborhood. Trademark Partners completed that effort in 12 months, without the benefit of being compliant with an as-yet-to-be-started PLAN Charlestown effort. The existence of the PLAN Charlestown framework and submission of a project substantively in conformance with the PLAN in the

critical areas of height, open space and parking, will afford a better opportunity to move the project through the IAG and Community process efficiently. The Development Team is confident that the combination of affordable housing, open space fields, and arts & culture elements along with the job creation opportunity represented by project will address many of the important community concerns previously expressed during the initial PLAN Charlestown dialogues. The Project Team believes that the proposed project use, scale, and program are appropriate and will be positively received; however, there is always an aspect of risk and potential variation in the project schedule with a community and agency engagement process. While we do not anticipate significant community issues as a result of the BPDA planning efforts in the neighborhood, it is important to note that a community engagement process is difficult to predict.

Finally, the current climate for financing residential projects is more challenged than in prior years, given the inflation rates impacting material procurement and labor, and the rising interest rates for all forms of financing and capital stack development. Similarly, the affordable housing funding has become even more competitive at the City and State level, given the intense demand for subsidies and deeply affordable project development. Further, given the complexities and construction costs for development within the urban core of Boston, often high-rise, large scale affordable projects require higher costs per unit and per square foot versus comparable projects in suburban markets without specific labor and land pressures. For this reason, there is often a "penalty" for City of Boston projects given the higher costs of development as compared to western Massachusetts. For these reasons, and given the breadth and complexity of capital stack financing for mixed income projects of this scale and complexity, there is a risk associated with the limited timing allocated during permitting and design phases, to complete the financing effort. Onyx/DREAM is well positioned, with experienced partners in both the market rate and affordable housing areas, and

therefore positioned to limit any potential delays, given both the complexity of the financing and the trending economic challenges at a national level.

Overall, given the nature of the permitting process and the predevelopment work that has been completed by the BPDA with the various agencies having jurisdiction in the discretionary permitting phase, and the limited likelihood of significant neighborhood opposition to a project that is substantively consistent with the goals of the neighborhoods and BPDA, coupled with the strong experience level of the various team members, we anticipate a reasonably controllable permitting process, construction duration, and ultimate occupancy period. Following, the Onyx/DREAM development team has outlined a schedule strictly compliant with the defined none month tentative designation and requirements listed for that effort. Additionally, given some schedule latitude and assuming specific criteria for ARPA Obligation by December 2024, the Onyx/DREAM Development Team has also provided an alternative "Hybrid" schedule that provides for discretionary permitting, financing, and pre-construction efforts, and an "initial" ground lease execution sufficient for ARPA obligation by December 2024 but allows a building permit application and issuance along with a final Ground Lease execution in 2025. The team looks forward to working with the BPDA to validate and confirm the final requirements of the tentative designation phase.



PROJECT DEVELOPMENT SCHEDULE

ANTICIPATED PROJECT REVIEWS AND APPROVALS

Impact and Design Reviews

The Project will be subject to Large Project Review under Article 80B of the Boston Zoning Code, including BPDA design review and Boston Civic Design Commission review; to fullscope state environmental impact review under MEPA; and to State Register Review by the Massachusetts Historical Commission. These early-stage impact and design reviews present an opportunity to test project parameters, engage stakeholders, surface the concerns of permit-granting bodies, and identify project features, mitigation measures and public benefits to expedite discretionary approvals in each subject area applicable to the Project. With a highly experienced team of professionals in every required discipline and an interdisciplinary, problem-solving approach, the Proponent would engage stakeholders early in the process of project conceptualization, provide robust project information, make joint BPDA/MEPA/MHC filings where appropriate, respond forthrightly to issues and concerns and utilize the BPDA's permitting ombudsperson to expedite interagency coordination. This approach will position the Project to obtain discretionary approvals without undue delay.

Discretionary Approvals

The Project will require discretionary approvals in several subject areas, described below, which will be pursued on parallel tracks.

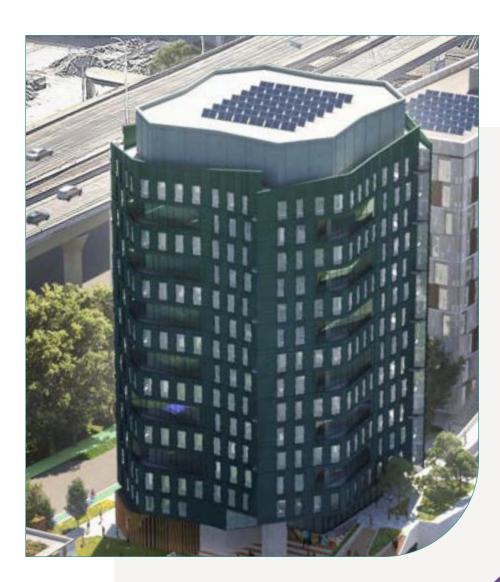
Zoning Approval--as noted in the Design Narrative portion of this response, the Project is generally consistent with Plan: Charlestown. Although current Charlestown zoning, adopted in 1998, allows the Project's primary residential, local retail, arts and athletic field uses as of right, other possible Project uses are conditional or forbidden, and the Project would exceed maximum building height, floor area ratio and perhaps

other dimensional requirements, thus requiring zoning relief. If Charlestown Neighborhood District zoning is amended to implement Plan: Charlestown once the plan is completed, the Project could possibly be allowed as-of-right after completing development impact review. Alternatively, if such re-zoning makes the site eligible for Planned Development Area designation (it is not currently eligible), the Proponent would explore such designation and approval of a PDA Development Plan by the BPDA Board and the Zoning Commission. Finally, for as long as the Charlestown Urban Renewal Plan remain in effect (see below), the possibility remains of seeking any required zoning relief through designation of the site as an urban renewal or "U" subdistrict, since it will be subject to a land disposition agreement which could establish zoning controls.

Urban Renewal Approval—the Project Site comprises Parcel P-15b in the Charlestown Urban Renewal Plan, which designates the site for public uses such as educational, recreational or municipal uses, and sets a height limit of 60 feet on part of the site. Twelve extant urban renewal plans, including Charlestown's, were set to expire on March 31, 2023. In February, the Boston City Council approved Mayor Wu's executive order to extend the plans to March 31, 2025 or until state legislative action to continue the enforceability of land disposition agreements post-expiration, whichever comes first. Since the Proponent plans to seek Project approvals expeditiously, the Project will likely require BPDA approval of a Minor Modification of the Charlestown Urban Renewal Plan, subject to both City Council and state Executive Office of Housing and Livable Communities approval.

Coastal Resilience, Wetlands and Waterways--The Project Site is located on filled former tidelands, and southeast portions of the Project Site closest to Millers River are located in Boston's Coastal Flood Resilience Overlay District, in a FEMA flood

hazard zone, and within Chapter 91 licensing jurisdiction. As a result, in addition to resilience review as part of Large Project Review, portions of the project may require a Chapter 91 license and an Order of Conditions from the Boston Conservation Commission if it designates a Coastal Flood Resilience Zone affecting the project site. The Project design calls for no occupied structures within the portion of the site subject to Chapter 91 jurisdiction. Currently, the Project design calls for construction of portions of Building B, E, and A within the portion of the site located in Boson's Coastal Flood Resilience Overlay District. The proponent acknowledges the need to address coastal resilience, habitat protection and



waterfront access in the design of the Project and to engage the relevant permit-granting bodies in Project review during the impact review stage.

Transportation Approvals--The Project Site is bounded to the north by the Gilmore Bridge, under the care, custody and control of the Massachusetts Department of Transportation; to the east by Rutherford Ave, a City of Boston public way; to the west by I-93 N, also under the jurisdiction of MassDOT, and by Orange Line tracks owned and operated by the Massachusetts Bay Transportation Authority; and to the south by Galvin Memorial Park, a park on land owned by the Commonwealth of Massachusetts. The Project Site is bisected by an unnamed "t"-shaped roadway owned by the Commonwealth that provides access to Boston Sand & Gravel and to Bunker Hill Community College, which must be maintained. As a result, in addition to review by the Boston Transportation Department as a part of Article 80 Review, any direct alteration to or impacts on the functionality of this public transportation infrastructure will require approval from the respective public agencies. The Proponent acknowledges the need to address all transportation modes in the design of the project and to engage the relevant permit-granting bodies in project review during the impact review stage.

Construction Approvals

Once discretionary approvals are in place, the Proponent will be in a position to apply for and obtain late-stage construction related approvals which require detailed design and engineering and generally involve limited discretion if appropriate code requirements and permit standards are met. As listed in the Required Permits section of this response, these include discharge permits for sanitary sewage, stormwater and construction dewatering; air emissions and air navigation hazard filings; and curb cut, flammable storage and garage permits.

PROPOSED PROJECT TIMELINE(S)

The Onyx/DREAM group has reviewed the information provided in the RFP and understands that the BPDA intends to provide "Tentative Designation" status to the selected development proponent, for the purpose of allowing that team to further pursue the necessary approvals, financing, and permits required to achieve a "Final Designation" status and execute a final ground lease agreement for the parcels.

The RFP proposes awarding Tentative Designation status for a nine-month period, during which the selected proponent will accomplish, among other things, the following, to be considered for Final Designation status:

- Provide evidence of necessary debt and equity;
- Obtain approval of its development schedule including the submittal of development plans;
- Complete BPDA Design Review;
- Complete Article 37 Initial Filing Compliance;
- Complete the Article 80 process with the BPDA;
- Obtain all required building permits;
- Negotiate terms and conditions of a ground lease with the BPDA;
- Apply to the next (Winter 2023-2024) Massachusetts Department of Housing and Community Development (DHCD) funding round and receive designation of all funding outlined in the One-Stop that was submitted to, and approved by, the RFP review committee; and
- Apply to the Boston Housing Authority's (BHA) RFP for Project-Based Voucher Section 8 Assistance ("PBVs") per the requirements outlined in Section 03, Development Objectives and Design Guidelines: Affordable Housing.

The Onyx/DREAM group has provided two options for development permitting schedules for the **Ensemble Charlestown** project for consideration as part of this response. The two timelines make different assumptions concerning the commencement date and the milestones that must be completed in order for the City of Boston to "obligate" ARPA funds by December 2024. The Onyx/DREAM group understands that this milestone schedule is critical to project success and the project team is prepared to meet those obligations based on an immediate dialogue upon designation to better understand the technical requirements.

Based on the requirements of the RFP, the Onyx/DREAM group is prepared to complete the above noted requirements within nine months from BPDA Tentative Designation. In order to achieve that nine (9) months schedule, the development team will need the BPDA and other City of Boston agencies to prioritize the **Ensemble Charlestown** project review and approval and expedite the review periods for certain specific project submissions. The "Option 1" Proposed Development Schedule and Timeline below meets the nine (9) month milestone schedule and identifies those actions or approvals on the part of the BPDA and the City of Boston that require expedited efforts in order for the project team to complete the above listed items by June 2024 (contingent upon tentative designation occurring no later than October 2023).

Alternately, an "Option 2" Proposed Development Schedule has been provided which follows an expedited but more typical permitting process, achieving major discretionary approvals for the project by December 2024, assuming a tentative designation no later than November 1, 2023. The Option 2 schedule does not require reductions in typical review and comment periods or processes but assumes that discretionary permitting is the threshold for ARPA funding obligation rather than ground lease execution and building permit issuance.

The Onyx/DREAM group looks forward to a dialogue with the BPDA and City of Boston to better understand the intent of the timeline requirements and needs to meet the ARPA funding "Obligation" standard. The team is prepared to complete the defined effort within the nine (9) month period indicated, as illustrated by the Option 1 schedule. Option 2 Schedule may be preferable.

Option 1 Proposed Timeline: Nine (9) Month Duration

The **Ensemble Charlestown** development team proposal to meet the nine (9) month RFP timeline involves splitting the City of Boston / BPDA impact and design review process from the Commonwealth's MEPA timeline and accelerates typical comment periods and review efforts.

The proposed nine (9) months timeline has an initial, reduced concurrency of 30 days for due diligence, pre-file coordination and review with the BPDA, state agencies and the community, and assumes a letter of intent is filed 30 days after tentative designation and the PNF, including a draft Article 37 filing, is submitted within 45 days of designation. This reduced timeframe will obligate the BPDA to form the IAG and initiate the technical commencement of review within a expedited period of time in order to meet the proposed initial IAG meeting within 10 business days of filing the PNF.

The process then involves bi-weekly work sessions with the BPDA planning and design staff, and issuance of the scoping determination within 25 days of the PNF filing date. The DPIR, including the final Article 37 submission, will be filed 3 weeks after the scoping determination and the DPIR comment period will be reduced to 30 days with IAG, community and BCDC hearings closely coordinated within that comment period. The BCDC process will be limited to one full hearing, one subcommittee hearing, and a second full hearing to approve the project for building permit level design.

In order to complete the Cooperation Agreement, DIP Agreement, TAPA and mitigation commitments with the community, the process for finalizing those documents will need to commence concurrently with the DPIR filing, and final documents will need to be executed within 25 days of the BPDA Board vote approving the project.

A minor modification to allow the use within the existing Charlestown Urban Renewal Plan will require a BPDA Board vote, proposed to occur at the same BPDA Board meeting as the Article 80 approval. Also, based on prior discussions with



BPDA staff, the Board will be asked to approve either an Urban Renewal or Planned Development Area zoning mechanism to accommodate the project's zoning compliance, understanding that Charlestown's (and other) urban renewal plans are heading toward sunset and the project site is not eligible for a PDA based on current zoning.

The Option 1 schedule requires a BPDA board vote approving the project in within six (6) months in order to afford time for additional City agency reviews and approvals listed on the list of full permits as submitted in the RFP response.. such as BTD, PIC, PWD, Parks, ConCom and BWSC, within the timeframe needed to receive a building permit. The building permit application is projected to occur in the middle of month eight (8) and an expedited review at ISD will be required to allow for building permit issuance in month nine (9), with sufficient time thereafter for final evidence of financing to be provided (based on anticipated building permit receipt) and Final Designation to occur at the end of the ninth month.

Concurrently, and at risk, the design team will be issuing schematic design, design development and 75% construction documents (building permit set) while the above noted discretionary permitting phases are occurring in order to have a building permit eligible set of drawings for submission to ISD within seven weeks of BPDA Board approval. Typically, a full set of construction documents eligible for a building permit for six buildings, parking decks, site work on two lots, and associated infrastructure would take approximately 12 months to complete through 50% Schematic Design to 70% CDs. In this case, that work process will be shortened to seven (7) months and commence at the same time as the initial PNF filing, with the goal of not having substantive changes from that filing to final Board action, in order to ensure the construction documents being produced are consistent with the approval from the BPDA Board.

It is important to note that the MEPA process, while initially filed concurrently, will likely extend beyond the City of Boston review phases based on the statutory comment periods and certificate issuance dates legislated by the Commonwealth process. The **Ensemble Charlestown** project interprets the specific list of requirements for City of Boston ARPA Fund Obligation to not require the completion of MEPA review, or state agency actions to which MEPA is a precursor, including MWRA approvals, a Chapter 91 License, MassDOT access permits and engineering review of attachments to the Gilmore Bridge, MBTA ZOI review, and similar actions.

Finally, concurrent work will occur related to the financing of this project, including filing for the Winter 2023 – 2024 DHCD One Stop Application, BHA Section 8 Vouchers, and providing need information for expedited award of affordable housing public funding. The project will also be working with private debt and equity sources to quickly secure financing and gain access to finance dollars on an accelerated timeline.

Based on this timeline, all of the noted items in the RFP document are completed within nine (9) months of tentative designation. This will allow for obligation of the ARPA Funds and execution of a negotiated ground lease document, which will be concurrently negotiated during the permitting phase. The project will then complete the MEPA process, finish the construction documents, and prepare for a construction start in Month 15 after designation.

Option 2 Proposed Timeline: Hybrid Option

The **Ensemble Charlestown** development team is alternately proposing a more normative but still expedited development schedule, based on experience with the previous large scale project review and approvals. This schedule assumes that ARPA obligation on or before December 2024 requires completion of the discretionary permitting portion of the entitlement process, including Article 80 and associated reviews, zoning and urban renewal approvals, and MEPA review as well as submission and award of necessary public funding supporting the affordable



housing program through MOH and DHCD, but NOT obtaining building permits or executing the final ground lease document. This version of the proposed schedule results in the project receiving an obligation of ARPA funds in December of 2024, with construction commencing in August of 2025. Similar to Option 1, the three phases of construction of the project will occur over approximately 5 ¼ years, (or 64 months) with completion in March 2030.

In order to achieve this expedited timeline, several elements of the project effort are proposed to occur concurrently, at the proponent's risk. These include due diligence (30 days), and conceptual design efforts (60 days) all within the initial period immediately following selection by the BPDA. Similarly, the project team is proposing concurrent permit review for Article 80 and MEPA with overlapping comment periods and public hearings, and proposes to commence schematic, design development, and construction documentation for building permit submission, while still completing the discretionary permitting effort.

The **Ensemble Charlestown** team believes that these concurrent efforts, necessary to achieve the proposed timeline, represent reasonable risk management against the opportunity and importance of obtaining ARPA funding. The team is relying on the ability of the BPDA to move the project through the various phases of review expeditiously, though with transparent review by the Charlestown community and other stakeholders, to ensure this major affordable housing project is delivered in a timely fashion.

The 30-day period for due diligence, followed by an additional 30-day conceptual design phase, is then followed by an elevenmonth discretionary permitting duration. Upon completion of this permitting, the team will complete the design process to achieve a building permit and other late-stage constructionrelated approvals, and a GMP contract document set, within seven months. As previously noted, four of the eleven months needed for the design phase will be concurrent with the final months of permitting, to accelerate the project timeline.

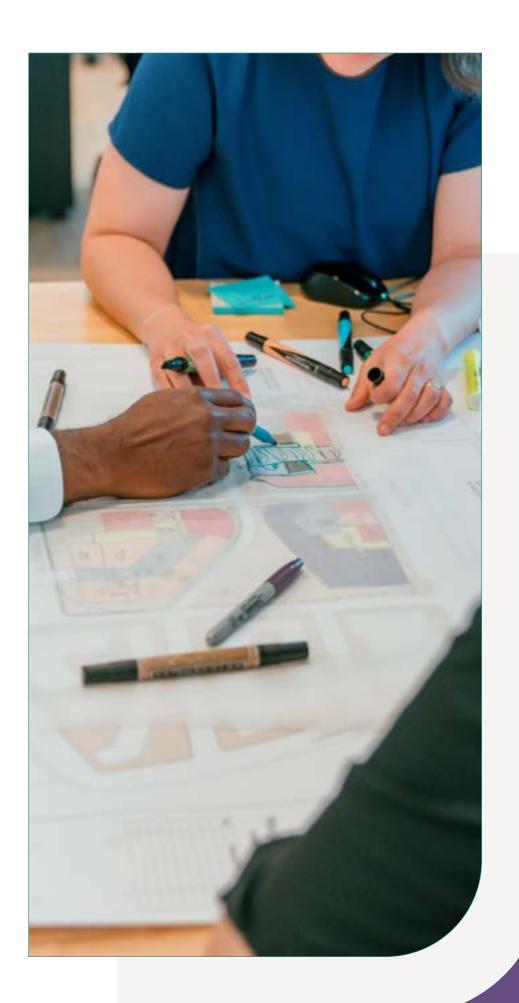
Once the project design is completed, the pre-closing and pre-construction documentation process will allow for a closing date by November of 2024, within twelve months of completion of the Tentative Designation Agreement.

This proposed project timeline assumes a designation of the development team by November 1, 2023 to allow sufficient time for pre-development efforts and the discretionary permitting required prior to December 2024 ARPA Funding Obligation. This timeframe is relatively short and assumes substantive conversations and review during the months of August thru October, to allow a BPDA vote of tentative designation in November.

In this version of the schedule, the project team is proposing a concurrent review process with the BPDA Large Project Article 80 effort and the MEPA review process. During the BPDA process it will be important to respond quickly to any design, traffic or community impact comments and move efficiently through the review phases.

Construction Phases

In either Timeline Option, the Construction Duration is broken into three phases with multiple buildings in each phase. Phase I includes Buildings A, B and C, which are the low-rise structures with frontage on Rutherford Avenue and Austin Street, as well as the "point tower" in the middle of the project site. Phase I also includes the pedestrian bridge over the Boston Sand & Gravel access road and the athletic fields and open spaces on the project site. Phase IIa and IIb include buildings D, E, and F, which are the taller towers with parking podiums beneath them, and the more complex construction efforts involving occupied buildings adjacent to the construction efforts and intersection with the Gilmore Bridge structure. Each phase involves mixed income unit types and a mix of rental and homeownership units and will be coordinated through a logistics plan and Construction Management Plan to ensure efficient and safe construction methods.



The project team is aware of the need to have spent the ARPA funds by December 2026, and the current construction timeline accommodates that requirement as part of the Phase I construction effort.

Based on the current phasing and construction sequence, the complete project is projected to take approximately 64 months. The initial occupancy and final completion dates change based on the Option 1 and Option 2 timelines. Option 1 results in project completion in April 2030 and the Option 2 schedule results in completion on November 2030.

CAPACITY TO EXECUTE THE PROPOSED TIMELINE(S)

In either timeline scenario, the Onyx/DREAM group is uniquely qualified to succeed.

Although the community engagement process is dynamic in nature, the Development Team is confident that the combination of affordable housing, open space fields, and arts & culture elements along with the job creation opportunity represented by project will address important community concerns expressed during the initial PLAN: Charlestown dialogues and will be positively received. The proposed project team includes design and permitting consultants with extensive experience with moving through the BPDA process and facilitating an efficient review. The **Ensemble Charlestown** team includes ownership based and resident in Charlestown and the permitting and OPM consultant most recently responsible for completion of permitting of a 1.5M square foot masterplan and development plans at the Hood Park property in the Charlestown neighborhood. Trademark Partners completed that effort in 12 months, without the benefit of being compliant with an as-yet-to-be-started PLAN Charlestown effort. The existence of the PLAN Charlestown framework and submission of a project substantively in conformance with the PLAN in the critical areas of height, open space and parking, will afford a better opportunity to move the project through the IAG and community process efficiently.

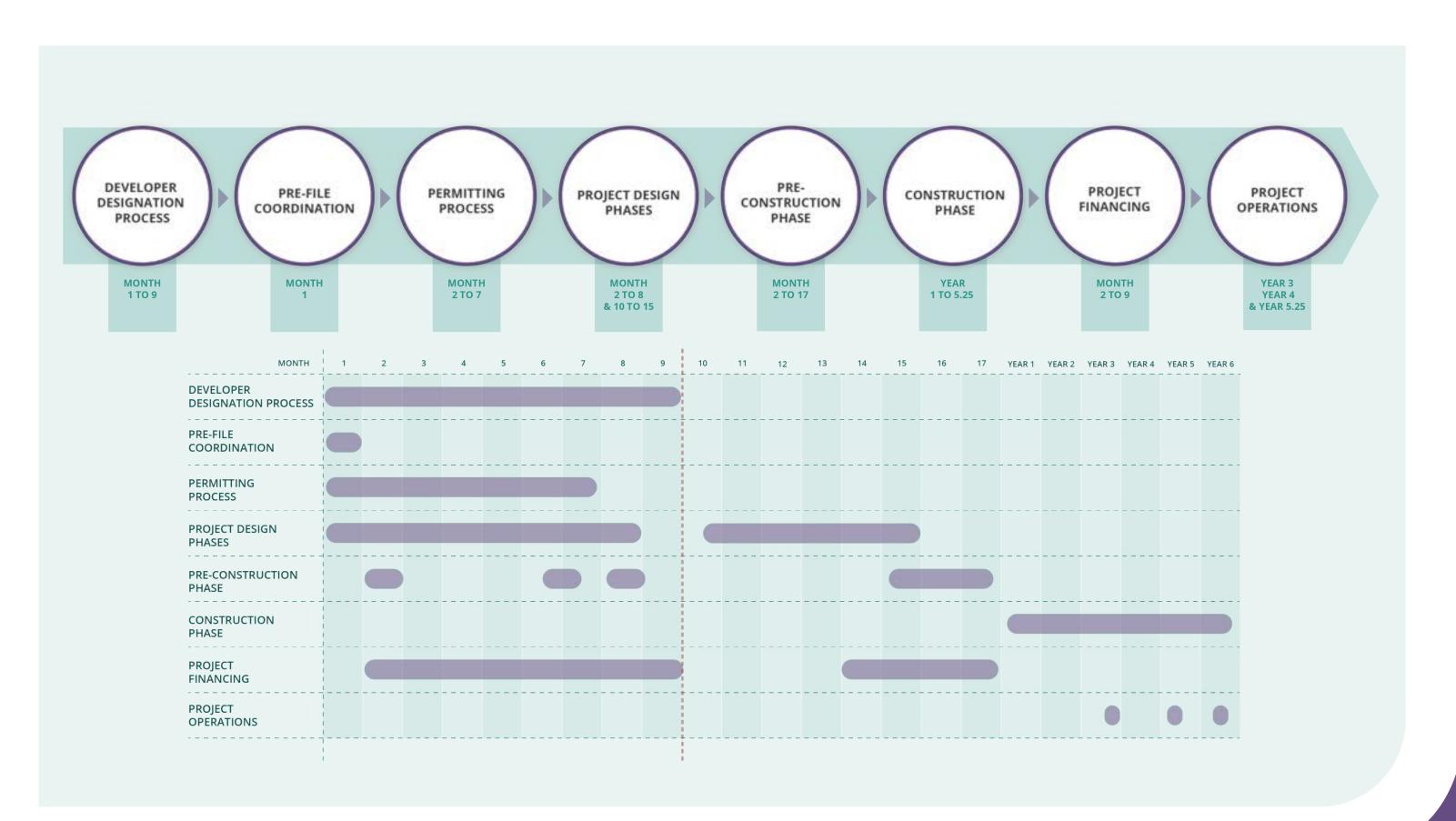
We acknowledge that the current climate for financing residential projects has become more challenging, given the inflation rate impacting material procurement and labor, and rising interest rates for all forms of private financing. Similarly, affordable housing funding has become even more competitive at the City and State levels, given the intense demand for subsidies and deeply affordable project development. Further, given the complexities and construction costs for development within the urban core of Boston, highrise, large scale affordable projects require higher costs per unit and per square foot versus comparable projects in suburban markets without specific labor and land pressures.

While the project team is well positioned, with experienced partners in both the market rate and affordable to December 2026 housing areas, there is the potential, given both the complexity of the financing and the trending economic challenges at a national level, for schedule delay to achieve construction commencement.

Overall, given the nature of the permitting process and the pre-development work that has been completed by the BPDA with the various agencies having jurisdiction in the discretionary permitting phase, and the limited likelihood of significant neighborhood opposition to a project that is substantively consistent with the goals of the neighborhoods and BPDA, coupled with the strong experience level of the various team members, we anticipate a reasonably controllable permitting process, construction duration, and ultimate occupancy period. While the proposed timeline is aggressive, the **Ensemble Charlestown** team is confident in the ability to execute within this proposed realistic duration.



DEVELOPMENT SCHEDULE - 9 MONTHS



Proposed Project Development Schedule OPTION 1: 9 Month Schedule

BPDA Tentative Designation of Selected Developer Developer Due Diligence Investigation (30 Days Maximum) Ground Lease Negotiation (5 Months Maximum) Pre-File & Conceptual Design Period Internal Team Conceptual Design Period Design / Program Review Sessions with the BPDA Planning S November 2023	October 1, 2023* October 2023 – November 2023 January 2024 – June 2024 October 2023 – November 2023 October 2023 – November 2023 taff October 2023 –
Preliminary Agency Engagements (MassDOT, MBTA, MWRA November 2023	, etc.) October 2023 –
Community Pre-File Presentations	October 2023
Prepare PNF BPDA Letter of Intent Submission Community Engagement Process PNF Filing PNF Comment Period Ongoing BPDA Design and Planning Coordination Meetings Prepare DPIR IAG & Community Meetings	November 2023 – May 2024 October 2023 – November 2023 November 2023 – April 2024 November 15, 2023 November 2023 – December 2023 November 2023 – February 2024 November 2023 – January 2024 December 2023
BPDA Scoping Determination Issued Prepare BCDC Submission DPIR Filing Public Comment Period 2024	December 2023 December 2023 – January 2024 January 15, 2024 January 15 2024 – February 15,
IAG & Community Meetings BCDC Commission Hearing IAG & Community Meetings – Mitigation / Cooperation Negot 2024	January 2024 January 2024 iation January 2024 – March
BCDC Sub-Committee Meetings for Masterplan and Phase I. Submit Proposed Community Benefits / Mitigation Documents BCDC Commission Final Approval Hearing BPDA Design Approved and Design Review Complete BPDA Preliminary Adequacy Determination Finalize IAG / Community Benefit / Mitigation Package BPDA Board Vote Approving Impact and Design Review / Art BPDA Board Vote Amending Urban Renewal Language Technical Permitting Process – April 2024	sFebruary 2024 Febryary 2024 March 1, 2024 March 1, 2024 March 2024
Negotiation of Cooperation & DIP Agreements, etc. with BPDA Negotiation of TAPA & Project CMP with BTD Conservation Commission Submission and Review Issuance of Conservation Commission Order of Conditions BWSC Site Plan Review and Approval Boston Public Works Department Lighting and Street Review April 4	
BPDA Issuance of Certificate of Compliance Commonwealth Entitlement Permitting Process Prepare ENF Filing File and Distribute EJ Screening Form ENF Filing Comment Period ENF Certificate Issued Prepare DEIR	May 2024 November 2023 – October 2024 November 2023 December 2023 January 15, 2024 January 2024 – February 2024 March 2024 January 2024 – May 2024

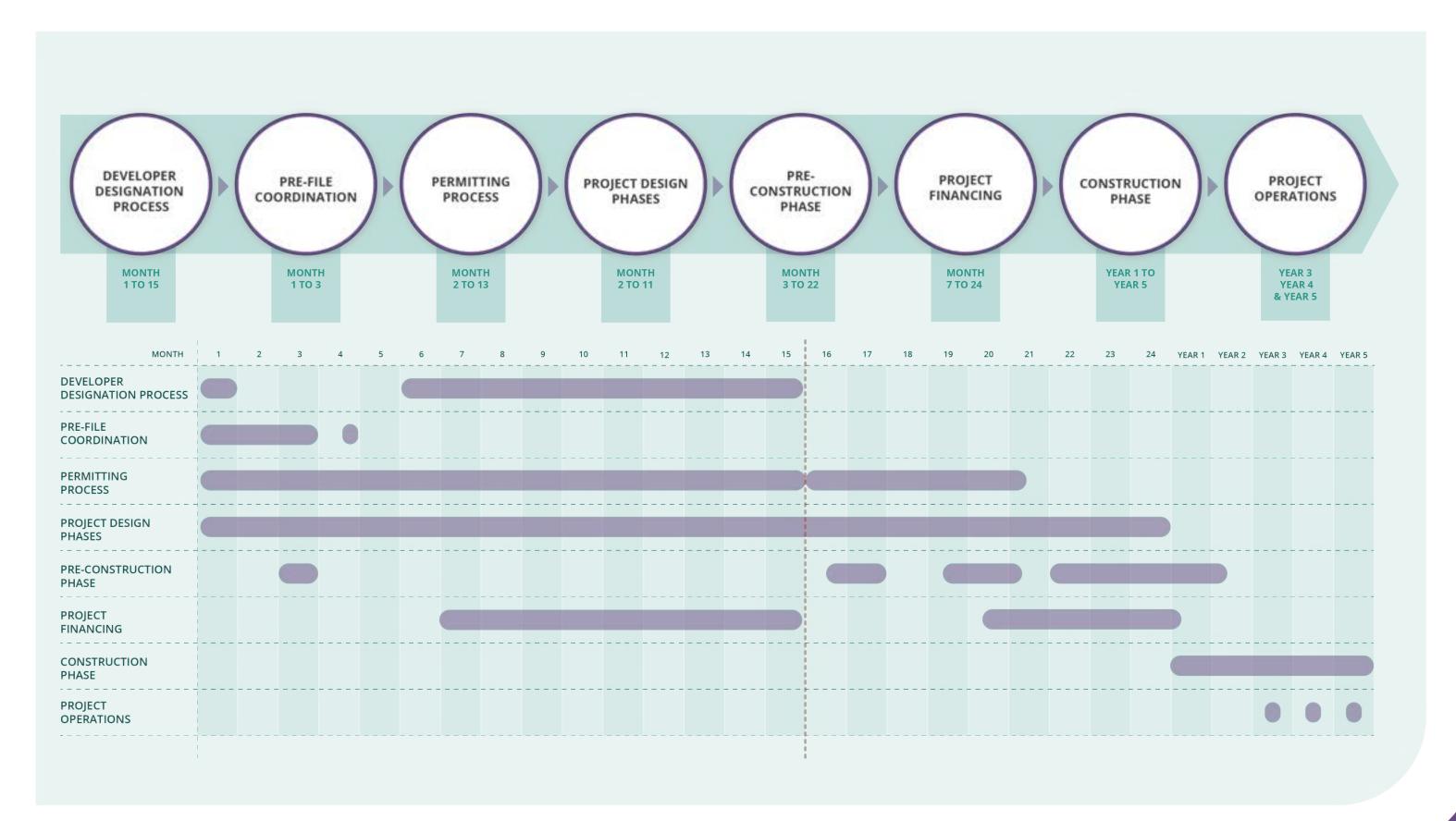
May 2024 DEIR Filing **Public Comment Period** May 2024 – June 15, 2024 Prepare FEIR June 2024 - September 2024 **DEIR Certificate Issued** June 15, 2024 File FEIR September 2024 Public Comment Period September 2024 – October 2024 MEPA Final Certificate Issued October 2024 Prepare Chapter 91 License Application September 2024 - October 2024 Submit Chapter 91 License Application September 2024 **DEP Chapter 91 License Review** October 2024 – June 2025 **Design Process** October 2023 – October 2024 Conceptual Design Phase October 2023 – December 2023 Schematic Design Phase December 2023 – January 15, Review with MassDOT / MBTA for Bridge & Station Design Impacts December 2023 - May Design Development Phase January 15, 2024 - March 15, 2024 Prepare Article 37 Submission January 15, 2024 - February 2024 Submit Article 37 Initial Filings February 2024 Article 37 Initial Filing Approval March 2024 Building Permit / GMP Set Design (80% CDs) March 2024 - May 2024 Building Permit Application with ISD May 2024 **Construction Documents** June 2024 - November 2024 Building Permit Issued for Construction June 2024 Finalize Ground Lease Construction Contract Value June 2024 Finalize 100% Contract Document Construction Value February 2025 July 2023 – August 2025 **Pre - Closing / Financing / Pre - Construction Process** Affordable Housing MOH Application for Funding July 2023 (RFP Submission) One Stop Application Submission September 2023 DHCD 2024 NOFA October 2023 Financing Outreach and Engagement November 2023 – April 2024 Lease Closing Documentation Prepared and Submitted April 2024 – June 2024 Lease Terms and Language Finalized June 2024 Negotiation and Finalization of Complete Capital Stack April 2024 – June 2024 Affordable Housing Award and Finalization May 2024 **Ground Lease Executed** June 2024 City of Boston Determination of Obligation of ARPA Funds June 30, 2024 **Construction Period (64 Months) February 2025 – April 2030** Commence Construction February 2025

Phase I Construction February 2025 – December 2027 February 2025 – November 2026 ARPA Funded Construction Phase January 2028 Phase I Certificate of Completion Issued by BPDA Phase I Certificate of Occupancy January 2028 Phase II Construction October 2026 - December 2028 Phase II Certificate of Completion Issued by BPDA January 2029 Phase II Certificate of Occupancy January 2029 Phase III Construction October 2028 - March 2030 Phase III Certificate of Completion Issued by BPDA April 2030 Phase III Certificate of Occupancy April 2030 **April 2030 Project Completion**

*Note: For purposes of providing a detailed Development Schedule, a date for tentative designation has been projected as October 1, 2023. All durations and dates are subject to adjustment from that estimated date of designation. The project team is prepared to commence immediately upon designation as Selected Developer.

83 | ENSEMBLE CHARLESTOWN AUSTIN STREET RFP ©2023

DEVELOPMENT SCHEDULE - HYBRID



Proposed Project Development Schedule OPTION 2: Hybrid Schedule

BPDA	Tentative Designation of Selected Developer	November	· 1, 2023*
	oper Due Diligence Investigation (30 Days Maximum)		2023 – December
2023	pper bae biligerioe investigation (ee bays maximam)	NOVCITIBOI	2020 Becomber
	d Lease Negotiation (12 Months Maximum)		November 2024
Pre-Fil	le & Conceptual Design Period	November	²⁰²³ – February 2024
	nternal Team Conceptual Design Period		2023 – January 2024
	Design / Program Review Sessions with the BPDA Planning S		November 2023 –
		lan	November 2025 –
	January 2024		
	Preliminary Agency Engagements (MassDOT, MBTA, MWRA	, etc.)	November 2023 –
Januar	ry 2024		
	Community Pre-File Presentations	January 20	24
	ement Permitting Process (joint MEPA/Article 80)		2023 – November
	ement i emitting i rocess (John MEI A/Article 00)	December	2023 - November
2024			
	Prepare ENF / PNF Filing	December	2023 – February 2024
	File MEPA EJ Screening Form	December	15, 2023
	BPDA Letter of Intent Submission	January 20	
	Community Engagement Process		24 – June 2024
	ENF/PNF Filing	February 1	
	Concurrent Comment Period	•	024 – March 2024
	IAG & Community Meetings	February 2	024 – March 2024
	MEPA Certificate Issued	March 2024	
	BPDA Scoping Determination Issued	March 15,	
			024 – June 2024
	Prepare DEIR / DPIR		
	Prepare BCDC Submission		4 – June 2024
	DEIR/DPIR Filing	June 1, 202	24
	Concurrent Public Comment Period	June 2024	July 15, 2024
	IAG & Community Meetings		– July 15, 2024
	Ongoing BPDA Design and Planning Coordination Meetings		- September 2024
	Prepare FEIR		– September 2024
	MEPA Certificate Issued	July 15, 20	24
	BCDC Commission Hearing	July 2024	
	BCDC Sub-Committee Meetings for Masterplan and Phase I.	Article 80s	July 2024 –
	September 2024		ou., _o
		August 202	0.4
	BPDA Preliminary Adequacy Determination	August 202	
	Submit Proposed Community Benefits / Mitigation Documents		
	File FEIR	September	2024
	Public Comment Period	September	2024 – October 2024
	BCDC Commission Final Approval Hearing	September	
	IAG & Community Meetings – Mitigation / Cooperation Agree		
	Prepare Chapter 91 License Application		2024 – October 2024
	MEPA Final Certificate Issued	October 20)24
	Submit Chapter 91 License Application	October 20)24
	DEP Chapter 91 License Review	October 20	24 – June 2025
	BPDA Board Vote Approving Impact and Design Review / Art		November 2024
	City of Boston Determination of Obligation of ARPA Funds	December	
	hnical Permitting Process	December	2024 – June 2025
	Negotiation of Cooperation & DIP Agreements, etc.		
	with BPDA	December	2024 – March 2025
	Negotiation of TAPA & Project CMP with BTD		24 – May 2025
		•	-
	Submit 8(m) Permit with MWRA	January 20	125 125 April 2025

January 2025 - April 2025

Proposed Project Development Schedule (Con't)

ARPA Funded Construction Phase

Phase I Certificate of Occupancy

Phase II Certificate of Occupancy

Phase III Certificate of Occupancy

Phase II Construction

Phase III Construction

Phase I Certificate of Completion Issued by BPDA

Phase II Certificate of Completion Issued by BPDA

Phase III Certificate of Completion Issued by BPDA

October 2024 – August 2025 Design Process Schematic Design Phase October 2024 – December 2024 Review with MassDOT / MBTA for Bridge & Station Design Impacts November 2024 – June 2025 Design Development Phase December 2024 – February 2025 Building Permit / GMP Set Design (80% CDs) March 2025 – June 2025 Final Building Permit Application with ISD June 2025 **Construction Documents** June 2025 – October 2025 August 2025 **Building Permit Issued for Construction** CM Issues Final GMP Construction Contract August 2025 Pre - Closing / Financing / Pre - Construction Process **July 2023 – August 2025** Affordable Housing MOH Application for Funding July 2023 (RFP Submission) One Stop Application Submission September 2023 DHCD 2024 NOFA October 2023 Financing Outreach and Engagement January 2024 – September 2024 Lease Closing Documentation Prepared and Submitted August 2024 – October 2024 Lease Terms and Language Finalized September 2024 - October 2024 Preliminary Ground Lease Executed November 2024 Negotiation and Finalization of Complete Capital Stack November 2024 – August 2025 Affordable Housing Award and Finalization May 2025 - August 2025 Final Ground Lease Executed August 2025 August 2025 **Construction Commencement** Total Construction Duration (64 Months) August 2025 – November 2030 Phase I Construction August 2025 – August 2028

> September 2028 September 2028

January 2027 – August 2029

August 2025 – November 2026

September 2029 September 2029

December 2028 – October 2030

October 2030 November 2030 November 2030

Project Completion

*Note: For purposes of providing a detailed Development Schedule, a date for tentative designation has been projected as November 1, 2023. All durations and dates are subject to adjustment from that estimated date of designation. The project team is prepared to commence immediately upon designation as Selected Developer.

85 | **Ensemble Charlestown** Austin Street RFP ©2023

Conservation Commission Submission and Review

DEVELOPMENT OPERATION PLAN

PROPERTY MANAGEMENT PLAN

Introduction

The community at **Ensemble Charlestown** will be managed by TCB. TCB currently manages more than 14,000 apartments and over 600,000 square feet of commercial space, providing exceptional physical, fiscal, and social oversight. In addition, TCB's in-house compliance and asset management departments allow TCB to manage the complex web of compliance requirements, and to provide long-term asset stewardship to ensure that t all investor, lender and regulatory requirements are met. At Ensemble Charlestown, TCB will provide on-site property management and resident services programming, with a site-based staff of twenty: ten community management, ten maintenance staff, and one or more Community Life team members, all full-time employees. The site employees will be supported by TCB's experienced central office team. Through our Community Life program, the team will develop a site-specific resident services program and plan based on the strengths and needs of the building's residents as well as the surrounding community. Community Life will build partnerships with local organizations to support residents in working towards personal goals in critical areas of their lives, such as education, career, economic resilience, health, and community engagement. TCB typically brings additional resources to the communities, investing strategically in local businesses and amenities in ways that grow a community's vibrancy. TCB looks for local groups to partner with where our joint efforts total more than the sum of our contributions, and will bring this approach to **Ensemble Charlestown**, seeking partners and opportunities to strategically invest in the neighborhood.



Property Management and Resident Services

The Community Builders will serve as providers of both property management and resident services at **Ensemble Charlestown**. TCB's proposed staffing and services at the site, as well as its overall approach to property management and resident services, are detailed below.

Staffing: On-site staffing at **Ensemble Charlestown** will include a total of 21 full-time TCB employees, who will be based in office space on the ground floor, off of the entrance lobby.

As each building of the six buildings are brought on line, TCB will add staff, depending on the number of apartments included in the phase. The current plan for phase 1 has 338 units, staffed with 12 people which would include 5 full time administration, 5 maintenance, and 2 Community Life team members. Additional staff will be added in subsequent phases.

Property Management: Overall Approach: TCB delivers high-quality property management across more than 14,000 apartments, currently, as well as over 600,000 square feet of

commercial space. We do this by investing in our team – with a focus on strong local staff, supported by an experienced central office team. TCB manages properties with long-term goals in mind, providing exceptional physical, fiscal and social oversight. The team works to keep resident experience as our core focus, creating a strong sense of community at TCB developments and integrating them and their residents into the surrounding neighborhood. We emphasize not only sound "bricks and mortar" management to ensure the financial viability of our properties, but also high-quality social services and support for our residents, enabling them to achieve their goals.

• Staffing: TCB is committed to a decentralized property management model, with a strong local staff team on-site, supported by central-office staff with specialized skills across a range of areas. On-site community managers are welltrained in all aspects of day-to-day property management, providing daily supervision and support where it is most needed – at the site level. Other site staff include service maintenance managers, resident occupancy specialists, and Community Life specialists.

Community managers are supervised by portfolio operations managers (POMS), each of whom oversees several sites. POMs work under the supervision of a vice president of property operations, who are in turn supervised by the executive vice president of property management, part of TCB's leadership team. POMs are responsible for everything within their portfolio, from financial performance to the quality of customer service. Their responsibilities include developing budgets, signing off on expenditures, carrying out inspections, meeting with resident associations, providing site staff supervision and support, and generally ensuring that the property is operating efficiently and effectively.

TCB's staff of 500+ includes in-house asset management, compliance, legal, finance, accounting, and construction management staff, as well as housing and commercial development staff, all of whom are available to support the field structure of property managers. Central office staff work to streamline reporting, ensure compliance with regulatory requirements, monitor the physical condition of properties, and focus on critical capital needs investments. In addition, a centralized corporate support team assists the field staff in areas such as training, marketing, compliance and risk management.

- Operations
 - 1. Accounting and record-keeping. All community managers and POMs are trained in the use of Yardi property management software. Through Yardi, they can access site-specific information such as details on work orders and preventive maintenance, budgets, and move-in data. TCB performs all direct accounting functions on an accrual basis using Yardi. The system incorporates on-site processing of rent and payables through Payscan, with central office oversight through video conference as well as webinar connections between computers at the site and central office level. Site-generated reports include budget-to-actual monthly operating reports, balance sheets, detailed general ledgers and check registers. Budget-to-actual

- reports track monthly expenses, with all material budget variances to be explained in writing. Financial reports are sent to owners, lenders, and investors by mid-month. Community managers are expected to meet or exceed income projections, stay within projected expense levels, and achieve TCB standards for cash management and occupancy and physical plant indicators.
- 2. Maintenance. Sound maintenance practices are fundamental to the success of property management work. Timeliness, quality of workmanship, responsiveness to resident concerns, and consistent, professional interactions are key components of a successful maintenance program. Service maintenance managers are trained in customer service, lease requirements, inventory controls, contracting and procurement, and inspection protocol, using Yardi maintenance training modules as well as other ongoing technical training. The maintenance program's achievements are the most visible evidence of on-site management's accomplishments, reflecting directly on the professional reputation of TCB and our partners.
- 3. Resident selection, rent collection, and lease enforcement. TCB develops a resident selection plan for each property that ensures compliance with the regulations governing the property. Applicants complete rental applications and TCB reviews them to determine applicants' eligibility and suitability. TCB reviews landlord history and references and a composite proprietary Yardi screening service score that assesses risk factors to assess an applicant's ability to pay rent and comply with the terms of the lease. Waitlists are maintained according to governing regulations. On staff compliance specialists provide one-on-one support for site staff and check every new tenant file for compliance prior to move-in.

TCB COMMUNITY LIFE

We believe that a thriving community is one where residents embrace empowerment and self-determination in achieving what they define as success. To that end, TCB delivers a targeted and coordinated array of resident services through

Community Life initiatives. TCB forges partnerships with effective local organizations near the development to bring connections to jobs, schools, early education centers, financial coaching, and social services programming to residents. TCB also invests strategically in local businesses, amenities, and services, and works to attract and leverage other resources to enhance impact. Integrating our property management and Community Life efforts, focuses on residents to help them achieve outcomes in several areas – early education, youth development, community engagement, workforce development, and asset building. TCB's approach is residentcentered, evidence-based, and outcome-driven. To date TCB have served over 12,000 residents across 54 TCB family and senior communities.

The Community Builders has been named a Certified Organization for Resident Engagement & Services (CORES) by Stewards of Affordable Housing for the Future. The five-year certification recognizes TCB's robust commitment, capacity and competency with coordinating resident services in affordable rental homes through our TCB Community Life model. The entire TCB portfolio is included in the CORES certification.



CORES certification provides TCB with both financial and reputational benefits. This certification is a key requirement for Fannie Mae's Healthy Housing Rewards™ Enhanced Resident Services (ERS) financing incentives. ERS incentives benefit newly constructed, rehabilitated or refinanced affordable multifamily sites that have resident services coordination systems, such as TCB Community Life.

How Does CL Work

TCB works closely with residents to achieve real impact, tracking key metrics to measure progress in each of these areas. Community Life work is not one-size-fits-all. Each community is unique and we will approach **Ensemble Charlestown** from that perspective. Typically, a member of the Community Life team begins by assessing the strengths and needs of the residents as well as the surrounding community. Then, building on existing resident and community resources, Community Life develops a site plan designed to meet the most critical needs.

At **Ensemble Charlestown**, Community Life will employ onsite human service staff who will work full time at the property to build relationships with residents and develop programs and opportunities that reflect their needs and goals. Staff will engage and empower residents to develop goals and access community resources. In addition, staff will provide ongoing and follow-up support to address obstacles and celebrate resident successes. Community Life staff also record individual and program data to measure success. To maximize impact, TCB will engage Community Life staff who are familiar with Charlestown and the greater Boston area, and are aware of the strengths and challenges that exist, and are knowledgeable of the resources from which to draw. This experience enables the Community Life staff to build trusting relationships with residents and meaningful relationships with partners.

Community Life staff will conduct resident questionnaires and collect data on an ongoing basis to assess and revise strategies aimed at enhancing resident and community success. In Charlestown, Community Life staff will help to connect residents with local resources and opportunities, like childcare and schools for their children, job training and job linkages, opportunities to build savings and assets. Community Life will support any residents who are thinking about small business ventures, connecting them to capital and training. We will ensure residents are aware of and can actively participate in community activities, creating a diverse "welcoming new

residents" group of existing residents and orienting newcomers to the **Ensemble Charlestown** community. Overall, through Community Life work, TCB brings many years of experience to bear, building a respectful and inclusive environment for all, and ensuring that the more vulnerable residents in the building are well-supported and can succeed.

The Community Life model is predicated on outreach and resident input; residents drive the process from start to finish. Before CL staff seek partners and programs, they run TCB's Resident Asset and Needs Assessment (RANA) to identify the specific strengths and needs of the community. Staff then generate the Community Success Plan (CSP), a framework that incorporates the assets and needs into unique community objectives.

Proposed Core Objectives of the framework at nsemble Charlestown are:

- Objective 1: 75% of 3-6 y/o are enrolled in quality pre-school
- Objective 2: 60% of young adults ages 16-25 are on a path
- Objective 3: 80% of eligible residents are registered to vote
- Objective 4: 50% of residents have checking or savings accounts.
- Objective 5: Increase the number of households earning wages by 5% annually
- Objective 6: Housing stabilization with an emphasis on reducing late payment of rent
- Objective 7: Improve health and behavioral health
- Objective 8: Seniors age in place and maintain housing

Ideally, a single partner will cover all four areas but, depending on the available local organizations, multiple partners may be necessary. Local TCB staff may also augment some of these areas based on capacity, expertise, and need. One area in which staff are particularly well positioned to assist is post-employment coaching, as they are able to take advantage of their proximity to residents and the frequency of contact.

Resident Engagement

TCB incorporates resident engagement strategies with every development because we know that a healthy community is an engaged community. Residents are engaged in problem solving, community leadership, and unique programming opportunities in collaboration with TCB and key local partners as pathways to engagement. TCB will engage residents through a number of relationship-building strategies that aim to strengthen their relational networks at both the resident and broader community level. Community Life at **Ensemble Charlestown** will prioritize community engagement by establishing clear paths of exchange of information among residents while cultivating an environment that supports resident leadership and involvement. TCB's aim at **Ensemble Charlestown** is to deliver strategies which will result in a sense of community safety, trust, belonging, mutual support, and interactions.

The community engagement plan will provide residents and staff with the tools and resources needed to establish and sustain. strong communities through:

- 1. Routine community meetings and information sharing sessions
- 2. Distribution of monthly community newsletter and programs calendars
- 3. Monthly coordination with resident advisory board or resident leaders for shared contribution with planning community events.

- 4. Site-based, resident-led engagement initiatives such the Q Mixer, which is an Community Life-designed program established to generate positive interactions among resident, neighbors, and staff while providing a forum to:
 - A. Enhance resident leadership opportunities
 - B. Share information with one another
 - C. Set and implement community goals
 - D. Meet neighbors and discuss topics of community interest
- 5. Develop Frequently Asked Questions (FAQ) to provide consistent and accurate communication with residents regarding property changes and updates
- 6. Implementation of diverse information sharing avenues such as
 - A. Email Notifications
 - B. Text Notifications
 - C. Door to Door Notifications
 - D. Meet and Greets

Youth Development

Based on best practices in the field and the experience of site staff, TCB developed the following guiding principles to use when assessing youth development.

- 1. Create an environment where young people feel physically and emotionally safe and feel a sense of belonging.
- 2. Foster supportive relationships between young people and adults and peers.
- 3. Provide opportunities for young people to have a voice and feel a sense of shared ownership and leadership.
- 4. Connect young people with necessary supports, services and eriching opportunities.
- 5. Provide clear expectations, motivation, guidance, and boundaries.
- 6. Provide opportunities for the development of 21st century skills, such as communication, collaboration, and critical thinking.





Example of Youth Programs

- Culinary arts
- Healthy EatingLife skills
- Media arts, responsible media production, visual arts
- Performing arts (music and dance)

Workforce Development Household Income Growth

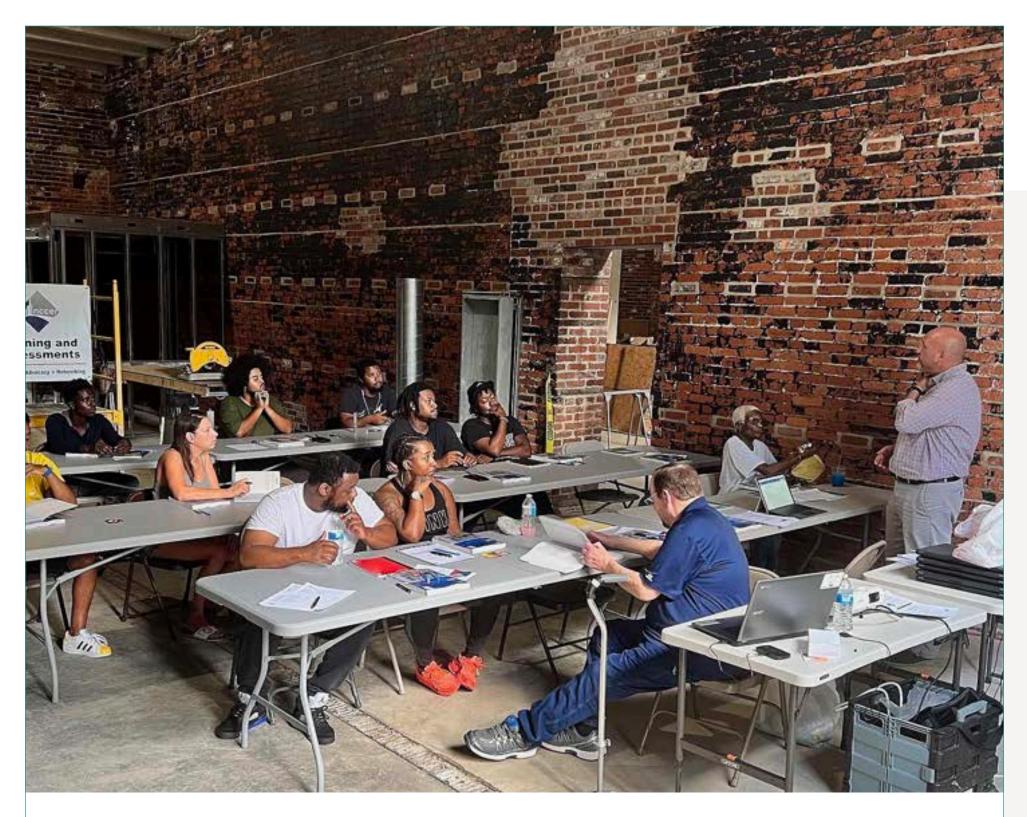
TCB staff will assess the needs, aspirations, and abilities of the residents at **Ensemble Charlestown**, including job skills, educational level, and interests, and compare them with demands of the local employment market by identifying large employers and desired skill sets. Based on this analysis, staff members will seek out local partners who have demonstrated success in teaching people the skills they need to effectively manage their way through the labor market. As a best practice supported by research from Public/Private Ventures which found that job training programs providing industry specific skills tailored to the needs of local employers increased participant earnings 18 percent over 2 years, staff members will create curriculum and look for partners who can provide contextualized job readiness and vocational training.

Partner organizations work directly with residents in the following areas:

- Job Readiness: assessing participants fit for required skills and competencies, providing soft skills training, and if appropriate, computer skills
- Addressing Barriers to Employment: identifying barriers to training and keeping jobs (e.g. childcare and transportation) and offer support systems
- Linking to Employment: working directly with employers to match participants with living wage jobs
- Post-Employment Coaching: providing support to ensure that residents keep their jobs for at least one year

Health and Wellness

• Onyx/DREAM recognizes that adults, as well as youth, can benefit from health and wellness activities and enrichment



An example of Addressing Workforce Development. TCB hosted a free 9-week pre-apprenticeship program providing local students career-specific skills in the construction field, advancing work readiness, and connecting to life-long career opportunities. A job fair following the program will provide students with the opportunity to work on TCB's Gladstone Residences.

opportunities. As such, TCB's focus at **Ensemble Charlestown** will target those residents with chronic diseases and behavioral health needs, and general physical activity/well-being. TCB will plan to implement a chronic disease self-management program and partner with local hospitals and health centers to ensure quality healthcare and follow-up.

- Assessment
- Behavioral Health coordination of care
- Information Workshops
- Preventative Care and Wellness Checks
- Crisis Intervention
- Medication Management
- Gardening
- Nutrition Classes
- Dance
- Yoga
- Walk Clubs

Housing Stability

Maintaining residents' housing stability requires the integration of efforts from both Property Management and Community Life staff. At **Ensemble Charlestown**, TCB will interweave Community Life into the routine operations of property management by welcoming new residents during move-in and lease-up, as well as following-up with residents during rent payment, recertification, home inspections, and by monitoring maintenance requests. This active engagement will provide an opportunity to assess residents' needs and offer resources and support to address concerns. This will be done through weekly staff meetings and discussions with residents who are at risk of losing their housing due to lease violations, non-payment or late payment of rent, and housekeeping issues.



Approach to Partnering with Outside Entities

Ar fundamental objective at **Ensemble Charlestown** is to build and support effective networks: coordinate access to needed services, introduce best practices. Based on TCB's experience in 15 states and the District of Columbia, and their brand and position as service providers, we will leverage additional resources and broader programs to impact residents and the neighborhood of Charlestown. TCB's Community Life will work with local community partners in Charlestown to provide wrap-around services for residents. With support from multiple community partners every household will be provided with an option to participate in activities, resources, and services provided by community partners. TCB's deep roots in Boston have cultivated a vast pool of partners, including Boston Children's Hospital, Boston Medical Center, Harvard University Dental School, Northeastern University, Boston Public Schools, Action for Boston Community Development (ABCD), CVS, Salvation Army.

COMMITMENT TO DIVERSITY, EQUITY AND **INCLUSION DURING OPERATIONS**

At **Ensemble Charlestown**, The Community Builders will apply their general DEI Approach tailored to the Charlestown community and bring their DEI track record to bear to create opportunity.

TCB strives to contribute measurable benefits to the communities they serve, including providing economic opportunities to qualified but historically disadvantaged individuals within those communities. To do so, in alignment with their mission-driven approach to development, TCB takes a multi- pronged approach called "Opportunity Contracting and Hiring (OCH)." This includes:

• Maintaining a broadly representative Board of Directors (currently 59% BIPOC and 47% women) and staff (currently more than 50% BIPOC and more than 50% women):

- Prioritizing the use of M/W/DBEs and businesses owned by residents or disadvantaged individuals throughout the development process, including pre-development;
- During construction, setting and meeting ambitious goals to hire construction workers who reflect the diversity of the community;
- Hiring M/WBE vendors to carry out building operations during the long-term operations of the property by the property management team.

This work is overseen by an OCH Committee, which meets quarterly and includes members of TCB's leadership team as well as staff across other operational departments. TCB's development staff report OCH numbers quarterly via our DataLink database, creating an accountability mechanism for tracking progress towards OCH goals. These processes yield results: in 2022, for example, TCB invested a total of \$69 million in MBEs during construction, and \$55 million in operating costs.

OCH During Property Operations. TCB has been recognized by MassHousing as a top performing company that fosters business opportunities for MBEs and WBEs in apartment communities financed by MassHousing. Through the initiative, MassHousing works collaboratively with property management companies, encouraging them to seek bids from MBEs and WBEs on contracts for work in a broad range of areas. At **Ensemble Charlestown**, property operations vendors will selfcertify if they are MBE or WBE's, and spending will be tracked to support their growth and success. TCB is one of the few organizations nationally who prioritizes and tracks such MBE and WBE spending on operations.

HOMEOWNERSHIP AT ENSEMBLE CHARLESTOWN

Homeownership and the creation of a condominium association is an important component of our project and Onyx/DREAM is committed to creating ladders of housing opportunities for residents at **Ensemble Charlestown**. TCB will be an important partner alongside Onyx/DREAM in welcoming new homeowners and establishing the

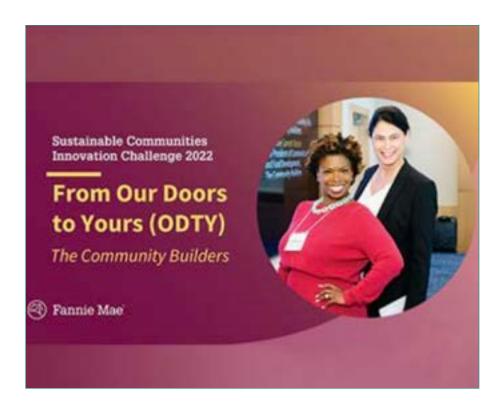
condominium association.

TCB has strong relationships with local lenders, including public and quasi-public lenders like

Massachusetts Housing Partnership (MHP) and MassHousing that specialize in first-time homebuyer financing, and through these relationships will have access to the most favorable financing, such as MHP's ONE Mortgage program. The objective of the program is to provide ONE Mortgage loans to low- and moderate-income first-time homebuyers by lowering the monthly costs of homeownership.

TCB is also familiar with several City of Boston First-Time Homebuyer programs, including Boston Housing Authority (BHA) First Home Program and Boston Federal Home Loan Bank Housing Our Workforce (HOW) Program. We have partnerships with local organizations with robust homebuyer education and counseling services, including the Allston Brighton Community Development Corporation (ABCDC) and Jamaica Plain Neighborhood Development Corporation (JPNDC).

As an example of TCB's commitment to supporting homeownership, In early 2023, TCB was awarded one of five contracts under Fannie Mae's \$5 million 2022 Sustainable Communities Innovation Challenge (IC22), a nationwide competition to help advance racial equity in housing. TCB's initiative, From Our Doors to Yours, is a model for addressing homeownership barriers that disproportionately impact Black families and create a more equitable pathway to wealth building. The program will deploy an economic empowerment package to build and repair credit through on-time rental payments. It will leverage affordable rentals in Chicago, Detroit, and Richmond, empowering Black families to achieve higher credit scores, build earned savings accounts, and receive cash down payment assistance. At Ensemble Charlestown, on-site Community Life coaches will connect residents with relevant resources while building savings through earned income to help make homeownership achievable.



ASSET MANAGEMENT

TCB's asset management team will work to ensure that **Ensemble Charlestown** produces the maximum long-term value to ownership, their investors, and the Charlestown community. The complex financing structures and regulatory requirements inherent in affordable housing obligate owners to understand the needs of multiple funders and ensure that properties comply with a range of requirements. TCB's dedicated team will proactively track operating performance and financial indicators on an ongoing basis, manage risk, and evaluate strategic opportunities for refinancing or restructuring.

RETAIL LEASING/BROKERAGE

The OnyxGroup will work collaboratively with 3rd party brokerage firms during the lease up of ground floor commercial and the sale of condominium units at **Ensemble Charlestown**. In collaboration with the Community Builders, they will ensure compliance for our affordable homeownership units.

The Charleston market residents will enjoy robust, diverse, modern amenities and thoughtfully curated & resourced, retailers and programs for residents. The **Ensemble Charlestown** will provide a rich and livable cultural experience.

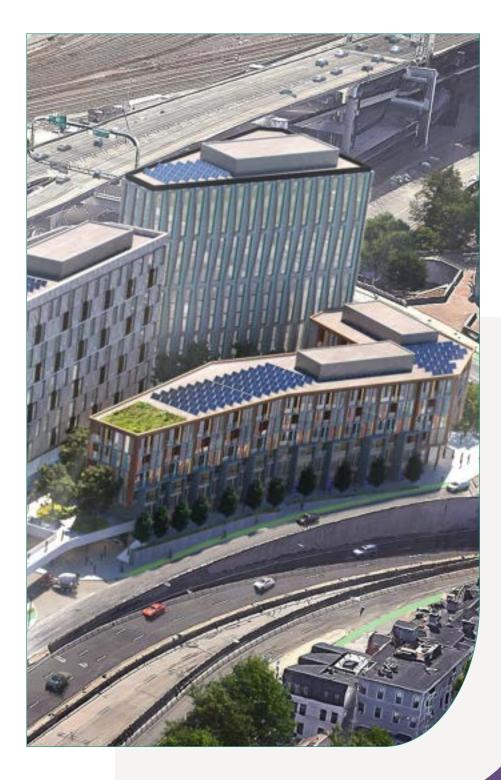
The OnyxGroup will use their expertise during the lease-up of retail spaces to ensure that the retailers selected, will not only serve the local community, but will also create opportunities for local, minority and woman-owned small businesses and vendors to grow their presence within the neighborhood.. The Onyx group will prioritize engaging with the community,, and create opportunities for collaborations and partnerships that enhances & promotes small business growth. The goal is to provide a healthy mix of local and larger retailers that will contribute to quality of life for residents, including but not limited to: Childcare, Convenient fresh grocer option and a residential & small business banking outpost. We will partner with other activation companies to ensure a fully integrated experience to the **Ensemble Charlestown**.

Utilizing Charlestown's legacy as a historical anchor, The Onyx Group will intentionally & creatively invigorate the site infusing Charlestown's military legacy by acknowledging the past. Organizing events that promote and showcase local talent as well as inviting universal talent to and the present by organizing events, gatherings, and events that showcase local talent & promoting local public art.

ENSEMBLE CHARLESTOWN RESOURCE CENTER

We are excited to propose the **Ensemble Charlestown** Resource Center as part of our project vision. This approximately 1525 square foot space located adjacent to the Orange Line T-Stop on the building's first floor floor will be a flexible-use community space and will serve as the home base for **Ensemble Charlestown's** Community Impact initiative and staffed by a resident services coordinator. It is modeled on other popular urban resource centers, which provide an array of services to residents and the surrounding public that range in nature but are built around TCB's core service competency

of wealth building and career development. This space is also part of the community cooling and heating initiative in Charlestown. The space is heated and cooled as part of an emergency generator load, so as to provide emergency heating and cooling capacity during power outages in the community or for individuals in the neighborhood on an as needed basis.



APPROVALS AND CITY FUNDS

ZONING AND PLANNING

Overview

- According to Map 2E of the Boston Zoning Maps, the Project Site is located in a Neighborhood Shopping Subdistrict in the Charlestown Neighborhood District, governed by Article 62 of the Boston Zoning Code. The southwest portion of the site is also within the Coastal Flood Resilience Overlay District, and the entire site is located in the Charlestown Urban Renewal Area, a nonzoning district with zoning implications.
- Under Section 62 of the Code, the purpose of Neighborhood Shopping Subdistricts is to "provide" convenience goods and services to the larger neighborhood, encouraging the development of businesses that provide essential goods and services as well as jobs and entrepreneurial opportunities for Charlestown."
- Planned Development Areas are not permitted in Neighborhood Shopping subdistricts within the Charlestown Neighborhood District.

Proposed Uses

Residential

- · Multifamily dwelling, rowhouse, townhouse--allowed as-of-right
- Congregate living--conditionally allowed (second story and above),
- Elderly housing--conditionally allowed (basement, first story and above)
- Lodging house, mobile home, transitional housing--forbidden

Athletic practice fields

- · Open space use (general)--allowed as-of-right
- Open space recreational building use--conditionally allowed
- Grounds for sports, private conditionally allowed
- Outdoor place of recreation for profit, stadium--forbidden

Retail

- Local retail, bakery--allowed as-of-right
- · General retail business, cannabis establishment--conditionally allowed
- liquor store, outdoor sale of garden supplies--conditionally allowed (basement and first story)

Artist live/work and gallery space

- · Studios (arts), Studios (production) art gallery, community center, day care center, library, adult education center--allowed as-of-right
- Art use (general) conditionally allowed for basement level and above.
- Conclusion: proposed residential, local retail, open space and most arts-related uses are allowed as-of-right. Other possible uses may require zoning relief.



Dimensional Requirements.

MEASUREMENT	PROPOSED	ALLOWED	ZONING RELIEF REQUIRED
FAR	3.63	2.0	YES
MAX BUILDING HEIGHT	 A - 69' B - 146' C - 91' D - 146' E - 124' F - 146' 	35′	YES
MINIMUM LOT SIZE	803,133 SQ. FT.	NONE	NO
MINIMUM LOT AREA PER DWELLING UNIT	N/A	NONE	NO
MINIMUM USABLE OPEN SPACE PER DWELLING UNIT	87,450 SQ. FT.	50 SQ. FT.	NO
MINIMUM LOT WIDTH	N/A	NONE	NO
MINIMUM LOT FRONTAGE	N/A	NONE	NO
MINIMUM FRONT YARD	N/A	NONE	NO
MINIMUM SIDE YARD	N/A	NONE	NO
MINIMUM REAR YARD	VARIES: BUILDING E: 24'-6" BUILDING F: 19'-6" BUILDING B: 20'-0" BUILDING D: 38'-2"	20'	YES

PLAN Charlestown Conformance

- Proposals for the Project Site are required to be in conformance with PLAN Charlestown (p. 16, RFP), including the following elements:
 - Emphasis on deeply affordable/workforce housing
 - At least 60% of all res. units must be income restricted to max of 80% AMI for rentals and 100% AMI for ownership
 - On-site public open spaces and sports practice fields
 - Pedestrian and bike connections from Rutherford Ave to North Bank Bridge and from site to BHCC
 - · Improvement of public realm at Austin and Rutherford intersection
 - Sidewalk and public realm improvements
 - · Activation of ground floor through small scale retail spaces

- Artist space (studio, rehearsal)
- Emphasis on planting trees and high proportion of permeable land area
- Minimizing parking in favor of TOD
- PLAN: Charlestown's latest Hybrid Scenario, released on March 30, 2023, indicates a desire to transition the project site to a maximum 3.0 FAR, and maximum building height of 150 feet.
- The RFP's Design Guidelines, which according to the BPDA are reflective of the PLAN: Charlestown community engagement process (p.23), indicate that greater building heights are appropriate along I-93 and towards the rear of the site along Austin Street; proposals that include taller building heights above 150 feet, which are encouraged at the portion of the Project Site closest to the MBTA station, must demonstrate the provision of community benefits (p. 26).

• A final PLAN: Charlestown report, once available, will help determine whether the pursuit of a Planned Development Area designation is feasible.

Urban Renewal Plan

- Parcel P-15b, which comprises both lots, is designated for 'Public Use' in Charlestown Urban Renewal Plan Project No. Mass R-55. The Urban Renewal Plan characterizes these uses in various ways, including educational, recreational, fire station and additional uses that do not include housing or retail use.
- The Urban Renewal Plan designates Parcel P-15a, P-15b and P-15c for use by Massachusetts Bay Community College. Parcel P-15b has been used as a parking lot for Bunker Hill Community College.
- The Urban Renewal Plan does not set an FAR limit for Parcel P-15b, and limits structures to 60 feet in height within 200 feet of the westerly boundary of Rutherford Avenue, except that a structure or structures exceeding this height may be built if their total frontage does not exceed 300 feet and the frontage of any individual structure does not exceed 100 feet.
- Any necessary changes re: parcel uses can be approved by Minor Modification to the URP (permitted by Section 1201: Amendment of Plan) and must adhere to rules and regulations established by City Council Urban Renewal Action Plan of 2016.
- Expiration of Urban Renewal Plans: 12 extant City of Boston Urban Renewal Plans, including that of Charlestown, were set to expire on March 31, 2023. On January 20, 2023, Mayor Wu submitted a proposed executive order to City Council to further extend the plans until the shorter of two years (i.e., to March 31, 2025) or the adoption of a home rule petition by legislative action to continue the enforceability of Land Disposition Agreements postexpiration. The executive order was approved by the City Council on February 15, 2023.

Conclusion: the project will likely require a Minor Modification to the Charlestown Urban Renewal Plan, if the Plan is still in force when Project approvals are sought.

IMPACT AND DESIGN REVIEWS

- The Project will exceed 50,000 square feet of Gross Floor Area and will be subject to Large Project /Article 80 Review and Related Requirements, including:
 - Appointment of Impact Advisory Group
 - BPDA Design Review
 - Boston Civic Design Commission review
 - Net-zero building, climate resilience, smart utilities reviews
 - Architectural access, language access
 - · Affirmative Furthering Fair Housing Assessment
- MEPA Review—in addition to state permits affecting portions of the Project, the BPDA's disposition of property under its urban renewal authority is a state action potentially triggering broad scope MEPA jurisdiction. According to VHB, the Project will likely exceed MEPA review thresholds related to Waterways, Transportation (trip generation) and Wastewater Generation. At least one Environmental Impact Report-level threshold is likely to be exceeded. The Project team therefore anticipates a three-step MEPA review process, portions of which may be combined with Article 80B Large Project review. While the Project Site is not within a state-designated Environmental Justice (EJ) community, it is within one mile of such communities, and as such is subject to the currently effective EJ Protocols. Further, there are Limited English Proficiency (LEP) households within one mile of the Project Site. Translations and interpretation services will be provided in the appropriate languages in compliance with the EJ Protocols. These languages are likely to include Spanish, Portuguese, Haitian Creole, Chinese, and Nepali.

WETLANDS, WATERWAYS AND FLOOD **ZONE APPROVALS**

- Chapter 91 License Thresholds.
 - According to VHB, the southeast portion of the Project Site falls within a Chapter 91 jurisdictional area. A playground and additional open space, along with a bike share area, are currently planned for that portion of the site. If no buildings will be constructed on this portion, this raises the question whether a Chapter 91 license would be required.
 - DEP's Waterways Regulations require a license for "any change in use of fill or structures from that expressly authorized in a valid grant or license or, if no such use statement was included, from that reasonably determined by the Department to be implicit therein, whether such authorization was obtained prior to or after January 1, 1984."
 - 310 CMR 9.02 defines a "Substantial Change in Use" as a use for a continuous period of at least one year of 10% or more of the surface area of the authorized or licensed premises or structures for a purpose unrelated to the authorized or licensed use or activity, whether express or implied.
 - For example, the following have been found by the Department of Environmental Protection to be a substantial change in use necessitating a Chapter 91 license: (a) a change from a hotel to a timeshare condominium. In the Matter of: Harborside Inn Condominium Trust, 2015 WL 12844512 (Div. of Administrative Law Appeals, Oct. 9, 2015); (b) a conversion of 36/90 units from commercial to residential use post-1984 In the Matter of Boston Boat Basin, LLC, 2016 WL 3030805 (Mass. Dept. Env. Prot., Jan 14, 2016)
 - A Chapter 91 License is also required for a "Substantial Structural Alteration," which means a change in the dimensions of a principal building or structure which

- increases by more than 10% the height or ground coverage of the building or structure specified in an authorization or license, or an increase by more than 10% of the surface area of the fill specified in the authorization or license.
- 310 CMR 9.05(3) Activities Not Requiring a License or Permit include (most relevant here):
 - 1. (a) maintenance, repair, and minor modifications of fill or structures for which a grant or license is presently valid;
 - 2. (b) continuation of any existing, unauthorized use or structure located on private tidelands lawfully filled in accordance with a license or grant, provided that no unauthorized structural alteration or change in use has occurred on such tidelands subsequent to January 1, 1984 or in violation of an express condition of said license or grant;
 - 3. (c) continuation of any existing, unauthorized public service project, provided that no unauthorized structural alteration or change in use has occurred subsequent to January 1, 1984, unless DEP determines that licensing is essential to prevent significant harm to overriding water-related public interest:
 - 4. (k) removal of fill or structures in accordance with the provisions of 310 CMR 9.08 (DEP Enforcement mechanisms) or 310 CMR 9.27 (removal of previously licensed structures).
- To determine whether a Chapter 91 License is required, it will be important to determine whether the fill in question comprises private tidelands (as seems likely), whether it is duly licensed, and if so, for what use(s), and whether the above thresholds will be exceeded by proposed horizontal construction.

CFROD: Southwest portions of the site are located in a Coastal Flood Resilience Overlay District (CFROD), requiring Resilience Review under Article 25A of the Code.

FEMA Flood Zone: a portion of the southeast corner of the site appears to lie in Zone AE (base flood elevations determined), a special flood hazard area subject to inundation by the 1% annual chance flood, according to FEMA National Flood Insurance Program Map No. 25025C0077], revised March 16, 2016.

Local wetlands: Boston's Wetlands Ordinance regulates and establishes performance standards for wetlands resource areas in addition to those protected under Massachusetts WPA, including sea level rise zones. If the portion of the site located in the CFROD is so designated, work in that area will be subject to Boston Conservation Commission jurisdiction.

TRANSPORTATION CONTEXT AND APPROVALS

Site context

- The Project Site is bounded by: the Gilmore Bridge to the north; Rutherford Ave to the east; I-93 N, and railroad tracks to the west; and Galvin Memorial Park to the south; and is bisected by an unnamed road owned by Commonwealth that provides access to Boston Sand & Gravel which, according to the RFP (p. 12), must be maintained
- Gilmore Bridge: According to the Street Book prepared by the City of Boston Public Works Department, the Gilmore Bridge from Austin Street (in Boston) to McGrath Highway (in Cambridge) is under the care, control and custody of the Massachusetts Department of Transportation. According to the MassDOT Road Inventory, a majority of the Gilmore Bridge leading up to the site is under the jurisdiction of MassDOT. The extent of MassDOT jurisdiction over the portion of the Gilmore Bridge adjacent to the Project Site must be confirmed.
- Rutherford Avenue: According to the Boston Street Book, Rutherford Avenue is a City of Boston public way from New Rutherford Ave near City Square to 31 Union Street, and

- after an interval, from New Rutherford Avenue near West School Street to 24 Cambridge Street at Sullivan Square. According to the MassDOT Road Inventory, the portion of Rutherford Ave adjacent to the Project Site is not under state jurisdiction.
- I-93 is under the jurisdiction of MassDOT.
- Railroad tracks to the west of the site are owned by the Massachusetts Bay Transportation Authority (MBTA).

Approvals

- General coordination with Boston Transportation Department as a part of Article 80 Review (transportation/ traffic study, compliance with Electric Vehicle Readiness Policy for New Large Developments)
- Coordination with Department of Public Works, Public Improvement Commission re: required scope of work for impacted sidewalks and streets, as well as curb-cut and street opening permits, costs of cutting and capping existing utility lines; relevant for work along portions of Rutherford Avenue, potentially portions of Gilmore Bridge.
- MBTA Zone of Influence Review if proposed design is within 30 feet from MBTA property line.
- MassDOT Highway Access Permit, for work or activities within or abutting and impacting state highway right of way or property owned or under the custody and control of MassDOT.

ARPA AND OBLIGATION OF FUNDS

- RFP indicates MOH Funding carries obligations specified as a part of the American Rescue Plan Act.
- Under the Coronavirus State and Local Fiscal Recovery Funds final rule issued by the Department of Treasury (31 CFR Part 35), funds must be used for costs incurred on or after March 3, 2021. Further, costs must be obligated by December 31, 2024, and expended by December 31, 2026.
- 31 CFR Part 35.3, the Department of the Treasury's final rule on Coronavirus State and Local Fiscal Recovery Funds defines an Obligation as "an order placed for property and services and entering into contracts, subawards, and similar transactions that require payment."

- Treasury Department's Frequently Asked Questions (updated April 10, 2023) states that Treasury recognizes that recipients may "obligate" funds through means other than contracts or subawards, for example in the case of payroll costs. In such circumstances, recipients must follow state or local law re: when they are considered to have incurred an obligation and how those obligations are documented.
- SLFRF funds must be used to cover costs "incurred" by the recipient between March 3, 2021 and December 31, 2024. The regulations state that Treasury finalized its interpretation of "incurred" to be equivalent to the definition of "obligated." 31 CFR Part 35 (p. 4433).



DEVELOPMENT PROCESS

PERMITS REQUIRED

LIST OF ANTICIPATED PERMITS, APPROVALS AND REVIEWS

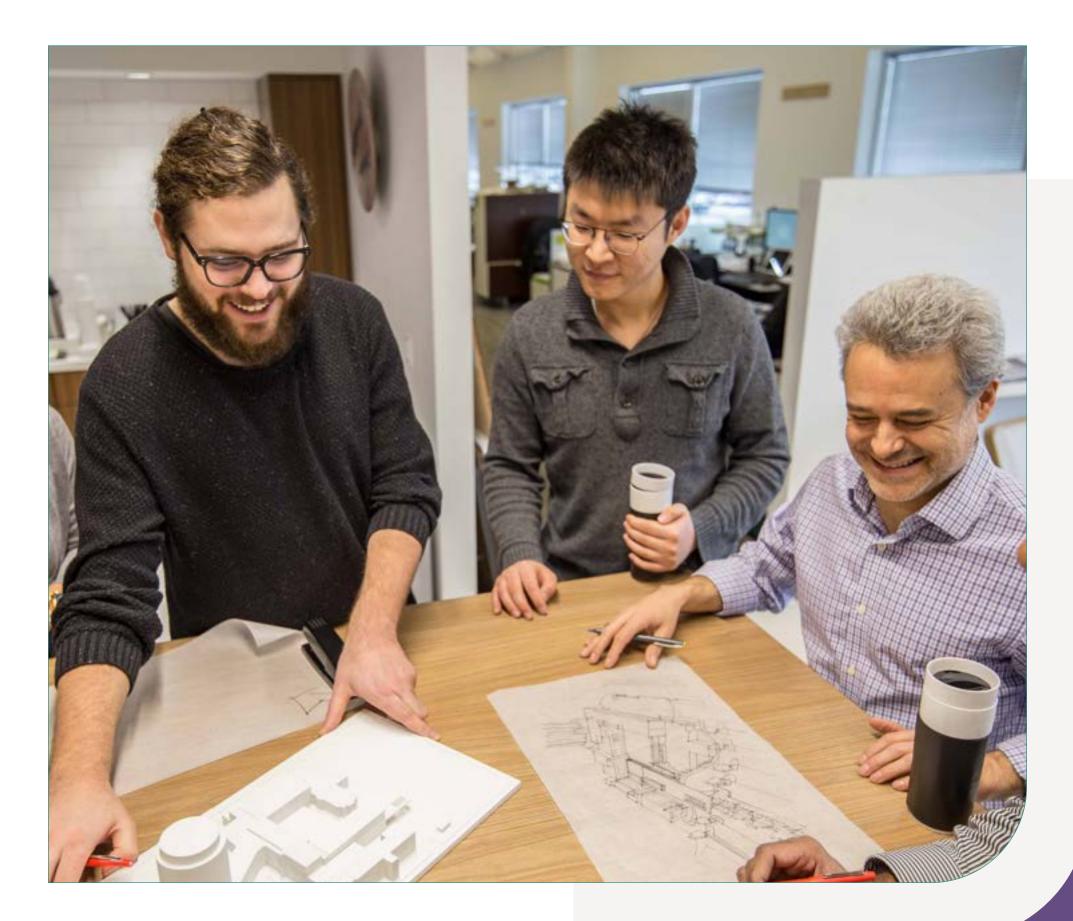
Following is a list of the permits, approvals and reviews at the Federal, State and City level, anticipated for the project and included in the timeframe for permitting and development:

AGENCY/DEPARTMENT	PERMIT/APPROVAL/ACTION	PHASE			
FEDERAL					
	NPDES General Permit for Stormwater Discharge from Construction Activities	Design			
U.S. ENVIRONMENTAL PROTECTION AGENCY	NPDES Construction Activity Permit	Design			
	TSCA Control Permit (if necessary) and Compliance Review	Entitlement and design			
FEDERAL AVIATION ADMINISTRATION (FAA)	7460-1, Notice of Proposed Construction or Alteration Application-For Buildings and Cranes	Design and construction			
STATE					
EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS (EOEEA)	MEPA Review	Entitlement			
	Public Benefit Determination	Concurrent with Certificate on the FEIR			
MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA)	Access License, Access Permit, and/or Project Development Group (PDG) Zone of Influence (ZOI) Review	Design			
	Notification Prior to Construction or Demolition	Design			
MASSACHUSETTS DEPARTMENT OF ENVIRONMENTAL PROTECTION (MASSDEP)	Air Quality Permit	Design			
	Release Abatement Measure Plan (if required)	Construction			
	Multi-Agency Approval for Soil and Groundwater Contamination (if required)	Construction			
MASSACHUSETTS HISTORIC COMMISSION (MHC)	Review Mitigation For Adverse Effect (If Required)	Design			
DEPARTMENT OF PUBLIC UTILITIES (DPU)	Approval For Substation/Distribution System Improvements (If Required)	Design			
MASSACHUSETTS WATER	8(M) Approval To Construct Within An Mwra Easement	Design And Construction			
RESOURCES AUTHORITY	Sewer Use Discharge Permit For Certain Potential Uses (If Applicable)	Occupancy			

AGENCY/DEPARTMENT	PERMIT/APPROVAL/ACTION	PHASE	
CITY			
	Article 80 Large Project Review	Entitlement	
	Smart Utilities Compliance – Energy/Utility Master Plan Review	Entitlement	
BOSTON PLANNING AND	Contract Documents Approval	Design	
DEVELOPMENT AGENCY (BPDA)	Certification Of Compliance And Consistency	Design	
	Igbc Article 37 Compliance Review	Design	
	Approval Of Urban Renewal Plan	Entitlement	
	Construction Management Plan Approval	Design	
BOSTON TRANSPORTATION DEPARTMENT (BTD)	Transportation Access Plan Agreement (TAPA)	Design	
	Signal Design Approval	Design	
BOSTON LANDMARKS COMMISSION (BLC)	Article 85 Demolition Delay Review	Design	
	Site Plan Approval	Design	
BOSTON WATER AND SEWER	Design Review for Municipal System Improvements	Design	
COMMISSION (BWSC)	Cut & Cap for Existing System Demolition	Construction	
	Construction period Dewatering Permit	Entitlement	
BOSTON CONSERVATION COMMISSION (BCC)	Notice of Intent for work within Coastal Resiliency Zone	Design	
	Laying Out of New Streets – Public and Private	Design	
DUDUG IMPROVEMENT	Modifications to Existing Streets	Design	
PUBLIC IMPROVEMENT COMMISSION (PIC)	Projections into the Public Way (if required)	Design	
	Earth Retention (if required)	Design	
	Utility Grants of Location	Design	
	Design Approval	Design	
BOSTON PUBLIC WORKS	Lighting Design Approval	Construction	
DEPARTMENT (BPWD)	Street Opening Permits	Construction	
	Street Occupancy Permits	Design	
INSPECTIONAL SERVICES	Building Permits	Construction	
DIVISION (ISD)	Certificates of Occupancy	Design	
CITY OF BOSTON COMMITTEE ON LICENSES	Flammables Storage and Garage Permit	Construction	
BOSTON FIRED DEPARTMENT (BFD)			
	ISD Certificates of Occupancy		

PERMITTING STRATEGY

The **Ensemble Charlestown** development team, in consultation with Goulston & Storrs, the project team legal and permitting counsel, have proposed a discretionary permitting timeline intended to complete the impact and design review phases, including MEPA and Article 80 assessments, in time for a City of Boston commitment to Obligate the ARPA funs by December 2024. It is the proponent's understanding that the City of Boston Obligation of ARPA funds must be made by the end of 2024 and such obligation is contingent upon reasonable assurance of technical feasibility for the proposed project. Based on the proposed discretionary permitting pathway, utilizing the existing Urban Renewal site designation and a prioritized pathway through City of Boston review phases for affordable, renewable, and sustainable housing projects, the development team is confident that all discretionary Masterplan and Phase I permits, agency actions, and community negotiations can be completed in a timely manner. The following pages indicate the permitting timeline and critical path state and city funding steps necessary to meet the ARPA Obligation designation.



THE AMERICAN RESCUE PLAN ACT (ARPA) FUNDING

The Onyx/DREAM group understands that compliance with the requirements of the American Rescue Plan Act (ARPA) funding cycle is an important mechanism to ensure the project affordable housing subsidy is maximized through utilization of these Federal funds. The **Ensemble Charlestown** project financial plan includes utilization of ARPA funds and the project timeline defines two pathways to compliance with the ARPA funding deadlines. Based on a requirement that ARPA Funding "Obligation" by the City of Boston includes a full building permit, then the submitted Option 1 Schedule demonstrates the **Ensemble Charlestown** team's understanding of the steps and approvals needed to obtaining the building permit by December of 2024. In that same timeline option, the construction utilizes all ARPA funds by December of 2026 to subsidizes the first phase affordable housing units and appropriate aspects of the project construction effort. In the event that ARPA "Obligation" can be based on completion of discretionary permitting and finance milestones, without the need for a full building permit application or issuance, then the Option 2 timeline illustrates a more traditional pathway through the impact and design review phases, including concurrent permitting and comment periods with the Commonwealth's MEPA process. This path would allow City of Boston designation of ARP funds as "Obligated" by December of 2024, with building permit application and issuance in 2025, and still shows a construction schedule that meets the requirement for ARPA fund expenditure by December 2026 through the same prioritization and phasing of affordable units in the early construction period.

Onyx/DREAM and the entire **Ensemble Charlestown** team understand the importance of compliance with the ARPA Funding requirements and have proposed a project schedule, financing plan and design / construction phases that will meet those requirements.

As part of the initial dialogue with the BPDA, subsequent to the tentative designation award, the Onyx/DREAM group would immediately request a meeting with appropriate BPDA, City of Boston and appropriate stakeholders in the ARPA funding effort to further discuss the steps and obligations of the development team, the City of Boston and the BPDA to ensure compliance with the ARPA timeline. The current RFP indicates a nine (9) month schedule to achieve a full building permit and the **Ensemble Charlestown** team is prepared to meet that timeline relative to ARPA obligation. Based on the above requested initial dialogue, and finalizing the date of tentative designation (which initiates the nine month process outlined in the RFP) the **Ensemble Charlestown** team would be prepared to update the project timeline(s), finalize Option 1 or Option

2 schedules, or create a third and final approved hybrid schedule, that accommodates the maximum allowable time for community engagement, impact and design review, agency and department engagement, and completion of the necessary efforts, approvals, permits and financing mechanisms to ensure ARPA obligation and utilization in a timely and compliant manner.

The Onyx/DREAM group has extensive experience with permitting, financing, design and construction oversight and coordination and is confident that **Ensemble Charlestown's** specific timeline for development can be adapted to the needed ARPA process and ultimately meet the City of Boston's requirements for successful utilization of those funds.



DEVELOPMENT DIVERSITY, EQUITY & INCLUSION

DIVERSITY, EQUITY AND INCLUSIVITY PLAN

ONYXDREAM AUSTIN LLC DEI PLAN OVERVIEW

The Onyx/DREAM Austin LLC group's Diversity, Equity and Inclusivity Plan is an integral part of the proposed **Ensemble** Charlestown project RFP response.

The name "Ensemble Charlestown" was selected because it represents the critical goal and philosophy behind this project team, proposal and DEI Plan. An Ensemble can be defined as a diverse collection of sounds or objects brought together to create a harmonious whole. The Onyx/DREAM ownership group and the project, team and goals are all fundamentally grounded in the idea that diversity of individuals, experiences and perspectives can collaborate to create a greater whole. The Onyx/DREAM group, like the City of Boston and the BPDA, are committed to increasing the number of women and people of color ("POC") led development firms, growth of women and POC investors and expansion of opportunity for emerging firms and individuals, and inclusive participation at all levels of the process. The members of Onyx/DREAM believe that growth of the available pool of M/WBE firms and wealth creation amongst the POC residents of Boston starts with strong leadership at municipal government. We are excited because Boston is led by a Mayor that believes in a more inclusive city in all sectors and in particular in the area of development. Mayor Wu has sent a clear message about her commitment to DEI and we are excited with the possibility to partner with the Wu administration and BPDA Director Arthur Jemison to realize the vision of a more inclusive City that works for all of us.

Ensemble Charlestown will be developed and owned by women and people of color, as well as in the lead positions in the design, construction, financing and operations roles going forward. Our DEI Plan starts with 100% M/WBE ownership. The balance of the DEI plan is specific, realistic, impactful, and already demonstrable in the execution of this RFP response. Led by Dream Collaborative, a minority business enterprise,

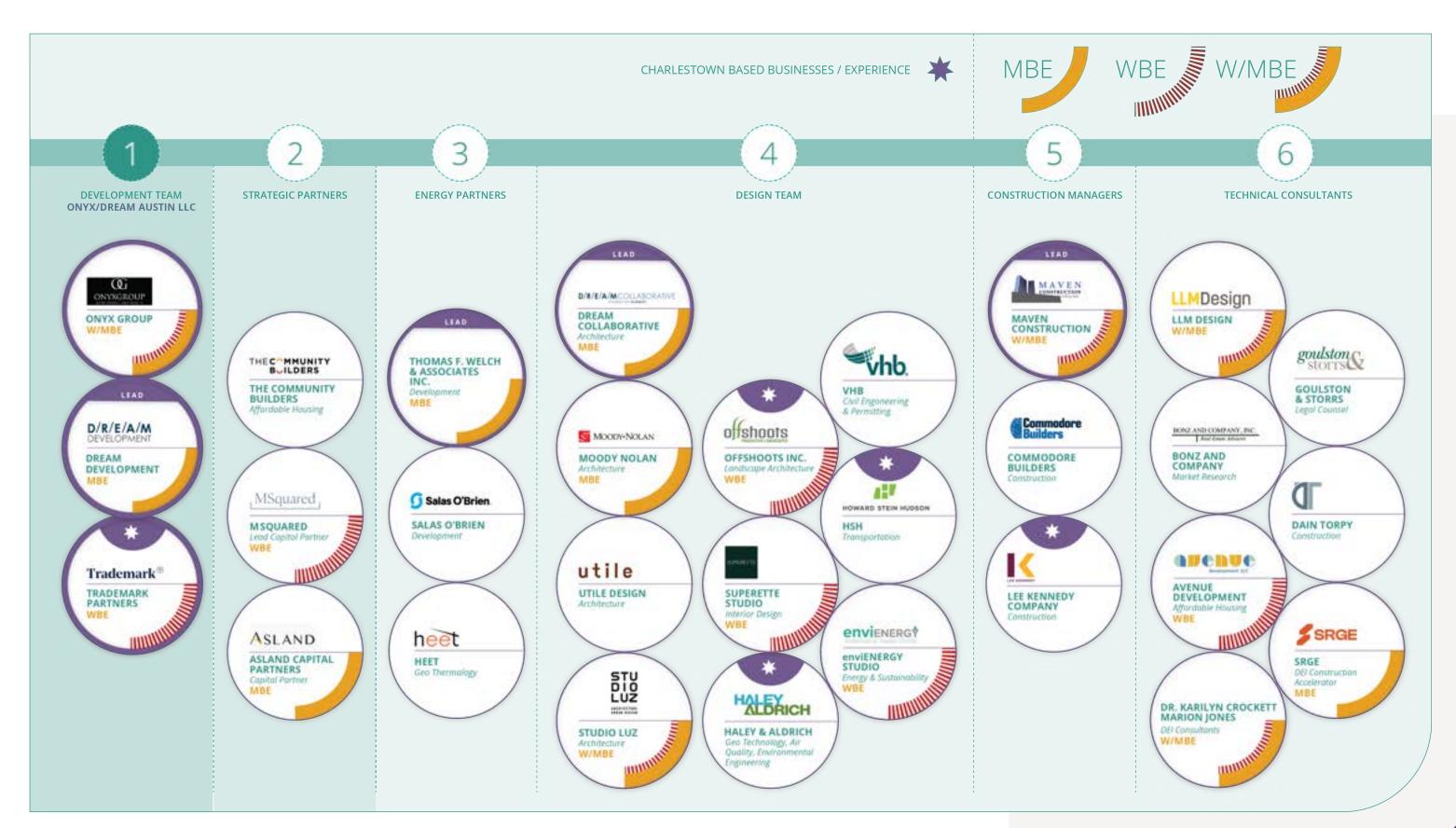


the design team is diverse and collaborated to put together a tremendous urban plan and architectural design. The estimating and constructability plan was a collaboration of three firms with leadership participation and engagement by Maven Construction, an emerging women and black owned Construction Manager. The RFP itself was assembled by LLM, a women and minority owned branding and graphics firm. And the technical consultants, financing advisors and engaged firms are diverse and inclusive in their ownership, staffing and leadership at unprecedented levels for a project and enterprise of this type. (Please see the Onyx/DREAM Austin

LLC relationship chart below.) All of the firms listed as minority and women owned firms are Certified with the City of Boston, and certifications for any firms brought on going forward will be a requirement of execution of contract, for M/WBE noted and eligible entities and consultants.

The Onyx/DREAM proposal for **Ensemble Charlestown** has embedded strategies for advancing Diversity, Equity and Inclusivity in its foundation and the following DEI Plan is provided in part to demonstrate that DEI commitments are fully consistent with and first-hand knowledge of best practice, experience and opportunity in the Boston development market.

THE ENSEMBLE DEI ORGANIZATION CHART



PROIECT LEADERSHIP

Onyx/DREAM Austin LLC was formed for the express purpose of ensuring that the BPDA Disposition of the Austin Street Parcels would include a diverse, equitable and inclusive option for development. Onyx/DREAM is a 100% black and women owned enterprise whose intention is to demonstrate that Diversity, Equity and Inclusivity are not components to be "added to" or "considered as a part of" a development project plan, but in fact can be integral to the ownership, design, financing, construction and operation of real estate development in the City of Boston.

Onyx/DREAM's DEI Plan is to ensure that the ownership group, financing partners, design team, construction team and operations group are reflective of the population of the City of Boston at both the ownership, workforce, and client levels through a proactive and aggressive selection of qualified M/WBE firms and vendors who promote and engage a diverse group of individuals in leadership, skilled and learning positions.

The importance and emphasis on diversity, equity, inclusivity and opportunity for development and growth for women and people of color in our industry starts with the formation of Onyx/DREAM Austin LLC. The development team is comprised of DREAM Development (DREAM Austin-MHB), 100% black owned firm, led by three black men with extensive experience in the Boston real estate market. DREAM Development will be the lead agent for the ownership group. OnyxGroup Development is a 100% black and women owned enterprise with expanding experience in the market including participation in P-3, P-13 and P-25 projects with MassDOT and the City of Boston. OnyxGroup is a leader in the dialogue around community engagement and outreach to the black community for the purpose of creating mentorships and opportunities for small, emerging POC and women owned firms. Together, DREAM and Onyx represent 85% of the ownership of Onyx/DREAM, ensuring that the majority of the project leadership is controlled by black men and women,

who consider leveraging of the opportunities for emerging firms and individuals as a fundamental responsibility on a daily basis. OnyxGroup and DREAM Development are joined in Onyx/DREAM Austin by Trademark Partners, a Certified Women-Owned Business Enterprises founded by Charlestown residents and based in the Charlestown neighborhood. Trademark is currently the only real estate development and consulting firm that has successfully completed a major masterplan and multiple development plan permitting, design and construction effort in Charlestown. This ownership group was formed to successfully execute the Austin Street parcel development, and to provide an alternative to the "business as usual" option of developers in the City. Onyx/DREAM is a 100% black and women owned development entity with the experience, capacity and vision to create **Ensemble Charlestown** with a team that is equally DEI forward at every level and in each discipline, through all phases of the project.

As indicated in the Development Team description, following is the participation commitment at the Development Ownership level:



ONYXGROUP LEAD ROLES

- Neighborhood/ **Community Strategy**
- **Arts & Culture Planning**
- Residential / Commercial Brokerage and activation
- LIHTC and senior debt placement

ONYXGROUP (M/WBE): 34%



DREAM DEVELOPMENT **LEAD ROLES**

- JV Daily Manager
- Project underwriting State/City/HUD funding coordination
- LIHTC and senior debt placement



TRADEMARK PARTNERS LEAD ROLES

- Community Engagement
- Coordination of Design and General Contractor
- **Entitlements**
- **Project Consultants**

DREAM DEVELOPMENT (MBE): 51%

TRADEMARK PARTNERS (WBE): 15%

ENSEMBLE CHARLESTOWN DEI PLAN

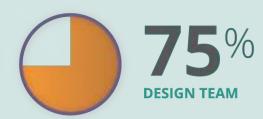
Onyx/DREAM Austin LLC has the following M/WBE participation as part of the submission of this response to the Austin Parcel RFP.



W/MBE PERCENTAGE GOALS



34% ONYXGROUP **51%** DREAM DEVELOPMENT **15%** TRADEMARK PARTNERS



35% DREAM COLLABORATIVE **30%** MOODY NOLAN 10% STUDIO LUZ **25% UTILE**

▶75% ENGINEERING CONSULTANTS SECONDARY DESIGN CONSULTANTS



38% MAVEN CONSTRUCTION **31%** COMMODORE CONSTRUCTION **31%** LEE KENNEDY COMPANY

35% SUBCONTRACTORS VENDORS



51% OPERATION STAFF **MINORITIES & WOMEN** **30%** SUBCONTRACTORS VENDORS

DEI CONSULTANT

Onyx/DREAM has retained Dr. Karilyn Crockett as Lead DEI Consultant. Dr. Crockett will oversee the effort to define areas of impact and identify best practices, engage with the development team, and provide guidance to the design, construction and operations teams regarding DEI outreach, evaluation, and participation. Dr. Crockett has extensive background in the public non-profit and private sector in the areas of inclusive workforce creation and leveraging capacity through mentor-protégé participation for firms and individuals. She will consult and help craft specific policy, contract and engagement language for the project team to ensure equitable and diverse hiring and participation at all levels of the development, through occupancy and operations.

Dr. Crockett will be joined by Marion Jones supporting the DEI Plan consulting effort. Marion's extensive experience specializing in workforce development and equity solutions as CEO of WorkTech LLC represents a valuable additional resource in ensuring DEI Plan success.

Collaboratively, Dr. Crockett, Marion Jones and Natasha White, on behalf of SRGE, will work to ensure the DEI Plan is advance as part of each phase of the project, document compliance, and ultimately report out on the achievement of goals stated within the DEI Plan.

DESIGN TEAM

Ensemble Charlestown will be designed by a partnership of architectural firms and consulting designers and engineers that exemplify the Onyx/DREAM DEI Plan and goals for the project. The design team is led by DREAM Collaborative, a Boston based, Certified MBE planning, design and architecture firm with extensive residential project experience. DREAM is joined by Moody Nolan, the largest black owned architectural firm in the country, bringing nationally recognized experience in housing, athletic field design and complex phased development design knowledge. These two minority owned firms are partnered with Utile, a Boston based planning

firm with a strong urban design background and extensive experience with the BPDA planning and design staff and the Boston Civic Design Commission. These three large firms are joined by Studio Luz, an emerging M/WBE firm. Studio Luz will partner with each of the larger firms on retail, arts and culture components in each of the building clusters. In this manner, Studio Luz will gain the benefit of design and drafting capacity through the mentoring firm, while having the opportunity to bring their design and detailing ideas and creativity to the project. This relationship will allow Studio Luz to participate in a large-scale design effort, with a higher profile, than their current portfolio work, while being supported by and learning from black owned firms that have been through the growth phase they are in and can provide guidance through that process. This partnership between smaller, emerging minority and women owned firms, with organizations and companies that have the experience and financial or staff capacity to provide that leveraging support, is fundamental to the Onyx/ DREAM DEI Plan, and has already been executed through the RFP design and engagement process. The **Ensemble Charlestown** plans and renderings submitted as part of the RFP response were generated by this collaboration of firms and has already created the opportunity for ongoing relationships and design opportunities between these firms that is the goal and core to the Onyx/DREAM DEI Plan.

In addition to the architects, the **Ensemble Charlestown** design team was selected to emphasize diversity and inclusivity at both the consultant and workforce levels. Firms including Offshoots, a Charlestown based, women owned, award winning landscape architecture and implementation firm, Superette Studios, a women owned interior design firm, and enviENERGY, a minority owned sustainability consultant firm, were chosen BOTH for their excellency and knowledge in their respective fields, but also because they represent a prioritization of women and minority owned firms for this project.

Haley Aldrich, as an example, was selected both for the depth of their knowledge in environmental engineering but also as a

Charlestown based firm with leadership roles at the principal, project management and key engineering positions for women and people of color. The Haley Aldrich team is diverse and represents equity and inclusivity within the workforce assigned to the project team. For firms where this is part of the selection criteria, the Onyx/DREAM DEI plan requires their contract agreement to include language which defines the DEI aspect of the staff assigned, and requires replacement, if needed, of individual staff members with equivalent DEI qualified professionals. This work force level requirement is included in all consultant and design team member contracts and is an integral part of the Onyx/DREAM workforce DEI strategy.

The architect's owner contracted design team firms are required, as part of their agreements with Onyx/DREAM, to interview and recommend at least two M/WBE firms for each major sub-consultant role on the project, including structural engineer and MEP/FP Engineers. Structural and Mechanical engineering typically represent 35% of the design



contracts in a large project and with the priority for M/WBE firms, will ensure that the overall **Ensemble Charlestown** design and consulting team meets or exceeds the 75% M/ WBE commitment. The architects have already identified those potential firms, including opportunities to divide the work into smaller discipline categories, including plumbing, electrical and fire protection engineering separate from an overall MEP/ FP contract, to allow smaller emerging M/WBE design firms to participate on a larger scale project.

One of the advantages of the **Ensemble Charlestown** design concept, as related to potential DEI firm participation is the phasing of the project into three "clusters" of buildings, and further division into six (6) distinct structures. The Onyx/ DREAM group looks at the project not as a single 757 unit "development", at a scale that could be daunting to smaller capacity M/WBE firms, but rather as six one-hundred unit residential projects with components at the retail /ground plane, separate envelopes and façade opportunities, and unit plan and interiors projects on a building by building and floor by floor scale. This reduction of the overall project into phased components allows the **Ensemble Charlestown** team to engage M/WBE firms at the design, engineering and technical experience roles who have emerging experience on lower intensity developments but can be supported to participate in this overall project and ultimately gain large scale development work experience. The critical aspect of this approach is oversight, coordination and collaboration at the design and project management levels of the project. It places a greater burden on the ownership team, project management firm and lead design disciplines to afford the time and space for collaboration and support, and dedicated resources for integration of design and details into the larger project set. The system of computer aided 3D modeling and software integration has completely revolutionized the potential for diverse collaboration between teams, firms and individuals in the design and engineering disciplines and all firms are not able to integrate their design ideas, with supported



staff capacity at larger firms, in a nearly seamless manner. The Onyx/DREAM designers will take full advantage of this technology and create an ensemble of design ideas, drawings, manuals and specifications, through the creative process, with a diverse and equitable team.

The process of engagement of the outstanding design and engineering consultant firms will be undertaken immediately upon award of tentative designation. The Onyx/DREAM group has already begun the process of outreach and identification of the required design, engineering and consultant disciplines. Onyx/DREAM's strategy, in the design phase, is engagement through the selected M/WBE architectural firms to request proposals from M/WBE consultant firms they have previously worked with, and communication through the network of design professionals in the Boston market.

Further detail related to individual firm commitments to DEI engagement and participation, within their firm and respective fields, is provided as part of the individual company profiles and resumes, within the Qualifications section of this RFP response.

Architectural Design

DREAM Collaborative (MBE): 35%

Moody Nolan (MBE): 30%

Studio Luz (M/WBE): 10%

Utile: 25%

Engineering Consultants (Structure/MEP):

Minimum 75% M/WBE commitment

Secondary Design Consultants:

Minimum 75% M/WBE commitment

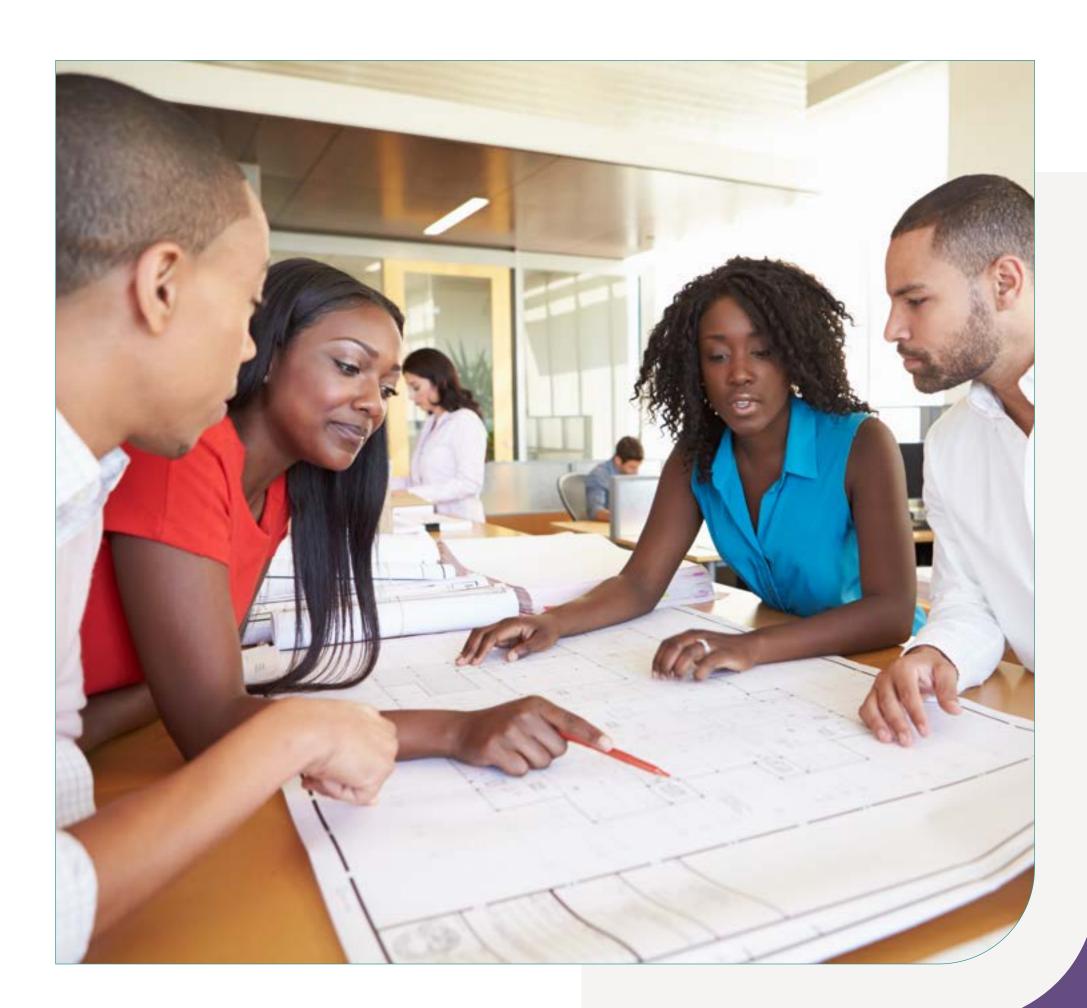
Workforce Commitment: All firms will commit leadership and technical staff at a minimum of 50% women and minority individuals and retain those levels through the project duration.

At the time of submission of the RFP, the design team M/WBE percentage meets the 75% M/WBE goal for the identified and contracted firms to date. The selection of engineering and secondary design consultant disciplines will be completed within 60 days of tentative designation and will result in a minimum of 75% of the overall design and engineering contract value to be at or above 75% M/WBE participation.



CONSTRUCTION TEAM APPROACH

Onyx/DREAM initiated the process of selecting Construction Management firms for **Ensemble Charlestown** by prioritizing a goal of sustainable capacity development through a pair of mentor-protégé relationships and joint ventures. Onyx/ DREAM identified Maven Construction, a women and minority owned firm currently working with OnyxGroup and DREAM Collaborative on the P-3 project, as a potential CM firm who would benefit from engagement with two larger, more established Construction Managers in the Boston market. Commodore Builders and Maven Construction had separately begun an initial dialogue around the idea of a joint venture partnership at the time of the RFP release. And Onyx/DREAM introduced Maven to Lee Kennedy Company, a firm with extensive current experience in Charlestown, and with similar scale and complexity projects in the market. Onyx/DREAM established a baseline criteria of 38% M/WBE participation by Maven, across the project effort, with an opportunity for partnership, joint venture engagement and flexible participation by the three CM firms across the six buildings, site, and horizontal construction efforts. The commitment was to divide the project work into multiple construction phases that would allow for engagement and participation by Maven, at meaningful and challenging levels for each phase, to both grow their staff, increase their experience with new construction technologies and methods, and ensure that Maven's outcome was a leveraged capacity to perform similar scale projects independently upon completion of **Ensemble Charlestown**. Where today, the perceived limitation is projects under \$50M and less than 100 units, Maven Construction anticipates being considered for projects of over \$100M and greater than 250 units, after completion of the Charlestown project effort. This partnership at the mentor-protégé level is a template for the sub-contracting and vendor work required for the completion of the project, and as "leadership by example" approach, will benefit the effort going forward by demonstrating success through opportunity.



CONSTRUCTION DEI PLAN

Like all construction plans, the Diversity, Equity and Inclusion (DEI) plan will be executed in a phased approach. The **Ensemble Charlestown** construction phasing allows for the partnership of Maven Construction (Maven), Commodore Builders (Commodore) and Lee Kennedy Company (LKCo) to allocate resources, share leadership roles and collaborate on the construction of each of the buildings and site components in a flexible but organized manner. Each building and site element will have a construction lead and construction partner identified as part of the overall construction logistics plan. Maven Construction, as MWBE will be responsible for and lead on 38% of the construction work by dollar value. Commodore and LKCo will be responsible for the balance of construction value between the two firms and will collaborate with Maven and each other to ensure a successful construction effort and maximum opportunity and leveraging of the minority subcontracting and CM firms.

Collectively, the collaboration of Maven, Lee Kennedy Co and Commodore Builders ("the Onyx/DREAM CM Group") will ensure the highest level of construction safety, quality, equity and diversity for the **Ensemble Charlestown** project.

The shared goals of all construction partners is that all resources and strategies are employed to ensure that we are being intentional in building a diverse and inclusive workforce

Maven Construction

Maven Construction, founded in 2008, is an emerging general construction company with its headquarters in Dorchester. Maven Construction has consistently grown over its corporate history, including opening an office in the Mid-Atlantic region. Maven has completed a wide variety of project types, from high density residential projects to interior retail build outs and complex biomedical laboratory facilities. We work together with our clients to deliver projects of the highest quality for the best value.

Maven Construction strives for excellence in everything that

we do. We believe that our leadership drives deeper measurable outcomes for our clients. Maven specializes in high performing projects where community engagement is an essential part of the program. Maven is an African American female led firm that supports decisions through data and technology. We know that our unique approach to project implementation broadens the opportunities for women and people of color in construction.

We care about the communities we build in and have a track record of members of the community and students in the neighborhoods we serve.

Maven brings extensive experience ranging from institutional and hospital work to small scale retail and fit out work. Maven has a geographic footprint in the southeast and up the Atlantic seaboard. Rooted in the community, Maven is working with the city of Boston to increase the pipeline of diverse talent and companies in the region. Maven's executives serve the city and have a deep understanding of the Boston Resident Job Policy, the city's builder's license process and the BPDA.



Lee Kennedy Company

LKCO has always embraced diversity within the organization. We have a dedicated department that focuses on people and culture that oversees our mentoring program for junior-level staff and navigates a career development path for individual employees who are underrepresented in the industry. We have an internal team of employees with diverse backgrounds and life experience with varying degrees of knowledge in the construction industry working to improve diversity, equity, and inclusion. With this group continuously evaluating where we are strong and where we can improve allows us to grow our staff in a more inclusive way.

LKCO has also partnered with Strategy Matters to enhance our engagement with diversity, equity, and inclusion even further. Strategy Matters is a Boston-based, certified woman owned DEI and strategy consultant group. Understanding that there is always room for growth and learning, Strategy Matters is helping LKCO develop creative solutions and reinforce LKCO's DEI commitment to our staff, clients, and community. Strategy Matters is creating a framework and mindset for embedding diversity, equity, and inclusion into our core business strategy through a structured program with key performance indicators that are regularly tracked and reviewed. This partnership is helping LKCO implement DEI into our DNA and ensuring the right behaviors and practices are part of everything we do internally and externally.

Commodore Builders

Commodore Builders is a 21 year Veteran-owned Construction Management firm focused on delivering an exceptional level of service for clients in the multi-family residential, commercial, life sciences, corporate interiors, institutional, public, retail, and banking markets.

Commodore Builders accomplish this by providing clients and partners with a construction process that eliminates the surprises, while elevating the experience by executing with excellence.

Our Diversity Committee, led by our President, Tom Comeau,

along with our CEO, CFO, and General Counsel, Diversity and Inclusion Program Manager, Sr. Director of Learning and Commodore Academy, Sr Vice President of Organizational Development, Director of Purchasing, and Public Work Group Leader is keenly focused on 3 areas:

- Commodore Employees: At Commodore, we believe diverse teams get better solutions faster. We've made significant efforts since our inception to ensure that Commodore's diversity is more than just words. Year over year, we have increased our diversity from entry level hires to project teams, operational leadership, up to and including members of our Board of Directors. We create opportunities for equality and ensure our workforce is diverse and inclusive. As a company we are constantly monitoring our practices and remain committed to doing better. We've been working on this for years – as an industry, we have a long way to go.
- UBE Engagement: Our goal is to steadily increase the quality and number of partnerships with diverse and minority/woman-owned subcontractors. We are currently working with the Federal Government in their Mentor-Protégé program, mentoring a Service-Disabled Veteran Owned Small Business, to bootstrap them to build their capability and become self-sufficient. This describes our philosophy with our partnerships with UBE partners and vendors - to help them build their capability for the future, while working with them to build great projects. We have several on-going partnerships and are seeking to develop more.
- Trade/Workforce Development: Commodore is working with trade partners and unions to meet and exceed diversity and residency project requirements on all projects, public and private. This includes community outreach and engagement with programs such as Building Pathways, Girls in Trades, and Helmets to Hardhats.

On our current project for the \$400 million Holyoke Soldiers home, Commodore is playing a leadership role engaged with DCAMM and a15 person Access, Inclusion, and Diversity Committee, meeting regularly to find innovative ways to maximize UBE and workforce participation.

As well, consistent with our commitment, Commodore has:

- Funded an endowed scholarship at Wentworth exclusively for minority students, as well as endowed scholarships at UML, Franklin Cummings Tech and for the AGC.
- Partnering with BFIT Franklin Cummings Tech formally Ben Franklin Institute of Technology (BFIT) – discussing ways to bridge with Wentworth and UML (to take these students with 2-year degrees and provide them the opportunity to matriculate and complete their 4 year degree.
- Our formal recruiting efforts include more diverse campuses like UMass Lowell, Bridgewater State and Fitchburg State.
- At UMASS Lowell, we have an alliance with the American Society of Black Engineers, partnering with them on industry programs and internships.
- For 15 years we have been dedicated supporters of the Cristo Rey School. A steady stream of Cristo Rey interns over the years, have left Commodore ready for college and careers, because their education at Cristo Rey changed the very trajectory of their lives and gave them opportunities they would never have had otherwise.
- We have been corporate sponsors of Horizons for Homeless Children for many years before they chose Commodore to build their new headquarters in Boston.
- We have a deep relationship with the Ron Burton Training Village, whose mission is to enrich the lives of underserved youth with character and leadership development, and educational advancement. We are leading the renovation of their campus and we are supporting their intern program that prepares their students for college and careers. Commodore has hired 5 graduates from the RBTV program

Construction Management Commitment:

Maven Construction (W/MBE): 38%

Commodore Construction (Veteran Business Enterprise): 31%

Lee Kennedy Company: 31%

Sub-contracting and Vendor Commitment:

Minimum 35% M/WBE commitment

Workforce Commitment:

At least 40% of the total work hours in each trade will go to people of color.

At least 12% of the total work hours in each trade will go to women.

At the time of submission of the RFP, the construction team M/WBE percentage meets the 38% M/WBE goal for the identified and contracted firms to date. The selection of sub-contracting and vendor firms will occur during the late design phases and through the length of construction. The Onyx/DREAM CM Group is committed to meeting the 35% M/WBE firm commitment and 40% / 12% minority and women workforce goals noted above. Any modification of this commitment will require replacement of equivalent M/WBE certified entities and will be submitted to the BPDA for review and approval.



SRGE

SRGE, a newly launched construction accelerator, is committed to driving change in the Architecture, Engineering and Construction (AEC) industry. SRGE is the only accelerator for AEC companies by AEC professionals and practitioners. Organized as a Benefit Corporation, SRGE led industry practitioners and deployed construction support services to underserved and underrepresented construction companies. SRGE is an accelerator exclusively designed to meet the needs of MWBE led AEC and construction firms by construction professionals.

SRGE will participate in the **Ensemble Charlestown** project as DEI Consultant and outreach coordinator during the pre-construction and construction phases. SRGE staff will work closely with the CM firms to identify opportunities to notify the M/WBE sub-contracting community of **Ensemble Charlestown** contract opportunities, encourage partnerships to meet capacity demands, act as facilitator between workforce applicants and union trade representatives, and generally engage to ensure DEI workforce and contracting compliance through the project effort.

SRGE, as an independent, third-party entity will ensure that the overall construction contracting and workforce effort is prioritized through the pre-construction and buy-out phases of the project effort.



WHO WE ARE

SRGE is a newly launched construction accelerator, committed to driving change in the Architecture, Engineering and Construction (AEC) industry. SRGE recognizes that the socially and economically disadvantaged led companies account for a single digit percentage of the annual constructive spend in Boston. SRGE provides coaching, back office support and operational strategy for small construction companies owned and operated by people of color.

Natasha White will be joined by Dr. Karilyn Crockett and Marion Jones to support DEI efforts for the project. Together, this team brings extensive background in the public non-profit and private sector in the areas of inclusive workforce creation and leveraging capacity through mentor-protégé participation for firms and individuals.



NATASHA WHITE

CHIEF ADMINISTRATION OFFICER

Natasha White is a public servant at heart, dedicated to equity in all things.

With over 20 years work experience in the healthcare and public service sectors, Natasha brings an array of administrative and organizational skills. With focus on "connecting the dots", Natasha is a sought-out thought partner in the space of government and organizational development.

A champion for local government, Natasha served as the inaugural Chief of Staff for the City of Boston's newly created Equity and Inclusion Cabinet. In her role as Chief of Staff, Natasha helped oversee the operational work to advance the goals of the Office of Equity and the Equity & Inclusion Cabinet and helped develop policy related to equity and inclusion. Also, during her time with the City of Boston, Natasha served as a Management Analyst, in the Office of Budget Management, where she had the opportunity to work on making the budget process for the City of Boston more accessible to constituents.

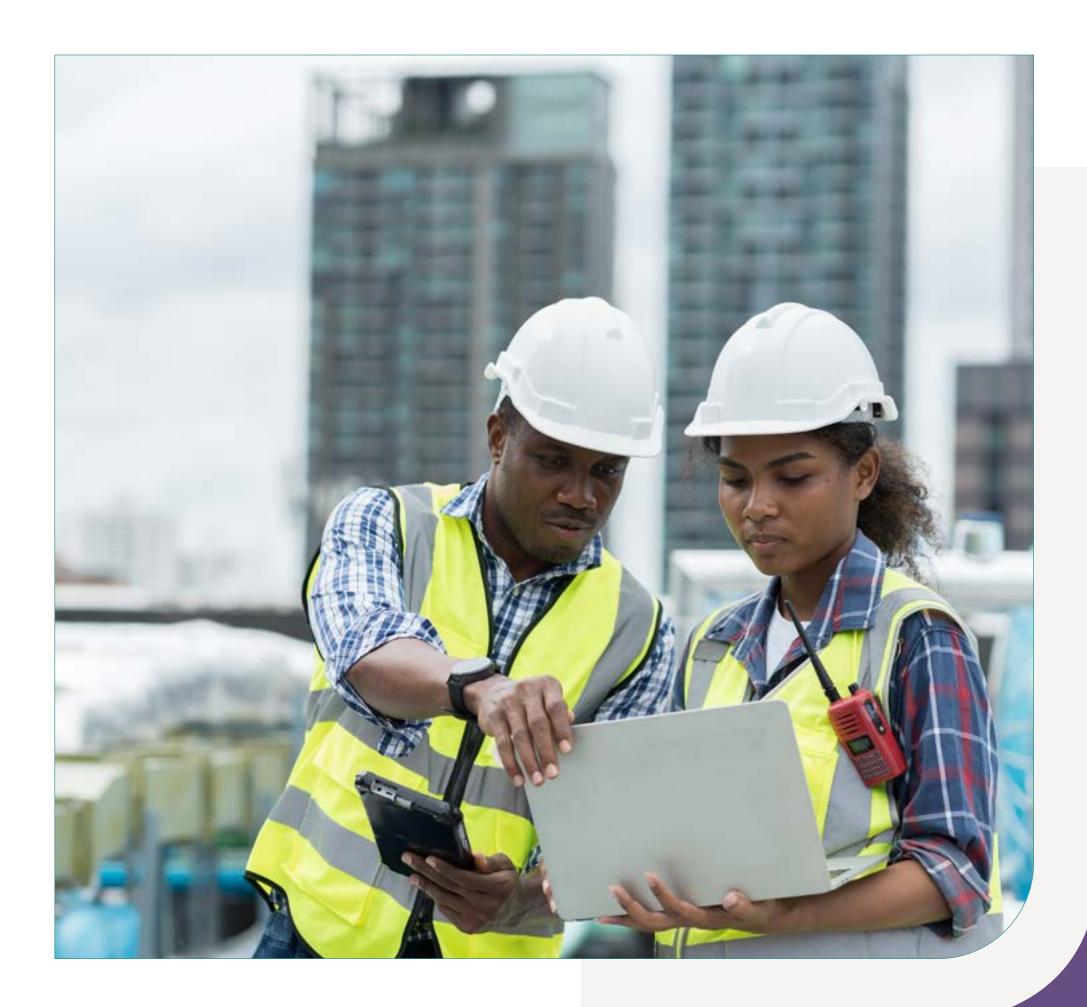
BOSTON RESIDENTS JOBS POLICY (BRJP)

All General Contractors will be partnering together during the pre-construction phase to ensure compliance with the Boston Residents Jobs Policy. The implementation of the Boston Residents Jobs Policy (BRJP) is an essential part of the project and being proactive long before being on the job site is the approach we have found to be the most successful. It begins by using our collective knowledge and resources in attracting trade partners who are committed to providing opportunities for underrepresented individuals. Additionally, this approach allows us to strategize and see areas within the trades where opportunities are more attainable. We understand that these goals are important and a collaborative effort with our trade partners as well as our local trade unions will ensure that these goals are met and possibly exceeded.

The goals and objectives are identified to our potential trade partners during the bidding process. This early dialogue allows all parties to prepare a path to success. Additionally, our relationships with local trade unions enhance our ability to support our trade partners should they need assistance in acquiring personnel in meeting these goals.

The Onyx/DREAM CM Group compliance plan will follow the BRJP/BPDA's sanctioning process and generally include the following meetings:

- Pre-development meeting during Article 80 review scoping session
- Boston Resident Construction Employment Plan signed with Boston Planning & Development Agency
- Kick-off meeting
- Recruitment and Outreach Meetings
- Preconstruction meeting (to include Union Business Agents)
- Construction commencement
- Certificate of Occupancy (C of O)
- Project close-out



WORKFORCE DIVERSITY:

- Project subcontractors required to use Salesforce for reporting BRJP weekly payrolls
- Subcontractor salesforce training
- Expand workforce opportunities to Bunker Hill Community College
- Weekly workforce diversity reporting % goals of project:
 - Residents
 - · People of Color
 - Females
 - Individuals residing in 02129
 - Resident verification Log
- Project specific walk-on application accessible via URL link/OR Code
- Collect, track and report on walk-on applicants.
- Process Applicants
 - · Follow up correspondence sent to applicants.
 - · Forward applications to appropriate subcontractors, track response
 - Forward applications to Jobs Bank Coordinator

SUPPLIER DIVERSITY

- Partner with SRGE as the construction equity accelerator to recruit companies to participate in the pre-construction efforts.
- Identify and recruit businesses that are structured with 51% ownership, operated or managed by women, minority, veteran, disabled, disadvantaged, LGBTQ for construction scopes and or goods and services.
- Verify and reporting of minority supply businesses certification status
- SRGE will prepare and assist minority businesses in achieving certification
- Provide workshops to assist minority/woman owned companies on the qualification process to ensure solvency to work during execution of the project

LOCAL COMMUNITY WORKFORCE RECRUITMENT

The Onyx/DREAM CM Group recognizes that it is critical that we engage and involve the local community in order to ensure **Ensemble Charlestown** has the most positive impact on its neighbors. We will create a communication campaign that advertises the project in local newspapers and local organizations to encourage participation from the community. The CM firms will recruit locally and assist those applicants interested in joining a trade organization. The project will advertise in the Charlestown Patriot-Bridge, monthly, for construction jobs and opportunities at the site. The project will have a resume and application office in Charlestown, opening not less than six (6) month prior to construction commencement and will host a construction job fair on the

Austin Street parcels not less than ten (10) months prior to construction start to allow time for engagement, training and union outreach for interested applicants.

The Onyx/DREAM CM Group will also require job contractor involvement by clearly identifying these goals in each pre-bid conference by each trade. We will track our record, not just based on the project, but also on the local individuals that have been guided through the process.

SRGE will serve as a community partner by being a clearinghouse and is actively recruiting MWBE's seeking to grow their business. SRGE will be joining the Onyx/DREAM CM Group at relevant events, and SRGE is a constant presence in the community by participating at local cultural events that bring all walks of life together.



MBE AND WBE RECRUITMENT

The project CMs have compiled an extensive database of qualified MBE and WBE trade partners that are listed with the City of Boston, Commonwealth of Massachusetts, or both. In addition, we also leverage our network of existing relationships to expand the list of qualified firms through the combined effort of outreach, and by supporting emerging firms started by former employees of our trusted trade partners. The result of this proactive outreach is an extensive list of qualified firms that will allow the Onyx/DREAM CM Group and our trade partners to meet or exceed the 38% total contract value goal for MBE/WBE firms.

Ensuring that we have a truly diverse workforce that is representative of the residents of Boston, we will employ typical recruitment strategies. These include but are not limited to using Building Pathways pre-apprenticeship program, YouthBuild and Madison Park Technical High school. As well, we will partner with longstanding recruitment collaborators such as Women in the Trades, The Carpenter's union, and National Association of Black Engineers.

The Onyx/DREAM CM Group seeks to engage our many partners at the City of Boston including offices that work with targeted populations, to ensure that these populations are included from the onset. Additionally we will participate with direct recruitment activities in BHA housing developments, specifically including the Bunker Hill and Mishuwam housing developments in Charlestown.

We are also committed to working with organizations that are focused on helping individuals that are in the "age-gap" of 22-30, to ensure that they have access and opportunities to be part of the labor force. The team anticipates coordinating with Bunker Hill Community College ensuring that BHCC's part time and full time students have an opportunity to intern, apprentice or work with the project team, when appropriate.

All of the General Contractors are committed to working with organizations that are focused on helping individuals that



are disabled and/or neuro diverse. While construction is an exact science, we also understand that there are employment opportunities that do not require presence on a job site.

EDUCATION PARTNERS

The Onyx/DREAM CM Group team will partner with local institutions to develop a pipeline of construction professionals beyond the trades. The construction industry provides an opportunity for careers across all sectors. We intend to introduce construction careers to local high school students, both the high performing high school students alongside the at-risk youth, often hidden and underserved students. An additional potential education partnership includes Bunker Hill Community College, not only a resource of talent but

also a community anchor where project specific training can occur. We envision introducing students to all facets of the construction cycle. Extending the reach of its commitment, The Onyx/DREAM CM Group anticipates employing no less than ten (10) individuals as summer interns across the three firms.

One of The Onyx/DREAM CM Group's strengths is with the activation of SRGE and Commodore Academy. The purpose of SRGE is to ensure that equity is achieved and maintained within the construction industry. They do this by providing the tools and resources to established construction companies that are primed to scale.

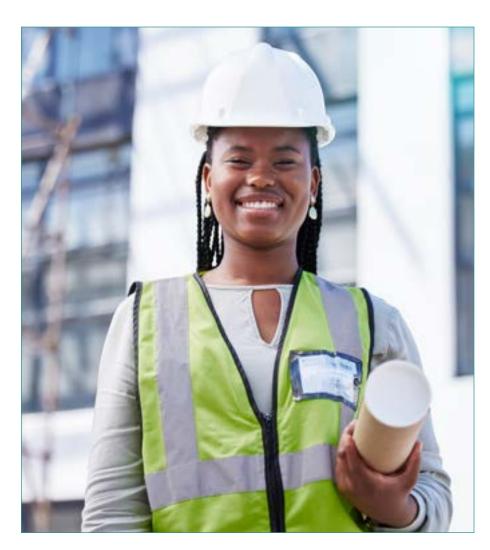
SRGE - built and run by accomplished industry leaders. As construction industry veterans, we possess comprehensive knowledge in translating intricate concepts into tangible outcomes and facilitating scalability. Our mission is to cultivate a collaborative community of building professionals, fostering an environment where teams thrive.

Commodore Academy ("CA") provides both the academic and technical skills needed for those pursuing careers in the construction industry, which ensures support to build, expand and support a robust talent pool. This partnership covers the bases; CA supplies entrants into the construction workforce and supplying companies that already exist with the opportunity to participate in the construction ecosystem. Commodore Academy's top priority is to improve our capability to execute with excellence - that means improving the capability of every single person on the team. With the support of Commodore Academy, each participant will be able to look at themselves and say, "This is where I am today and this is where I need to improve," and the Academy provides the resources to do that.

The vision of Commodore Academy is to create learning and development opportunities each and every day that meet the diverse needs of the construction industry and the changing environments where people work, live and play. The mission of Commodore Academy is to enhance Performance, Learning

and Open Culture. CA strives to build capacity for growth and identify opportunities for continuous learning. The **Ensemble Charlestown** project anticipates leveraging Commodore Academy to engage graduates for participation in preconstruction efforts for this project.

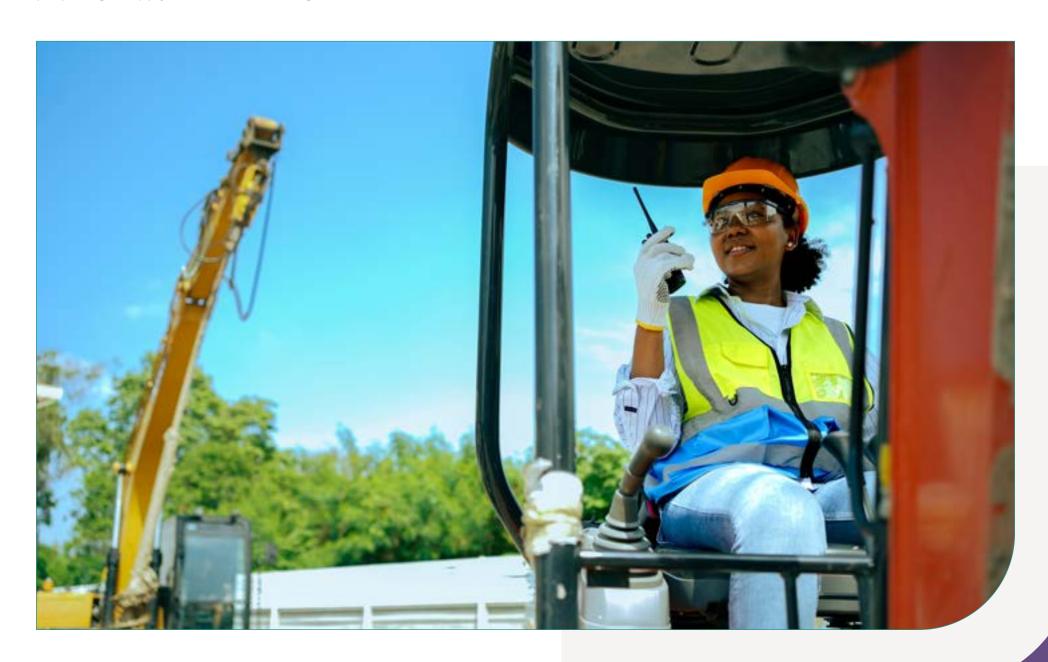
Similarly, Wentworth's RAMP Summer Bridge program provides mentoring, project-based learning, and academics to ensure their students are prepared and have the capacity to succeed at Wentworth. Lee Kennedy Company has supported this effort with mentoring engagement over the last five years. The **Ensemble Charlestown** project will potentially serve as a live classroom to provide hands-on learning experiences and further enhance RAMP's ability to inspire and set up students for success in internships on the project that will lead to fulltime employment.



GROWING WOMEN AND POC LED CONSTRUCTION COMPANIES

Maven Construction is led by JocCole "JC" Burton, a member of the Boston Employment Commission with first-hand knowledge of the challenges and goals the construction industry needs to address in the city. In addition, she is a thought leader with a new approach to construction growth. JC founded SRGE, the construction accelerator and has partnered with Boston Consulting Group and Harvard University to launch a construction incubator program servicing woman- and POC- led construction companies. SRGE seeks to be the bridge that connects small to medium sized M/WBE's to projects and opportunities that are typically out of reach, leveraging technology, wrap-around support, and industry partnerships,

One additional barrier to construction growth is licensing. JC serves on the Board of Examiners and is working with the City of Boston, Inspection Services Department Board of Examiners to remove costly requirements to secure the first builder's license. This will result in an increase in the number of licenses held by people of color and women. This project team will actively support Charlestown residents preparing to apply for the first building license classification C.



DEI FINANCING AND INVESTMENT PLAN

Central to Onyx/DREAM's DEI plan is to increase the opportunities for individuals and businesses that have been historically underrepresented in real estate financing and investment, to participate in wealth creation, and realize economic returns. To accomplish this, Onyx/DREAM Austin LLC will approach the Financing and Investment aspects of the project with three priority efforts: 1) Engagement with a WBE Lead Capital Partner; 2) Engagement of a MBE capital partner to specifically lead communication and outreach to established people of color and women investor funds; and 3) Providing smaller tranches of the project financing capital stack to create opportunities for local and small POC and women investors to participate in manageable investment strategies at scale.

LEAD CAPITAL PARTNER

Onyx/DREAM has identified a WBE Lead Capital firm and has partnered with MSquared, a women-owned real estate impact platform focused on creating mixed-income, mixed-use projects that promote affordability, sustainability, and diversity.

MSquared will be the Lead Capital Partner for **Ensemble Charlestown** and will look to partner with other impactoriented investors and lenders with other impact-oriented investors and lenders as the team brings the project to fruition. They bring extensive experience in raising and managing flexible capital to finance mixed-income development projects in cities across the country. Based in New York, MSquared's efforts will be led by Sara Myerson, who is a Greater-Boston resident living in Wellesley, MA. Sara is Managing Director of Investments, where she oversees the sourcing and execution of investment opportunities for funds managed by MSquared.

As a WBE, MSquared will invest in **Ensemble Charlestown** because they believe it will create immense value for both financial stakeholders, the local Charlestown community and the entire City. MSquared's proven track record in assembling complex capital financing for mixed income projects affords

the **Ensemble Charlestown** project the ability to demonstrate leadership in DEI financing and investment planning by selection of an MBE lead capital partner at the outset of the project.

DEI ESTABLISHED INVESTOR FUNDS

Onyx/DREAM, MSquared and Asland anticipate working creatively in the Boston and national markets to find innovative ways to bring minority and women investors to the project investor pool. Currently there are emerging opportunities in the Boston market to connect with local funds that include women and people of color investors, such as BREIF, the Boston Real Estate Inclusion Fund. This type of collective investment opportunity with with established M/ WBE investment managers looking to creates opportunities for investors that have been historically underrepresented By working with several local and national POC and women forward investment fund groups, Onyx/DREAM anticipates a majority (51%) of its equity capital coming from M/WBE managed investment firms/funds. Ensemble Charlestown anticipates being a leader in attracting and blending various types of creative financing initiatives to help the City of Boston demonstrate how real estate development can participate in eliminating the racial wealth gap.

SMALL AND LOCAL CAPITAL INVESTMENT MANAGEMENT

Finally, Onyx/DREAM and MSquared anticipate creating specific opportunities for small and local investors. We will create capital tranches within the larger development opportunity, to attract local Charlestown residents, people of color, and women to invest in the project. This effort may include creation of separate financing packages for the retail or parking components of the project, financing for potential daycare or local vendors looking to lease spaces, and isolating capital for energy generation and distribution systems that offer small but specific capital returns independent of the larger residential operations. By looking for opportunities for "break-out" capital

finance opportunities for discrete elements of the project with identifiable returns, the Onyx/DREAM team proposes to create opportunities for emerging investors. The ability to create small to mid-sized investments which provide a return and establish a financial track record and history is an important step in leveraging capital capacity and creating wealth within the underrepresented investment community in Boston. We will have a goal of 1% of LP equity and investment capitalization through small source, minority participant investment pools with minimum upfront values between \$50,000 and \$75,000. Onyx/DREAM is committed to ensuring that the **Ensemble Charlestown** project is a vehicle for small POC, women and local Charlestown based investors to participate in the project and leverage this opportunity to ensure wealth creation for individuals typically shut out of real estate investment.

DEI OPERATIONS PLAN

Onyx/DREAM is committed to achieving a diverse and inclusive operations team, workforce and culture at the **Ensemble Charlestown** development. The Onyx/DREAM and Community Builders team has established a goal of 51% of the operations, management and support staff at the project will be women and people of color. The project has also set a goal of 30% of vendor and service provider contracts to be with M/WBE certified providers.

As the primary facilities management firm, The Community Builders will lead and set the tone for our DEI Operations Plan. Ensemble Charlestown will scale their DEI Approach and best practices through all aspects of its operations.

The Onyx/DREAM DEI Operation Plan will align with the TCB "Opportunity Contracting and Hiring (OCH)" approach. This includes hiring M/WBE vendors to carry out building operations during the long-term operations of the property by our property management team and setting and meeting ambitious goals to hire maintenance and building engineering workers who reflect the diversity of the communities TCB works in.

This work is overseen by The TCB OCH Committee, which meets quarterly and includes members of their leadership team as well as staff across all operational departments. TCB's development staff report OCH numbers quarterly via the DataLink database, creating an accountability mechanism for tracking progress towards defined OCH goals. TCB is proud of the results: in 2022, for example, TCB invested a total of \$55 million in MBEs in operating costs.

OCH During Property Operations. TCB has been recognized by MassHousing as a top performing company that fosters business opportunities for MBEs and WBEs in apartment communities financed by MassHousing. Through the initiative, MassHousing works collaboratively with property management companies, encouraging them to seek bids from MBEs and WBEs on contracts for work in a broad range of areas. TCB helps their property operations vendors self-certify if they are MBE or WBE's, they track their spending, and support their growth and success. TCB is one of the few organizations nationally who prioritizes and tracks such MBE and WBE spending on operations.

In addition to the residential operation and overall building management, Onyx/DREAM is committed to prioritizing Charlestown based firm participation in the project operations. Onyx/DREAM will prioritize contracting and hiring from Charlestown based vendors and service providers, including local restaurants and professional services firms. During the final six (6) months of construction, prior to receipt of a Certificate of Occupancy for any building, Onyx/DREAM and TCB will advertise opportunities for engagement in the Patriot Bridge newspaper and host employment and vendor service fairs on site to ensure the local business community is informed about upcoming service opportunities at **Ensemble Charlestown**. TCB is committed to local workforce hiring and will focus their efforts on attracting minority and women applicants from the Charlestown neighborhood for all levels of staffing at the project.

THE ONYX/DREAM DEI COMMITMENT

The individuals and member firms comprising Onyx/DREAM Austin LLC, their design and construction teams, and their operations and financing strategic partners are committed to a diverse, equitable and inclusive development process at all levels, across all platforms. This commitment to DEI principals starts with the ownership and leadership of Onyx/DREAM and has been brought, by the partners, to every conversation, vendor and partner dialogue during the RFP submission

process. This commitment to making DEI a leading priority, rather than a secondary obligation, is the core of our DEI Plan and the commitment to this philosophy through the length of the process is confirmed by the composition of the team presented in this RFP response. Onyx/DREAM and **Ensemble Charlestown** are proposed as a model for how development should and can be done in the City of Boston. We look forward to setting the new standard for DEI going forward.



BOSTON RESIDENT JOBS POLICY COMPLIANCE

BOSTON RESIDENTS JOBS POLICY (BRIP)

The implementation of the Boston Residents Jobs Policy (BRJP) is an essential part of the **Ensemble Charlestown** definition of "project success". The **Ensemble Charlestown** partnership of Maven, Commodore and Lee Kennedy Co believe that being proactive, long before being on the job site, is the approach that affords the greatest opportunity for meeting and exceeding the BRJP and community goals for job creation. It begins by using our collective knowledge and resources in attracting trade partners who are committed to providing opportunities for underrepresented individuals. The Construction Management teams will begin engagement with potential trade partners during the project permitting effort, to ensure early and broad opportunity for dialogue. Additionally, this approach allows us to strategize and see areas within the trades where opportunities are more attainable. We understand that these goals are important and a collaborative effort with our trade partners as well as our local trade unions will ensure that the BRJP goals are met and potentially exceeded.

The specific BRJP goals and objectives are identified, and provided in written format, with clear and direct expectations and requirement outlined, to our potential trade partners during the bidding process. This early dialogue allows all parties to prepare a path to success. Additionally, our relationships with local trade unions enhance our ability to support our trade partners should they need assistance in acquiring personnel in meeting these goals. The CM partnership managing the **Ensemble Charlestown** construction effort believes that as the construction managers of a project of this scale and importance to the neighborhood and City of Boston, it is our responsibility to assist our partners with support in this area due to the importance of this initiative.

As the project advances into construction, each selected trade partner enters a contract which incorporates the goals and requirements of reporting involved with the BRJP. A dedicated member of each CM firm will oversee compliance efforts and will assist the trade partners throughout the project with guidance on the requirements, reporting, and any administrative support needed. Further, OnyxDREAM, as developer, is committed to achieving the goals of the policy and will therefore be assigning a full time liaison to the project construction team to monitor, engage, and support the trades, subcontractors and vendors in identification, engagement and retention of qualified candidates.

If trade partners are not meeting the goals, the construction managers will work with them to assist in their efforts to be successful. This is done by sharing experiences, providing suggestions as well as direct communication with organized labor. Collaborative efforts are the path to success and as the construction managers, we must lead by example and our goal is to meet or exceed the BRIP requirements. Our staff on site must be an example and the project team is committed to exceeding the BRJP goals within the project teams managing the construction projects at all tiers and employment levels.

The **Ensemble Charlestown** CM Team compliance plan will follow the BRJP / BPDA sanctioning process and general include the following meetings:

- Pre-development meeting during Article 80 review scoping session
- Boston Resident Construction Employment Plan signed with Boston Planning & Development Agency
- Kick-off meeting
- Preconstruction meeting (to include Union Business Agents)
- Construction commencement
- Certificate of Occupancy (C of O)
- Project close-out

WORKFORCE DIVERSITY:

- Project subcontractors required to use Salesforce for reporting BRJP weekly payrolls
- Subcontractor salesforce training
- Weekly workforce diversity reporting % goals of project:
 - Residents
 - · People of Color
 - Females
 - Resident verification Log
- Project specific walk-on application accessible via URL link/QR Code
- Collect, track and report on walk-on applicants
- Process Applicants
- Follow up correspondence sent to applicants
- · Forward applications to appropriate subcontractors, track response
- Forward applications to Jobs Bank Coordinator

SUPPLIER DIVERSITY

- Identify and recruit businesses that are structured with 51% ownership, operated or managed by women, minority, veteran, disabled, disadvantaged, LGBTQ for construction scopes and or goods and services.
- Verify and reporting of minority supply businesses certification status
- Provide workshops to assist minority/woman owned companies on the qualification process to ensure solvency to work on the project

In addition to achieving the BRJP goals, the project team is also committed to job opportunity creation targeted to the Charlestown neighborhood. There is a substantial trade

presence throughout the Charlestown community, with some individuals tracing their lineage through the construction trades for three and four generations. It is important to ensure that the community that experiences the impact of construction also should benefit through job opportunity and access. As such, the project will be hosting several construction (and permanent employment) job fairs in the Charlestown neighborhood, during permitting and pre-construction phases, to ensure awareness in the community and access to open positions, training opportunities and apprenticeships. The OnyxDREAM group will be establishing temporary preconstruction trailers on the development site, at least 6 months prior to commencement of construction, and will be taking applications and interviewing potential trade and staff candidates during the pre-con and permitting phases, as well as through the construction process. The project team has also been made aware, through dialogue with the Charlestown community, of the importance of outreach to residents in the BHA and Mishuwam housing developments, specifically including communication in various languages, to ensure awareness and access to the potential job opportunities represented by the **Ensemble Charlestown** project.

In summary, the Maven/Commodore/Lee Kennedy Co team is proud to be part of an effort that makes the community a better place to live and work. An essential part of this effort includes our providing equitable social and economic opportunities to all members of the community. We are confident that this partnership will make a strong positive difference and result in a workforce that is fully representative of the City of Boston and Charlestown neighborhood.



DEVELOPMENT ADDITIONAL DATA

OTHER INFO

The Onyx/DREAM group has, during the RFP Response Period, reached out to Charlestown elected officials, community leadership organizations, and non-profit organizations that may have interest in utilizing the public realm aspects of the Ensemble Charlestown project, including the athletic fields, music, art and culture spaces, and community room.

The following list of organizations and individuals were connected for their input and suggestions. The Ensemble Charlestown design and development team anticipates adding to this list and continuing the extensive stakeholder and community engagement process upon award of tentative designation as developer:

- State Senator Sal DiDimenico
- State Representative Daniel Ryan
- City Councilor Gabriela Coletta
- The Charlestown Neighborhood Council
- The Charlestown Mothers Association
- Charlestown Soccer
- Charlestown Lacrosse
- The Charlestown Working Theater
- The Charlestown Boys & Girls Club
- Bunker Hill Community College
- Cambridge College
- BECMA
- BCC

The Onyx/DREAM group heard a number of important comments from these groups and individuals which have been incorporated into our proposal and RFP response. Attached are support letters from those individuals who were kind enough to provide them based on our preliminary proposal.



ENGAGEMENT LETTERS



July 6, 2023

Teresa Polhemus, Executive Director of Boston Planning & Development Agency One City Hall, Ninth Floor Boston, Massachusetts 02201

Letter of Support for Onyx/DREAM Austin LLC Team's RFP Response

Dear Ms. Polhemus,

I am writing this letter to express the support of the Black Economic Council of Massachusetts (BECMA) for the Onyx/DREAM Austin LLC team's submission of their response to the RFP for the Austin Street Parking Lot Parcels in Charlestown. At BECMA, we are committed to promoting economic development and empowerment for Black businesses and communities throughout Massachusetts. We believe that the Onyx/DREAM Austin LLC team is exceptionally qualified and well-suited to be designated as the developer for this transformative mixed-use development.

Their development plans prioritize the creation of truly affordable homeownership and rental opportunities, ensuring that there is no displacement of residents. Moreover, the team is committed to promoting greater inclusion and equity by actively involving a diverse group of local M/WBE-owned businesses and investors. With over 75% of the development team being M/WBE, they exemplify the values of diversity and economic empowerment.

The Onyx/DREAM Austin LLC team comprises experienced and diverse professionals dedicated to enhancing our community. Their vision is to create a sustainable and socially equitable expansion of Charlestown. They plan to introduce beautifully landscaped open spaces, soccer fields, and pedestrian-priority zones, addressing the need for more park space and improving outdoor air quality. Furthermore, their project will infuse the area with vibrant cultural, artistic, and retail destinations that celebrate and promote the diversity, history, and culture of Charlestown.

We are particularly excited about the numerous benefits their project will bring to the community. Given Onyx/DREAM Austin LLC team's collaborative approach and extensive experience working on similar projects within the community, we have full confidence that they are the ideal choice to revitalize the Austin Street Parking Lot Parcels and seamlessly integrate the site into the fabric of the larger Charlestown community. Thank you for considering our support for the Onyx/DREAM Austin LLC team's RFP response.

Sincerely,

22

Nicole Obi President & CEO

One Beacon St., 15th Floor, Boston, MA 02108 • (857) 308-4623 • info@becma.org • www.becma.org

Onyx/DREAM has provided Engagement Letters.



PO Box 990575 Boston, MA 02199

To Whom It May Concern,

On behalf of the Builders of Color Coalition, we are pleased to submit this Letter of Support for the development put forth by Onyx/Dream Austin LLC) for the Austin Street Parking Lot Parcels in Charlestown.

The Builders of Color Coalition is devoted to increasing access and diversity in Boston's commercial real estate sector to promote the economic well-being of minority businesses and the communities we serve.

We are pleased to see minority-owned development firms within our network putting forward this proposal and supporting their participation in development. This project team putting forth the Austin Street Parking Lot Parcels proposal comprises an experienced and diverse group of professionals who have spent their careers working to improve the communities they build. Over 75% of the project team are M/WBE businesses and investors. This project also includes vibrant cultural, artistic, and retail destinations that embrace and promote Charlestown's diversity, history, and culture. This project has a strong potential to create a generational impact in expanding economic opportunity.

BCC has worked diligently with professionals of color, private firms, government agencies, trade organizations, and community nonprofits. Consistent with this reputation, we view this proposal as an important and valuable opportunity for diverse communities to gain a vital stake in our

We look forward to this proposal's successful award and completion and ask for your full consideration of this project.

Sincerely,

Colleen Fonseca **Executive Director**

PO Box 990575, Boston, MA 02199

(617) 684-5586

info@buildersofcolor.com

ENGAGEMENT LETTERS

Onyx/DREAM has provided Engagement Letters.



July 7, 2023

Onyx/DREAM Austin LLC Attn: Chanda Smart 75 Arlington Street Boston, MA, 02116

RE: In Support of the Onyx/Dream Austin LLC Team

Dear Chanda:

On behalf of Cambridge College, I am pleased to write this letter in support for the Onyx/DREAM Austin LLC team to be designated as the developer of the Austin Street Parking Lot Parcels in Charlestown,

We understand that the Onyx/DREAM Austin Team is paying particular attention to the values and desires of this community in proposing a socially equitable mixed-use development that includes a rich array of amenities for its residents. The fact that their team is composed with similar values towards diversity and inclusion is indicative of their thoughtful mission objective. We are equally encouraged by their strong desire to work collaboratively with the community to create a vibrant, pedestrian-friendly environment that complements the positive attributes of Charlestown.

Cambridge College has been a member of the Charlestown community since our move from Cambridge in 2017. Over that time period, we have come to appreciate the diversity of this community and the strong commitment by local institutions to sustain continued improvement for all of its residents. We additionally have a strong history of partnering with organizations, including developers, to provide direct access for adjacent communities to lifelong learning opportunities. This project could represent one of those opportunities, to align our mission with the community-serving vision of the Onyx/DREAM Austin team.

In closing, we are happy to submit this letter and to recognize the vision of Onyx/DREAM Austin for the Austin Street Parking lot parcels. This site will represent an important gateway marker into the Charlestown community. Attention to detail in creating the right physical environment and one that is integrated into, and accepted by, the Charlestown community will be important. We believe that this team is up to the task of delivering a successful outcome.

Deborah C. Jackson President

Cambridge College

Cambridge College | 500 Rutherford Avenue, Boston MA 02129 | www.cambridgecollege.edu

DEVELOPMENT APPENDIXI

RESUMES AND BIOS OF ALL THE FIRMS AND THEIR MEMBERS

STRATEGIC PARTNERS

THECOMMUNITY **BUILDERS**

What We Do

Develop Healthy Housing

Housing Development

TCB builds and preserves high-quality affordable and mixed-income housing, and invests in community amenities and services that help the surrounding community to flourish. We work collaboratively with our partners and clients – public housing authorities, resident groups, faith-based organizations, community development corporations, and others – and coordinate community engagement. We build rental homes for families, seniors, and people with special needs, as well as homeownership opportunities for first-time homebuyers. We typically go on to own and manage our developments, enabling us to participate over the long term in integrating housing and support services with resident participation.



Finance

Securing the resources to build quality affordable housing requires creativity, expertise and persistence. Over decades, TCB has built a reputation for the ability to create innovative, layered financing packages, securing and deploying nearly every form of public financing available, both traditional and unusual, for affordable housing development. We have arranged for a total of nearly \$5 billion of debt and equity for our projects, including equity via syndication of Low-Income Housing Tax Credits and New Markets Tax Credits, and funding through federal programs like Rental Assistance Demonstration (RAD), NSP2, Choice, and HOPE VI, as well as linkage fees, tax-exempt bonds, Tax Increment Financing, and many more.



Cleveland , OH Choice Transformation groundbreaking ceremony

Design & Construction Management

Our group provides specialized technical support to our project teams throughout the development process, in design as well as construction, resulting in better cost estimates, design decisions, and cost containment. Our experienced in-house team of architects, engineers, and construction managers provide master specifications and standards, cost estimating, design review, and contract administration for over \$1 billion of construction across the TCB portfolio. In 2021, we introduced a corporate standard for all new developments to meet the Enterprise Green Communities 2020 or better. Our portfolio also includes properties that have been certified under the US Green Building Council's LEED rating system, US PHIUS Passive Building Certification, and Fitwell.



East Liberty North, Pittsburgh PA



What We Do

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Cleveland, OH Choice Transformation groundbreaking ceremony

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East Liberty North, Pittsburgh PA

THE C MMUNITY **BILDERS**

www.tcbinc.org

Invest in Thriving Neighborhoods

Neighborhood Revitalization

We invest in amenities and services that make good neighborhoods great. We partner with stakeholders in the neighborhoods we serve, we invest our own resources to bring needed services and jobs to the community, and we work to attract and leverage other resources to enhance our impact. By helping to bring valued amenities to the neighborhoods we work in, we help to build communities our residents want to live in and are proud to call home.

We increasingly aim to provide commercial space in our developments and have an in-house director of commercial real estate. Our portfolio includes close to 600,000 square feet of neighborhood-serving commercial space. Through the New Markets Tax Credit (NMTC) program, we partner with local stakeholders to attract jobs and commerce, with a focus on minority- and women-owned businesses. To date, TCB has helped spur the development of 2.5 million square feet of in disadvantaged neighborhoods through several NMTC allocations awarded to TCB.





Ellis Arts and Recreation Center, Chicago II

Avondale Town Center, Cincinnati OH

Connect Residents

Community Life & Resident Services

We believe that a thriving community is one where residents embrace empowerment and self-determination in achieving what they define as success. To that end, TCB delivers a targeted and coordinated array of resident services through our Community Life initiatives.

Using a neighborhood-based model, we forge partnerships with effective local organizations near our developments to bring connections to jobs, schools, early education centers, financial coaching, and social services programming to our residents. We also invest strategically in local businesses and amenities. Integrating our property management and Community Life efforts, we focus on helping residents to achieve outcomes in several areas. Our approach is resident-centered, evidence-based, and outcome-driven.





www.tcbinc.org



Noquochoke Village, Westport MA

Manage Well

Property Management Overview

TCB delivers excellent property management across our portfolio, with investment in strong local teams supported by experienced centraloffice staff. We manage our properties with longterm goals in mind, providing exceptional physical, fiscal and social oversight. We emphasize not only sound "bricks and mortar" management to ensure the financial viability of our properties but also high-quality social services for our residents through our Community Life programs.

TCB is an Accredited Management Organization, a designation the Institute of Real Estate Management awards to firms that fulfill strict requirements for experience, integrity, insurance and fiscal stability. Our portfolio is ranked in the National Affordable Housing Management Association's Top 100.

Own Responsibly

Asset Management

Our asset management team works to ensure that our properties produce the maximum long-term value to TCB, our investors, and the communities we work in. The complex financing structures and regulatory requirements inherent in affordable housing obligate owners to understand the needs of multiple funders and ensure that properties comply with a range of requirements, TCB's dedicated team proactively tracks operating performance and financial indicators on an ongoing basis, manages risk, and evaluates strategic opportunities for refinancing or restructuring.





www.tcbinc.org





DIRECTOR OF FINANCE

Michael Gray

Michael Gray serves as director of finance for The Community Builders, Inc. (TCB) in Boston, a position he has held since 2008. Michael is responsible for maintaining corporate underwriting standards and providing analytic capacity for mixed-use and mixed-income tax credit syndication and acquisition opportunities. Since joining TCB in 2008, Michael has arranged tax credit equity and debt for the construction and/ or preservation of more than 2,400 units of housing.

Previously, Michael served as a principal at Quadro Property Group where he managed investment and development projects in Boston, Bucharest, Budapest and Warsaw. Prior to that, Michael served as a senior urban design associate at Wallace Floyd Associates where he focused on the design and development of over 50 developments in the U.S. and India.

Michael holds a master's degree in city planning from the Massachusetts Institute of Technology and a bachelor's degree in environmental studies and political science from the University of Vermont.

The Community Builders logo

THE C^MMUNITY **BUILDERS**



PRESIDENT & CEO **Bart Mitchell**

Bart Mitchell is the president and chief executive officer of The Community Builders (TCB), the country's largest nonprofit developer of mixed-income housing, with regional hub offices in Boston, New York City, Washington D.C, Columbus and Chicago. Mitchell leads the company's development; property management; and community life operations with a reach of over 13,000 apartments in 15 states and the District of Columbia. He was appointed to his current leadership position in 2012 and previously serve d as TCB's chief operating officer.

Mitchell has a distinguished career in community development that began as a housing and economic development advisor to the mayor of the city of Boston in the 1980s. He first joined TCB in 1989 as the director of finance and served as project manager for complex urban developments at TCB for six years. In 1996, he left TCB to serve as chief operating officer of Beacon / Corcoran Jenison Partners, developing HOPE VI communities. He later founded Mitchell Properties LLC, a developer and owner of high-quality residential and mixed-use real estate ventures. Mitchell returned to TCB in July 2010 as the company's chief operating officer .

Wit h a master 's degree in public policy from the Harvard University Kennedy School of Government with a concentration in finance and urban development policy, Mitchell also holds a Bachelor of Arts degree from Williams College with highest honors in political economy. He serves on the board of directors of New Lease for Homeless Families, Stewards of Affordable Housing for the Future, the Affordable Housing Tax Credit Coalition, the Affordable Housing Developers Council, and serves as cochair for 2020 of the Housing Partnership Network 's CEO For um. He has previously served on the boards of trustees for Williams College in Williamstown, Mass., The Park School in Brookline, Mass., The Winsor School in Boston and the Boston Air Pollution Control Commission.

THE C MMUNITY **BUILDERS**



VICE PRESIDENT OF FINANCE

Jesse Elton

Jesse Elton serves as director of finance for The Community Builders, Inc. (TCB) in Boston, a position she has held since 2018. Jesse leads TCB's finance team, a group of five within the development department that is dedicated to structuring financially sustainable developments that promote TCB's mission. The finance team brings financial expertise to support TCB's development pipeline and portfolio management activities and manages relationships with financial partners.

Jesse began her career in development at nonprofit housing developer BRIDGE Housing Corporation in San Francisco, and later worked at Local Initiatives Support Corporation as a national housing lender and technical assistance provider. She joined TCB as a finance project manager in 2014.

Jesse holds a master's degree in public policy from the Harvard Kennedy School and a bachelor's degree from Haverford College.

THE C MMUNITY **BUILDERS**





EXECUTIVE VICE PRESIDENT OF PROPERTY MANAGEMENT

Lisa Wilcox-Erhardt

Lisa Wilcox-Erhardt serves as senior vice president of property management for The Community Builders, Inc. (TCB), a position she has held since 2019. Wilcox-Erhardt will lead the TCB property management portfolio of over 9,000 apartment homes and a staff of 350 people.

She is responsible for maintaining property quality, establishing and meeting operating budgets, maintaining relationships with residents and external stakeholders and developing and growing a management team committed to TCB's mission. As a member of the TCB leadership team, Wilcox-Erhardt will provide strategic advice and direction for the entire organization.

Prior to joining TCB, Wilcox-Erhardt was executive vice president of housing and services for CommonBond Communities in Minnesota, a nonprofit housing organization which she joined in 2006.

Wilcox-Erhardt holds a Bachelor of Arts degree in political science from Virginia Wesleyan College and has earned a Certified Occupancy Specialist® designation from the National Center for Housing Management.



EXECUTIVE VICE PRESIDENT FOR REAL ESTATE DEVELOPMENT

Patricia Belden

Patricia Belden joined The Community Builders in 2020 as the Executive Vice President of Real Estate Development. Prior to joining TCB, Belden worked at the Preservation of Affordable Housing (POAH), a leading multi-regional affordable housing nonprofit. Belden worked her way from project manager to managing director and COO, co-leading all development, including POAH's entry into the Chicago market and its Choice Neighborhoods grant-funded work. She also served as President of the POAH Communities property management company and launched the organization's Community Imp act program which focuses on helping seniors age in place, and residents achieve economic stability and mobility.

Belden is active on several boards of national associations including the Housing Partnership Network and National Affordable Housing Trust, a nonprofit tax credit syndicator. She received her B.A. from Cornell University and has a master's degree in Public Policy from the Harvard Kennedy School of Government.



MSquared



OUR PROJECTS

We focus on investing in and developing projects that respond to the affordability crisis, contribute to neighborhood infrastructure, and address long-standing industry inequities.



AFFORDABILITY

Our projects include a blend of new market rate units alongside units affordable to low- and moderate-income residents and/or the "Missing Middle"



SUSTAINABILITY

We optimize development opportunities in transit-oriented locations, incorporate energyefficient materials and systems and employ sustainable design practices and connect with open spaces and bike/pedestrian pathways



SOCIAL INFRASTRUCTURE

We create spaces for local small businesses, community facilities, and/or neighborhood institutions and non-profits



DIVERSITY

Our projects include meaningful participation by women- and minority-led firms, historically underrepresented groups, with the potential to outperform



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Alicia Glen

FOUNDER & MANAGING PRINCIPAL

Alicia Glen is a former New York City Deputy Mayor and a nationally recognized expert in urban development, infrastructure finance, job creation, and housing policy.

As Deputy Mayor from 2014 to 2019, Alicia was the architect of "Housing New York" – the largest housing plan in the nation – and developed and financed over 125,000 affordable homes, shattering all previous records. She also created "NYCHA" 2.0," a stabilization and modernization plan to generate \$24 billion in funds for renovations and essential capital repairs across NYCHA's portfolio by converting units to private management and building new mixed-income projects.

She also launched the largest municipal ferry system in the United States; initiated large scale planning efforts on the Long Island City waterfront, Sunnyside Yard and Governors Island; negotiated the expansion of Google's NY campus, spearheaded the rezoning of the Garment District and East Midtown; established the Tech Talent Pipeline for the life sciences and technology sectors; and repositioned the City's industrial assets to support modern manufacturing and film and TV production.

Prior to serving as Deputy Mayor, Alicia was Head of the Urban Investment Group (UIG) at Goldman Sachs and co-led the firm's 10,000 Small Businesses initiative. Under her leadership, UIG catalyzed more than \$5 billion of mixed-use development in cities across the country through equity, debt, and tax investment vehicles. UIG also invested in and structured innovative public-private partnerships, including the first domestic Social Impact Bond, CitiBike bike share, "New Lab" in the Brooklyn Navy Yard, the headquarters of the National Dance Institute at P.S. 90, and Teacher's Village in Newark, NJ.

From 1998-2001, Alicia served as the Assistant Commissioner for Housing Finance at the NYC Department of Housing, Preservation and Development. An attorney who practiced at several national law firms in their real estate groups, she began her career at Brooklyn Legal Services.

Alicia is the current Co-Chair of The Gateway Development Commission and Chair of the Trust for Governors Island. She is also an advisor to the Terner Center for Housing and Innovation at UC Berkeley and an adjunct professor at Columbia Business School.

Alicia received a B.A. from Amherst College and a law degree from Columbia University.



Sara Myerson

MANAGING DIRECTOR, INVESTMENTS

Sara is the Managing Director of Investments, where she oversees the sourcing and execution of investment opportunities for funds managed by MSquared.

She brings over 15 years of finance, design, development and public-private partnership experience with a focus on sustainable and resilient development in emerging and transforming urban markets.

Previously she served as the Director of Planning for the Boston Planning and Development Agency, where she oversaw Boston's land use planning, urban design and zoning and led its first citywide planning initiative in 50 years -Imagine Boston 2030.

Prior, she served as the Chief of Staff and Director of Policy at Preservation of Affordable Housing (POAH), a nonprofit affordable housing developer. Sara began her career at Goldman Sachs, working in the Urban Investment Group (UIG) and the Investment Banking Division.

Myerson holds a Master in Urban Planning from Harvard University and a B.A. from Middlebury College. She sits on the Urban Land Institute (ULI) Boston Advisory Board and the ULI Public-Private Partnership Council.





ASLAND

OVERVIEW

Asland Capital Partners ("Asland"), founded by James H. Simmons III, is a leading owner and operator of multifamily, mixed-use and retail assets in revitalizing sub-markets throughout the U.S. The firm has consistently added value to assets and communities through its careful and intense focus on revitalization, rehabilitation and re-positioning.

Asland and its principals have a long and distinguished track record of creating and preserving affordable and workforce housing within the five boroughs of New York City and across the nation. As the general partner of the Asland Domestic Emerging Markets Fund II ("ADEM Fund II") and the founders and managers of ADEM Fund I, the principals of Asland have invested over \$1 billion of equity in affordable and workforce multifamily/mixed-use developments over the past decade.

Asland's team has 100 years of combined experience in both the public and private sectors resulting in a long track record of public-private partnerships. Over the past decade the firm's principals have developed a reputation of integrity, creativity and excellence across the acquisition and re-positioning of 180 assets consisting of 11,200 multifamily units, 2,000,000 square feet of mixed-use space and 170,500 square feet of retail space. By focusing on assets and submarkets that have been under invested and/or under-managed, the firm's principals have been able to create immense value for both financial shareholders and community stakeholders.



verton Square – Harlem, NY











THOMAS F. WELCH & ASSOCIATES



JOE SAVAGE

1984 – present

Boston, MA

1981 - 1983

As a strategic media consultant, responsibilities include developing, directing, and implementing issue oriented media strategies for clients ranging from international corporations and foundations to local not-for-profits. Representative projects include:

From 2002 – 2004, Consultant, Boston Police Department.

Inter-agency coordination and communications for three-year Boston Foundation grant to reduce violent crime in targeted Boston neighborhoods. Integrating the Commonwealth of Massachusetts and other members of the social service delivery network into the successful crime reduction collaboration among law enforcement, youth workers, and community groups.

From 1998 – 2001, Consultant, Robert Wood Johnson Foundation.

Managed and directed over \$200,000 in consulting contracts to document the successful Boston Strategy against youth violence that resulted in unprecedented collaboration among law enforcement, youth workers and community groups to dramatically reduce Boston's murder rate. Public education products included Boston Strategy.com website, two videos, and a feature article in the Economist.

City of Boston, Office of Property Equalization **Director of Public Information**

Responsible for directing all public information, press activities, and education programs for the implementation of the first successful revaluation of real estate and personal property in the City of Boston in 100 years.

City of Boston, Office of the Mayor Boston, MA Deputy Director, Office of Communications 1978 – 1983

Coordinated long- and short-term public information programs for a variety of social, fiscal, and development issues. Directed editorial board briefings, responded to media inquiries on a daily basis, and oversaw news conferences and media events.

City of Boston, Youth Activities Commission Boston, MA Youth Workers Supervisor 1974 – 1978

As a member of a bi-racial team assigned to Jeremiah F. Burke High School during the first year of Boston school desegregation, mediated racial disputes and provided social service intervention and referrals. Served as a youth



THOMAS F. WELCH PROFESSIONAL SUMMARY

Thomas F. Welch, President of Thomas F. Welch & Associates, Inc., has been active since 1973 as a real estate professional in the related fields of real estate finance and development.

Trained as a planner at Massachusetts Institute of Technology, he received the Masters in City Planning degree in 1973 with a concentration in urban land development. He began his professional career with the Massachusetts Housing Finance Agency where he served as Senior Mortgage Analyst & Environmental Officer until 1975. The duties included evaluating the feasibility of proposed projects, assessing the capabilities of development team members and determining the responsiveness of proposed projects to documented housing needs and environmental regulations.

From 1976 thru 1983 Mr. Welch was Senior Vice President for HII, Corp., a nationally recognized real estate development and management company. He had direct responsibility for conceptual planning, finance and construction of affordable housing projects in Boston. The projects utilized Low Income Housing Tax Credits, Historic Tax Credits, and the first issuance of bond financing by the Boston Housing Authority for a private owner.

In 1983 Mr. Welch formed Thomas F. Welch & Associates, a real estate development and consulting firm in Boston, Massachusetts. The firm has been a principal and/or General Partner in partnerships that have developed the following projects:

- Biscayne View Apartments A 463 unit mixed-income apartment complex with ancillary commercial space in Miami. This was a first phase component of the city sponsored Southeast Overtown/Park West Redevelopment Project.
- Rector Park Condominiums A 274 unit market rate condominium project at Battery Park in New York City.
- Crosstown Center A mixed-use project near downtown Boston of 825,000 square feet consisting of a 175 unit hotel, office, retail and garage space.
- Humboldt Apartments A mixed-use affordable housing and retail project in Boston that was accomplished through the rehabilitation of a financially distressed property utilizing City and State HOME funds.
- Commerce Apartments A mixed-use affordable housing and market retail project completed in 1997. The properties were purchased from a Boston bank and completely rehabilitated utilizing HOME funds and Low Income Housing Tax Credits.

• MassBiologics – The firm provided real estate development services through permitting for the only non-profit FDA licensed manufacturer of vaccines in the United States. The facilities consist of two buildings; (1) a manufacturing building of approximately 25,000 square feet and (2) a research building with laboratory space for product discovery and process development.

The firm is currently serving as lead Consultant to a Boston based cultural arts organization in developing a mixed-use commercial project of approximately 1.2 million square feet of built space. The uses will include medical office/research, museum, residential, arts education, retail and garage space.

Total cost of all projects combined is in excess of \$800 million.

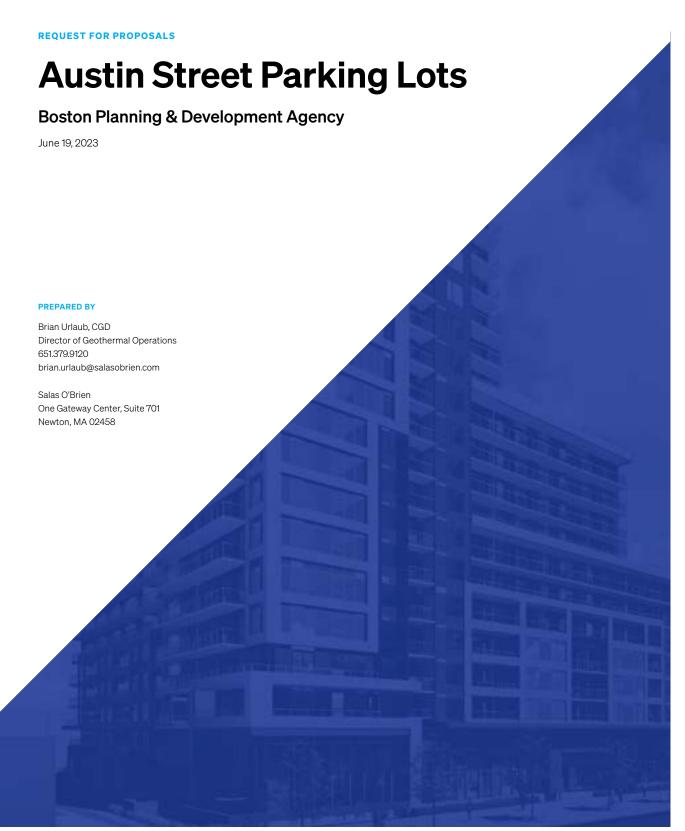
Mr. Welch has received numerous awards and served as a Director/Trustee of businesses, educational institutions and civic organizations.

Married to Martha Jones Welch of Atlanta, GA, a Spelman College and Northeastern University graduate, they have two children: Thomas Jr. and Malene Elizabeth Welch. The Welch's' reside in the Roxbury neighborhood of Boston.









/ Project Approach

Salas O'Brien is pleased to provide a response to the BPDA's Request for Proposals for the Austin Street Parking Lots.

Salas O'Brien has long been a leader in the planning, design, and implementation of ground-source geothermal heating and cooling projects. In recent years, more and more entities have expressed an interest in implementing these projects due to inherent decarbonization characteristics and the proven technologies.

Conventional thinking is that design and construction are what drive project success. While both are critically important, certain aspects beyond the parameters of design and construction can greatly impact the success of a project. The Salas O'Brien team will take a holistic view of the project, identifying aspects that amplify value and mitigate risk.

Our Approach

Salas O'Brien plans to pursue this project utilizing a multiphase approach:

Phase 1 – Project structural formation and preliminary value proposition

Salas O'Brien will develop an initial commercial concept considering the awarded Developer's preferences, sources of investment funds, operations, and long-term risk appetite for ownership. Our engineering team will develop a conceptual design to meet the heating and cooling need and provide initial scope, schedule, and budget to deliver the project as well as a traditional alternative to deliver the same services to define the value proposition. The proposed technical solution is described further below. The team will identify key incentive considerations to direct technical decisions and integrate these aspects into a financial pro forma for review with the Developer. The pro forma will identify key sensitivities to the project for the team to consider. Salas O'Brien will generate a sensitivity tracker and risk register to manage ongoing project risks and mitigants.

Phase 2 – Project refinement and definitive agreement formation

Working with the Developer through Phase 1, the team will collectively determine the path for development of the project either through self-performing the project or preparing for third-party implementation of the design concept. Salas

O'Brien will work with the awarded Developer to identify key timing and phasing of the project to ensure optimized flexibility and mitigate underutilized infrastructure. Since Salas O'Brien's organization has an ability to self-perform the engineering as part of its core business, we are motivated to work with the Developer to develop a project with the greatest economic potential.

A plan and procedures for the implementation of geothermal test bores will be developed and executed in order to confirm the design capacity potential of each well.

Partnership Approach:

Alternatively, Salas O'Brien can work with the Developer to seek outside funds through investment partners to advance engineering and project implementation in a transparent manner. Salas O'Brien can create a special purpose vehicle ("SPV") to finalize design, build, finance, own, and operate the system and contract directly with counterparties for use of the heating and cooling utilities.

Technical Solution

Energy Modeling

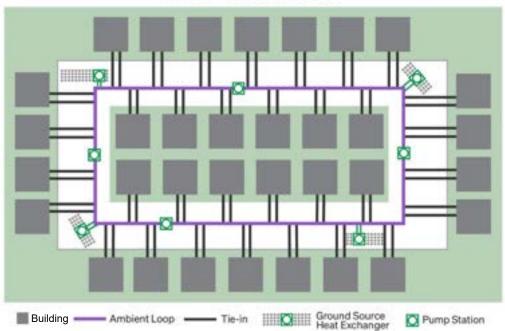
Salas O'Brien will perform thermal energy models for a number of the "typical" buildings in a selected geothermal district. The thermal profiles will include different orientations of the buildings to represent an average load profile for each type, then scaling those profiles will determine the total aggregate thermal loads of the development. TRNSYS modeling software will be used to determine the locations of all thermal energy resources within the system. The modeling software takes all diversity and energy sharing into account when designing thermal resources.

Infrastructure Design

Our design approach for the development's thermal infrastructure will be based on an "ambient temperature loop" (ATL), a single pipe throughout the development that connects each property/building as well as each thermal resource (e.g., geothermal heat exchangers). A curb stop valve box for each property will facilitate phasing and construction timing by allowing isolation of all properties from the ATL. This also allows the connection of each building without shutting down the ATL. The ATL is filled with water and a small amount of chemical treatment that inhibits corrosion and bacteria growth. Because it is a closed loop, the ATL does not need additional fluid/water once it is filled and operational. One or more pump stations (located above ground or below, subject to site restrictions and space requirements) will provide ATL circulation. Heat-fused High-Density Polyethylene (HDPE) piping of less than 10" diameter

One-Pipe Ambient Geothermal System

RCES - Ambient Loop



will be located with other utilities buried 4-6' below the street right of way (ROW). Salas O'Brien will coordinate and collaborate with civil engineers for location and placement of the ATL system.

Thermal Resources

Salas O'Brien will evaluate and design the most cost effective and efficient set of thermal resources available. A typical system employs geothermal heat exchangers, most commonly vertical loops grouped in locations throughout the development to both optimize energy and accommodate open space and public property. Loops can also be located within the street ROW, in green spaces, or under buildings. We will also evaluate any other potential thermal resources such as water retention ponds or surface water systems. A wastewater energy transfer (WET) system that captures and rejects heat into the community's main sewer line may also be feasible. Salas O'Brien will work with MWRA to determine feasibility of the WET System. For energy transfer into and out of the ATL system, any additional thermal resource would require a pump house, located above ground or below, potentially in the street ROW.

The above diagram shows a conceptual ATL using a single circulation pipe and multiple thermal resource locations.

Building Systems

Salas O'Brien will provide stakeholders and building side system implementers with a "basis of design" (BOD) narrative and specifications around which the building systems need to be designed and installed to optimize the thermal network system function. Typically, residential buildings use a Geothermal Heat Pump (GHP) with a ducted air distribution system for heating and cooling. The ductwork and DHW systems are no different than a traditional forced air furnace and AC system. Each building has an independent pump station that circulates fluid from the building to the ATL and back. Salas O'Brien will also evaluate if an energy transfer station (ETS) is recommended to isolate the ATL fluid from the building fluid. We will provide entering ATL temperatures to each structure to help determine the size and type of GHP to use with the system.

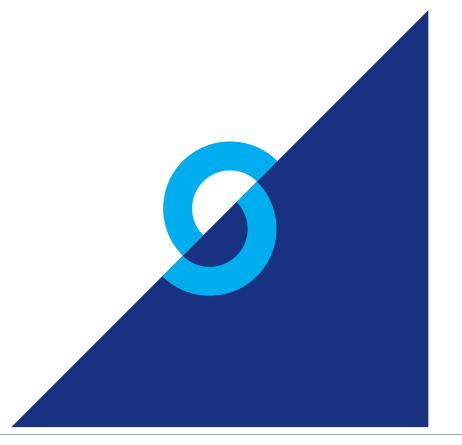
Boston Planning & Development Agency / Austin Street Parking Lots

Salas O'Brien

Boston Planning & Development Agency / Austin Street Parking Lots

Salas O'Brien

Profile of Firm





Engineered for Impact

/ Salas O'Brien is an engineering and technical services firm focused on advancing the human experience through the built environment. Our team is engineered for impact[™], helping clients achieve critical goals, advancing team members through growth and opportunity, and operating at the center of important global issues, including sustainability and decarbonization.

We support government and private sector clients in a variety of industries by applying our specialized expertise in built environment engineering and design, energy and resiliency, process design, and advanced consulting services. Focusing on constant progress and a sustainable future, we are committed to creating the best possible outcomes for our clients and our team members.

Resilient practices and projects

Environmental accountability and sustainability are at the core of our daily operations and, most importantly, engrained in our project delivery. The work we do reduces dependence on natural resources while supporting our clients' goals, which are often linked directly to strategic sustainability goals and climate action pledges, and our designs meet the latest standards for energy, environmental, and human health. Our team delivers safe and resilient projects that drive optimal performance while reducing environmental impact.

Helping clients adapt to a changing world

With more than 2,200 employee owners and 400+ registered professionals operating from locations across North America, we provide a full range of engineering and technical consulting services for government and private sector clients. From guick-turn projects to the most complex systems, our team is dedicated to providing quality solutions that deliver long-term



Our Focus

We are national leaders in energy planning and the planning, design, and implementation of geothermal systems, central energy plants, and district energy systems.

Geothermal Projects

Central plant replacements and modernizations

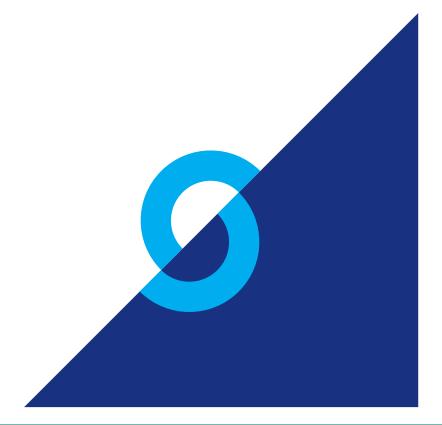
SERVICES

- 3D Laser Scanning & Modeling
- Carbon Reduction Planning
- Central Utility & Energy Plants
- Chilled Water Distribution
- Commissioning & Retro-Cx
- Energy Modeling
- High Temperature Hot Water Distribution
- Infrastructure Engineering
- Mechanical & Electrical
- Plumbing & Fire Protection

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Qualifications

Team Resumes, Project Experience & References







Mike Walters PE. LEED AP PRINCIPAL, DISTRICT ENERGY MARKET LEADER

Mike is an experienced Principal with a broad range of experiences and a passionate entrepreneurial spirit. He has demonstrated success in developing projects and implementing plans to increase sustainability and energy-efficiency for clients, both large and small, throughout the United States. Mike's project experience includes energy master plans, carbon reduction plans, design and construction of central energy plants, and design for an array of high-performance building types.

YEARS OF EXPERIENCE

23 Years

Bachelor of Science, Architectural Engineering, Milwaukee School of Engineering

REGISTRATIONS

Professional Engineer; WI

LEED Accredited Professional (LEED AP)

PROFESSIONAL AFFILIATIONS

Member - Consulting Specifying Engineer Editorial Advisory Board (2009 to Present)

Adjunct Faculty; University of Wisconsin, Madison - College of Engineering

RELEVANT EXPERIENCE

- ▲ Ford Motor Company Dearborn, MI Central Energy Plant & Campus Distribution Systems; Energy Master Plan
- Roche Diagnostics Branchburg, NJ Central Energy Plant Expansion & Geothermal System
- ▲ Appalachian State University Boone, NC Innovation District DES
- Michigan State University East Lansing, MI Geothermal Feasibility Study
- Smith College Northampton, MA Energy Master Plan; Geothermal Conversion Phase 1; Geothermal Conversion Schematic Design Phases 2-4



Local presence in Ann Arbor area

Rick Humphries PE

DIRECTOR OF DEVELOPMENT

Rick is a mechanical engineer with a background in thermal systems design. Over the past decade he has focused on the creation of project companies to serve specific energy needs. Rick approaches projects in a holistic way, considering the application of technology, market drivers, and economic incentives to produce an outcome that meets the client's needs.

YEARS OF EXPERIENCE

17 Years

EDUCATION

Bachelor of Science, Mechanical Engineering, Michigan State University

REGISTRATIONS

Professional Engineer - Mechanical; MI #6201058524

CERTIFICATIONS

Project Management Institute - Body of Knowledge

PROFESSIONAL AFFILIATIONS

POWER Magazine Editorial Board

RELEVANT EXPERIENCE

- Ford Motor Company Dearborn, MI Central Energy Plant & Campus Distribution Systems*
- ▲ DTE Energy Woodland, CA Biomass Energy Carbon Capture Project*
- ▲ DTE Energy Sylmar, CA Landfill Gas to Energy: Renewable Natural Gas Production*
- DTE Energy Decarbonization Strategic Framework*
- Michigan State University East Lansing, MI University Switch House and Interconnect Switchgear*; University Continuing Services Contract*

*work completed with previous firm

Boston Planning & Development Agency / Austin Street Parking Lots

Salas O'Brien 7







Jeff Urlaub PE PRINCIPAL, GEO EXCHANGE EXPERT

Jeff has been responsible for the design and implementation of innovative, environmentally responsible solutions for clients across the United States. Jeff has more than 20 years of professional engineer experience in HVAC design, project management, design of engineered systems and mechanical services, with an emphasis in renewable energy, energy analysis and geothermal design.

YEARS OF EXPERIENCE

25 Years

Bachelor of Science, Engineering, University of Florida

REGISTRATIONS

Professional Engineer - Mechanical; Over 40 States; MI #6201050801

PROFESSIONAL AFFILIATIONS

American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE)

International District Energy Association (IDEA)

International Ground Source Heat Pump Association (IGSHPA)

RELEVANT EXPERIENCE

- ▲ Berczy-Glen Toronto, ON Residential Geothermal District Community Design & Build
- Hunters Point Shipyard San Francisco, CA Eco-District Campus Design
- Ann Arbor Public Schools Ann Arbor, MI Forsythe Middle School Geothermal Test Bore & Design
- Alafia Development, Spring Creek Landing Brooklyn, NY Residential Mid-Rise Complex Geothermal Feasibility & Design Services, Phase 1 & 2
- ▲ Arverne East Rockaways, NY Mixed-Use Development Geothermal & Solar Feasibility Study



Brian Urlaub CGD DIRECTOR OF GEOTHERMAL OPERATIONS

Brian oversees Salas O'Brien's geothermal projects and is involved in procurement, design, and project management. He has 22 years of experience in the geothermal industry, beginning with installation and servicing in the field, then transitioning to design and sales. He is adept at working with clients to develop solutions that meet their goals while responding to site conditions, as well as schedule and budget expectations.

YEARS OF EXPERIENCE

30 Years

Associate of Science Degree in Heating, Cooling, Refrigeration Technology, Chippewa Valley Technical College, Eau Claire, WI

REGISTRATIONS

Certified Geothermal Designer (CGD)

PROFESSIONAL AFFILIATIONS

International Ground Source Heat Pump Association (IGSHPA)

Wisconsin Geothermal Association

Minnesota Geothermal Heat Pump Association

RELEVANT EXPERIENCE

- ▲ Berczy-Glen Toronto, ON Residential Geothermal District Community Design & Build
- ▲ Alafia Development, Spring Creek Landing Brooklyn, NY Residential Mid-Rise Complex Geothermal Feasibility & Design Services, Phase 1 & 2
- ▲ Arverne East Rockaways, NY Mixed-Use Development Geothermal & Solar Feasibility Study
- ✓ Pleasant Farms Middleton, WI Mixed-Use Geothermal District Feasibility

Salas O'Brien



Rob McKenna SENIOR VICE PRESIDENT, DIRECTOR OF PLANNING

Rob has over 16 years of experience advising institutions navigating the complexities of strategic decision making, climate action planning, and utility business planning. He is an expert in statistical analysis and decisions systems and is recognized as a go-to resource for discussing complex topics at a detailed level with business managers, financial leaders, and technical engineers.

YEARS OF EXPERIENCE

16 Years

EDUCATION

Bachelor of Arts, Finance, Utah State University

Master of Business Administration, Finance, Indiana University

PROFESSIONAL AFFILIATIONS

Speaker at the International District Energy Association (IDEA)

Served as Energy and Decarbonization Advisor at more than 40 of the top 100 U.S. Colleges and Universities

Co-author author of The West's Renewable Energy Future: A Contribution by National Grid

RELEVANT EXPERIENCE

- ▲ Michigan State University East Lansing, MI Energy Transition, Reliability and Framework Planning*; Alternative Energy Analysis*; Utility Rate Design*
- ▲ Ford Motor Company Dearborn, MI Energy Master Plan*
- ▲ Miami University Oxford, OH Geothermal Feasibility Study*; Decarbonization Master Plan Update
- Smith College Northampton, MA District Energy Master Plan*; Energy and Financial Modeling*
- Wellesley College Wellesley, MA District Energy Master Plan*; Energy and Financial Modeling*

Boston Planning & Development Agency / Austin Street Parking Lots







/ Scalable single-family neighborhood geothermal

Mattamy Homes, Berczy Glen MARKHAM, ON, CANADA

Upon completion, Ontario's 327-home Berczy Glen development will be the first residential neighborhood in Canada to have its heating and cooling needs met by a central geothermal system. Salas O'Brien designed a net zero carbon system, 3.5 to 4 times more efficient than the conventional natural gas alternatives. Homeowners are expected to see 30-50% reduction in monthly utility bills.

The geothermal system consists of 170 vertical loop boreholes, 850' deep, distributed entirely under neighborhood streets in twelve pods, connected by a two-mile ambient water loop. Circulation pumps serving the loop and individual pods are housed in subgrade vaults, eliminating visible infrastructure.

The system will be maintained by Enwave Energy Corporation, demonstrating the feasibility of community-scale geothermal systems for Berczy Glen developers, Mattamy Homes.

SERVICES

Geothermal and Renewables

COMPLETION YEAR

2024

SIZE

500,000 square feet; 312 Homes

REFERENCE

Catherine Thorn Senior Director Enwave Energy Corp. 416.338.8920 catherine.thorn@ enwave.com

/ 80% reduction

in system carbon emissions

100% reduction

in household carbon emissions

Boston Planning & Development Agency / Austin Street Parking Lots

Salas O'Brien 10

Long Island waterfront, fossil fuel-free.

L+M, Arverne East NEW YORK, NY, USA

Image: Arverne East

Salas O'Brien provided geothermal district system and solar PV feasibility studies and master plan for the project. We based our feasibility study of energy and carbon reduction measures on proposed building drawings. typical building type schedules, scalable metrics to calculate aggregate loads, site weather data sets, and fluctuations in occupancy, ventilation, and internal loads. Comparing a geothermal HVAC system to a base case HVAC system, we created energy model alternatives to represent each of the design options. We profiled site geological conditions to assess geothermal heat exchange performance, determined bore counts necessary to achieve design capacity, and mapped approximate area requirements. Our modeling included capacity, annual generation, and projected share of building electrical loads by rooftop solar PV layouts, as well as thermal hot water.

Prioritizing health and wellness, along with economic development and cultural diversity, the Arverne East project will be built in phases that began in 2021.

Boston Planning & Development Agency / Austin Street Parking Lots

Energy Model, Design, Master Planning

SIZE

1,650 housing units; 277,000 million square feet commercial and community space

COMPLETION YEAR

Expected 2024

REFERENCE

Sara Levenson L+M Development 212.233.0495 x 148 slevenson@ Imdevpartners.com

With the objective of transforming a vacant 116-acre oceanfront site into a fossil fuel-free, publicly accessible mixed-use development, Arverne East will provide extensive new mixedincome housing and space for local business, retail, and services, while creating a recreational destination for metropolitan New York.

Salas O'Brien







East New York's 2M+ SF ecodistrict geothermal

L+M, Alafia Development, Spring Creek Landing BROOKLYN, NY, USA

Salas O'Brien is providing geothermal feasibility and design services for the first and second phases of the planned 2.2M sq ft mixed-use redevelopment of the former Brooklyn Developmental Center in the Spring Creek section of East New York. Conducting energy modeling and economic analysis, directing site thermal response testing, and completing design, construction administration, and commissioning for the two-building launch of the redevelopment, Salas O'Brien will initiate the basis for this 28-acre community transformation focused on wellness and economic empowerment.

Salas O'Brien's role includes conducting life cycle cost analysis and carbon reduction calculations, establishing such financial metrics as simple payback and return on investment, determining state and utility rebate amounts, and conducting system startups and performance verification. Phase 1's ten-story building provides 176 units and thirteen-story building provides 260 units.

SERVICES

Energy Model, Design, Construction Documents, Construction Administration, Commissioning

COMPLETION YEAR

In Progress

2.2 million square feet

The development aims to address the social determinants of health and improve the greater wellbeing of Brooklyn residents by including over 2,400 affordable and supportive housing units, 30,000 sq ft of healthcare space, extensive open space for physical activity, facilities for social enterprises and healthy food retail, and urban agriculture gardens.



Candlestick Point-Hunters Point Shipyard SAN FRANCISCO, CA, USA

Salas O'Brien was hired to help with the sustainable mechanical infrastructure ideas, onsite power technologies, and emerging technologies of the Candlestick Point-Hunters Point Shipyard development which will serve as a model for modern sustainable city planning. This 702acre area will house R&D facilities, commercial spaces, multi-use buildings and retail spaces. Parks, trails, and open spaces will be additional features that will attract and enhance the community.

To meet the Eco-Districts phase 1 heating and cooling needs, we proposed a hybrid open-loop water-sourced system, directly utilizing San Francisco bay water as thermal energy source and sink, by using a supply and discharge system coupled with high efficiency heat exchangers and heat recovery chillers. The main components of the system include two Titanium heat exchangers with a seawater filtration system to minimize the maintenance. The system also includes pumps designed for seawater applications to increase reliability and operational longevity.

Mechanical, Design, Utility Master Planning

COMPLETION YEAR

The new development will add over 10,000 new residential units in the form of condominiums and low-, midand high-rise buildings, over a million square feet of commercial space made available, over three million square feet for Research and Development, as well as over 300,000 square feet of property devoted to community activities. A hotel, artist studios and art center, a marina, and a performance venue/ arena will be included.

700+ acres;

4.3 million square feet

Boston Planning & Development Agency / Austin Street Parking Lots

Salas O'Brien 12

Boston Planning & Development Agency / Austin Street Parking Lots

Salas O'Brien







/Performance Company Model, with Geothermal Loop.

Clonmore Urban Towns Core Develoment TORONTO, ON, CANADA

Salas O'Brien designed the ground loop heat exchanger accessing renewable energy for the cooling and heating of this stacked townhouse development in Toronto's Birch Cliff neighborhood. Financed through a performance company model, the project consists of 118 open-concept units grouped in seven structures of varied sizes.

Our geothermal system design includes size and layout of the ground loop exchanger, with pressure drop and flushing requirements, and materials and installation specifications. The layout and location of the bore fields and building penetrations were coordinated with site/civil and structural engineers; sizing, header piping, and building interior terminations points were coordinated with the foundation plan and HVAC engineer.

SERVICES

Geothermal, Energy Model, Design Concept, Mechanical Design, Construction Administration

2022

SIZE

128,000 square feet

COMPLETION YEAR



Continuity from conductivity testing through construction.

Birchcliff Urban Towns Core Develoment TORONTO, ON, CANADA

Salas O'Brien provided the planning, design, and implementation of the geothermal energy system for this 52-unit luxury townhouse development overlooking Lake Ontario on Toronto's Scarborough Bluffs. Participating in all project phases, we streamlined delivery with verified buildout for optimal functionality, managing nuances in execution with contextual understanding to facilitate bringing the project to market on schedule.

The four-story stacked townhome development is in the heart of a highly desirable neighborhood of retail, restaurants, and beachfront. Salas O'Brien designed the building HVAC systems with ensuite geothermal heat pumps, connected to a common geothermal heat exchanger under the building. The system utilizes a gas boiler for hybrid heating.

Geothermal, Energy Model, Design Concept, Mechanical Design, Construction Administration

COMPLETION YEAR

2022

70,000 square feet







/Providing the basis for a hybrid decision.

The Dylan Condominiums, Chestnut Hill TORONTO, ON, CANADA

Toronto's eleven-story Dylan Condominiums development asserts a residential center for dynamic placemaking at the intersection of Marlee and Glencairn Avenues, sited at the junction of north-south subway and east-west light rail lines. Salas O'Brien's early work performing thermal load calculations, energy modeling, and ground loop sizing established the basis for a right-sized hybrid geothermal and cooling tower system.

The Dylan's 224 condominium units are organized in a stepped terrace design. Salas O'Brien's energy model incorporated energy code requirements and planned energy efficient design parameters, with load calculations verified by cross-reference again similar buildings. The ground loop bore field, located within the building footprint, consists of 30 bores at a depth of 830 FT. Schematic mechanical design determined hybrid fluid cooler types and provided preliminary selections.

SERVICES

Geothermal, Energy Model, Schematic Design

COMPLETION YEAR

187,000 square feet

Salas O'Brien 16



Dedicated rental apartments. Geothermal heating and cooling.

Cobourg Apartments, Balder Corporation COBOURG, ON, CANADA

Located in the lakefront downtown of scenic Cobourg, Ontario, the Cobourg Apartments development is a public-private venture with funding from the federal Canadian Mortgage and Housing Corporation's Rental Construction Financing Initiative to address Canada's growing housing crisis. Providing a mix of 71 market rate and affordable apartment units, the building draws on Salas O'Brien's geothermal energy system for all of its heating and cooling requirements, reducing greenhouse gas emission by 52 tons annually, with commensurate operation cost savings.

Our geothermal system design included size and layout of the ground loop exchanger, with pressure drop and flushing requirements, and materials and installation specifications. The layout and location of the bore fields and building penetrations were coordinated with site/civil and structural engineers.

Geothermal, Energy Model, Schematic Design

72,000 square feet

COMPLETION YEAR

Boston Planning & Development Agency / Austin Street Parking Lots

Boston Planning & Development Agency / Austin Street Parking Lots

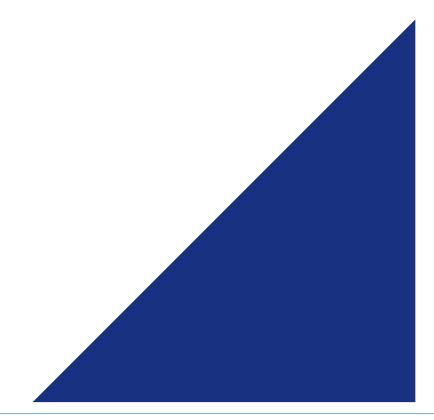
Salas O'Brien



Contact Us

Brian Urlaub, CGD Director of Geothermal Operations 651.379.9120 brian.urlaub@salasobrien.com

Salas O'Brien One Gateway Center, Suite 701 Newton, MA 02458







ZEYNEB MAGAVI **CO-EXECUTIVE DIRECTOR**



To efficiently and equitably decarbonize buildings, Zeyneb designed the GeoMicroDistrict, a scalable utility-managed bidirectional ambient-temperature thermal energy network. With six installations funded – five by regulated gas utilities – she has convened an independent research consortium to maximize learning and allow data-informed optimization of the Gas-to-Geo transition. Zeyneb joined HEET as research lead for the Large Volume Leak study, which identified a method to rapidly cut leaking gas pipe emissions in half and aligned gas utilities and climate advocates to drive rapid enactment of this method as regulation. Zeyneb serves as guest faculty at the Harvard School of Public Health and guest lecturer at the MIT Sloan School of Management.

Before entering the sustainability world, Zeyneb led the development of several technological solutions to global health challenges in the developing world, including in South Africa, Senegal, Thailand, Brazil, and Botswana. She has been part of launching two start-ups and has worked at BBN Technologies and Harvard University. Zeyneb studied physics at Brown University and global health and sustainability at Harvard University. She is committed to creating and driving forward compassionate, multidisciplinary and innovative solutions to the urgent challenge of climate change.



D/R/E/A/MCOLLABORATIVE

POWERED BY **DIVERSITY**



FIRM PROFILE

DREAM Collaborative is Boston's leading minority-owned design and development firm. Our studio is comprised of diverse problemsolvers who use architecture, design, and planning as tools to elevate quality of design to help communities thrive. Our diverse team reflects the people and places in which we work.

We design and build supportive environments to foster equity and nurture growth for all—highlighting the rich and diverse cultures within our neighborhoods.

DREAM was established in 2008 with a passion for urban redevelopment and a dedication to underserved neighborhoods to make high quality design accessible to everyone. Today, the firm works with clients on new construction and adaptive re-use projects for mixed-use and housing, science and technology, and learning environment projects. We aim to bring access to cultural vibrancy and quality design to urban communities and underutilized spaces.



years in business

employees

DREAM COLLABORATIVE IS BOSTON'S LEADING MBE **ARCHITECTURE** FIRM







SERVICES



ARCHITECTURE



URBAN DESIGN & PLANNING



RESTORATION & PRESERVATION



INTERIORS

DIVERSITY, EQUITY, INCLUSION

Broader perspectives and diversity of thought make for more informed decision making, more contextual architecture, and ultimately, more positive impacts.

DREAM Collaborative was founded on the commitment of bringing greater diversity to the practice of architecture in Boston and beyond. Based in a majority minority city, our diverse team reflects the people and places in which we work.

With our co-founders being from Jamaica and Barbados, diversity is in our DNA. DREAM provides equal opportunity in all of our employment practices.

TRACKING & METRICS

In 2019, DREAM became the first company to receive a Just 2.0 transparency label—a voluntary disclosure tool that aims to measure socially just and equitable organizations.

DREAM is also recognized as an AIA New England Emerging Professional Friendly Firm. The program aims to identify firms that are committed to employee development and growth.

These Just and AIA processes provides insight on our progress towards supporting a truly inclusive and engaged team while creating a culture of trust, growth and accountability.

Just.



countries of origin

women on staff

languages

coverage of NCARB dues









The Kenzi will be the first permitted Battery Energy Storage System (BESS) for emergency power over 4-stories in the City of Boston.



Winthrop Center is making history as the largest Passive House office building in the world—in addition to achieving LEED Gold

SUSTAINABILITY & RESILIENCE

Our sustainability and resilience process starts and is driven by our diverse in-house team, which is made up of LEED- and Passive House-certified staff.

DREAM has a deep dedication to eliminating—or even reversing—the harm that building construction and operation inflict on our planet.

DREAM is dedicated to sustainability, resilience and energy-efficiency. A diverse, inclusive, and equitable future starts with addressing climate change now. We aim to create an environmentally and socially responsible world that improves quality of life for all.

Each project that we collaborate on begins by assembling all stakeholders to align goals and regulatory requirements to ensure tat sustainable elements are incorporated and implemented throughout the design and construction stages. Working with city officials and engineers early in the design process allows our team to work closely with our clients to seek out and maximize sustainable design opportunities. We work together to create healthy, durable, and energy-efficient space that create the best return on their investments.

SOCIAL RESPONSIBILITY

DREAM is proud to be a signatory of the AIA 2030 Commitment—an actionable climate strategy to reach net zero emissions in the built environment. We join firms nationwide in an effort to integrate sustainable design practices into our design process. As of this year, our firm-wide portfolio of new construction has 77% energy savings over base levels of building emissions.



DREAM project site visit with MassCEC; DREAM works closely with the City, City officials and agencies to educate and implement best practices for a sustainable future.

THE KENZI

BARTLETT STATION SENIOR LIVING Roxbury MA

DREAM's skilled team has really helped us reimagine what welldesigned housing can do to improve the quality of life for our residents.

RODGER L. BROWN, JR.

Managing Director of Real Estate Development Preservation of Affordable Housing A Passive House, five-story, 50-unit development pushing the design stereotypes of affordable housing and 55+ living with fresh, engaging design both inside and out.

As part of an overall master plan development, this building has a mix of 1- and 2-bedroom units are designed to provide a high-quality, accessible option for neighborhood residents to age in place in their own community while also leaving a light carbon footprint. The PHIUS+ Passive House standard implemented on the project emphasizes high occupant comfort with low energy consumption. The Kenzi is the first permitted Battery Energy Storage System (BESS) for emergency power over 4-stories in the City of Boston.

The Kenzi will include a 1,200 sf community art gallery space on the ground floor, shared meeting space, laundry, cafe, resident garden, covered parking spaces, a private terrace and public plaza.











POWERED BY **DIVERSITY**

2451 WASHINGTON STREET

AFFORDABLE CONDO DEVELOPMENT Roxbury MA

Affordable condominium development that support MPDC's mission to foster a vibrant, healthy Roxbury neighborhood for the well-being and advancement of the community.

The building at 2451 Washington Street is a 4-story, 16-unit condominium that creates new homeownership units, including a number at moderate- or below-market rate prices. The unit types include 1- to 3-bedrooms ranging from 730 to 1,289 sf. The ground floor includes a lobby, maintenance office, and community room and features sheltered parking and surface parking on site. DREAM completed construction of this project in 2021.













POWERED BY **DIVERSITY**

HEARTH AT FOUR CORNERS

AFFORDABLE SENIOR HOUSING Dorchester MA

4-level building that creates safe, supportive, and affordable housing for at-risk elders to comfortably age in place.

The new housing development for Hearth, Inc. serves individuals who have low- or middle-income housing needs, providing apartments, amenities, and resident services. Units are reserved for unhoused individuals and for clients of the Department of Mental Health. The building is located steps from the MBTA Fairmount line, providing accessible public transportation.
Residents have 24/7 access to concierge and residential services, community space, and outdoor space.

The building meets LEED Gold, Energy Star, and Enterprise Green Community Standards. To make the community's vision for this project a reality, 36 partners and agencies came together and collaborated. Hearth, DREAM, and TAT worked directly with the Dorchester community throughout project process.





D/R/E/A/MCOLLABORATIVE











POWERED BY **DIVERSITY**

WINTHROP CENTER

LARGEST PASSIVE HOUSE OFFICE Boston MA

The voice DREAM brings to the public process is strong and effective. They are authentic and understand the local community and provide a perspective that goes beyond just the architecture of the building.

KATHLEEN MACNEIL

Principal MP Boston

The world's largest Passive House office, 691-foot mixed-use tower revitalizing Winthrop Square with a year round destination.

In the heart of Boston's Financial District, Winthrop Center includes next generation office space and residential units that offer the opportunity to live and work in an environmentally conscious building.

A multi-story "Great Hall" podium will sit at the base of the tower, connecting the site between streets and serving as a pedestrian thoroughfare. The Hall will host a wide ranger of educational, civic, performance, and cultural experiences that celebrate resident diversity.

In addition to being the world's largest Passive House office project, the building will achieve LEED Gold, LEED Platinum, and WELL Gold certifications. Winthrop Center will reduce energy consumption by 65% of the Boston average.

MP Boston is Developer, Handel Architect was Project Architect, and DREAM served as Collaborating Architect.











DIANA MARSH AICP

Urban Planner | DREAM Collaborative



BACKGROUND American Institute of Certified Planers (AICP)

Master of City & Regional Planning University of California, Berkeley

Bachelor of Science in Civil & Environmental Engineering Cornell University

As Urban Planner at DREAM, Diana manages complex planning and development projects, brings land use regulation expertise, including zoning and design guidelines and development review, and helps assess real estate potential through conceptual site planning and massing studies.

Diana's urban design skills bridge the gap between the architecture and planning professions, helping knit individual buildings and sites into a cohesive built form that contributes to an attractive and inviting public realm. She has worked for public and private clients on a wide variety of projects in different contexts and at different scales. Diana's experience stems from an interest in how land use and built form affect travel behavior, user comfort, and the overall success of a place.

Diana has prepared large-scale master plans and redevelopment plans for downtown cores and suburban corridors. She has extensive experience drafting form-based zoning language and design guidelines for every type of development, including mixed-use and downtown districts, high-rise and moderate-density residential neighborhoods, village and hamlet zoning, medical campuses, and suburban warehouse and office districts. She has evaluated development potential through numerous conceptual site plans and massing studies, and has conducted many building and site design reviews.

SELECT PROJECT EXPERIENCE

Boston Post-disaster Housing Consulting Services, City of Boston Office of Emergency Management

P3 Roxbury Development: Project Manager Roxbury MA HYM/ My City at Peace

Land Use Planning and Zoning Services, Boston Planning and Development Agency

MBTA Communities 3A Technical Assistance Mass Housing Partnership

Taunton Nursing Home Redevelopment Plan, Taunton, MA, Mass Development

Perth Amboy Gateway | Brownfields Redevelopment Master Plan* Perth Amboy NJ Veridian Partners

Triboro Square Design Guidelines* Montvale NJ Hekemian Group

Town Center Expansion | Conceptual Site Plan* Rochelle Park NJ Tulfra Real Estate

Holy Name Medical Center Master Plan* Teaneck NY Borough of Teaneck

Facade Improvement Program & Historic Design Guidelines* Clinton MA Town of Clinton

Downtown Dover Access & Streetscape Study* Dover NH City of Dover

Signage & Wayfinding Strategy* Concord MA Concord Center Cultural District

Connect Kendall Saugre | Website for Open Space Competition* Cambridge MA City of Cambridge

* projects completed prior to DREAM Collaborative

ROSA HERRERO AICP, LEED AP ND

Urban Planner | DREAM Collaborative



BACKGROUND American Institute of Certified Planers (AICP)

LEED AP ND

Babson Academy for Government Innovation & Entrepreneurial Leadership Program Babson College

User Experience Design General Assembly

Master of Architecture Bachelor's Degree specialized in Urban Design & City Planning Universidad Politécnica of Madrid

Erasmus Scholar Institut Français d'Urbanisme As Urban Planner at DREAM, Rosa translates design visions into exceptional concepts to plan the layout and use of cities and communities.

Rosa Herrero is an experienced multidisciplinary designer with a focus on community engagement, user research, urban design, city planning, and active transportation. She is passionate about the design and interaction of public life and cities.

At DREAM, Rosa supports a wide range of client types and stakeholder outreach while analyzing data for best site use strategies and solutions. Rosa is skilled in the latest design softwares including Adobe Suite, SketchUp, AutoCAD, and Revit. Rosa is also a native Spanish speaker.

SELECT PROJECT EXPERIENCE

Boston Design Vision, Boston Planning and Development Agency

Taunton Nursing Home Redevelopment Plan Taunton, MA, Mass Development

Seeley Lot Study Taunton MA, MassDevelopment,

Whyte's Laundry & Adjacent Parcels Lynn MA, MassDevelopment

P3 Roxbury Development RFP Roxbury MA, HYM/ My City at Peace

Western Avenue Corridor Study & Rezoning* Boston MA, Boston Planning & Development Agency

Allston-Brighton Mobility Plan* Boston Planning & Development Agency

PLAN: Mattapan* Boston Planning & Development Agency

PLAN: East Boston* Boston Planning & Development Agency

Campus Master Plan* Puebla MX, Tecnológico de Monterrey

Seaport Square Master Plan* Boston MA, WS Development

* projects completed prior to DREAM Collaborative

SARA KUDRA AIA Affordable Housing Director | DREAM Collaborative



BACKGROUND Registered Architect: MA Boston Society for Architecture (BSA Co-chair, BSA Housing Committee Bachelor of Fine Arts, Architecture Bachelor of Architecture European Honors Program (EHP)

Rhode Island School of Design, RISD

As Affordable Housing Director at DREAM, Sara utilizes technical understanding of budget, schedule and code to enable better outcomes for our affordable housing projects.

Sara Kudra is a registered architect with significant experience working on mixed-use developments and affordable housing projects throughout New England. Motivated by a commitment to shape her community in a socially and environmentally responsible way, Sara thrives in creating and imagining elegant and relevant solutions to complicated design problems.

Sara holds a Bachelor of Architecture and Bachelor of Fine Arts in Architecture from Rhode Island School of Design. She is a member of the Boston Society for Architecture and is the BSA Co-chair of the BSA Housing Committee. Sara actively participates in both local and industry workshops and events, recently completing the Passive House training course, and receiving an award as the Boston Mayor on Main, Four Corners Volunteer of the Year.

SELECT PROJECT EXPERIENCE

The Kenzi, Bartlett Station Senior Living at Lot D Roxbury MA Preservation of Affordable Housing, Inc.

2147 Washington Street Mixed-Use Roxbury MA DREAM Development and New Atlantic Development

Temple Landing II Development New Bedford MA Preservation of Affordable Housing, Inc.

LeClair Village, 950 Falmouth Road Mashpee MA Preservation of Affordable Housing, Inc.

Mildred Hailey Apartments Phase 1 Redevelopment Jamaica Plain MA Centre Street Partners

24 Westminster Avenue Roxbury MA DREAM Development

75-81 Dudley Street Residences Roxbury MA Madison Park Development Corporation

P3 Roxbury Development Roxbury MA HYM/My City at Peace

Bartlett Station Building F4 Roxbury MA Nuestra Comunidad Development Corporation

Dorchester Bay City Development Dorchester MA Accordia Partners

286-290 Tremont Street Mixed-use Boston MA 288 Tremont Street Partners, LLC

Cooper Frost Austin House Cambridge MA Historic New England

First Church Roxbury Preservation & **Renovation** *Roxbury MA* Unitarian Universalist Urban Ministry

JEREMY M. TOAL, AIA, LEED AP

Affordable Housing Assistant Director | DREAM Collaborative



BACKGROUND Registered Architect: MA, NY, RI,

American Institute of Architects (AIA), Member since 2000

NCARB Certified

LEED AP, Building Design & Construction

Northeast Sustainable Energy Association (NESEA), Member since

Building Energy Conference Planning Committee Track Chair 2008, 2009 Session Chair 2011

Western MA Chapter AIA Member 2000 - present Past President 2014-15 President 2012-13 Vice President 2010-11 Treasurer 2008-09 Executive Committee 2006-07

Greenfield Community College Adjunct Instructor Renewable Energy & Energy Efficiency Program, 2011-17

Bachelor of Architecture Syracuse University School of Architecture

As Affordable Housing Assistant Director at DREAM, Jeremy supports the quality, performance, and value of the Affordable Housing work we deliver, through collaborative team leadership, an integrated, systems-based approach, and breadth of experience.

Jeremy has acquired a breadth of experience in numerous building and project types, and a depth of skills within all phases of the design and construction process. He approaches each project with curiosity, creativity, and a collaborative spirit—fueled by a deep knowledge of and passion for construction, building systems, and sustainability.

An NCARB Certified Registered Architect and LEED Accredited Professional, Jeremy has advocated for the profession and for sustainability in Washington DC, taught sustainable design and green building, and enjoys mentoring emerging professionals. He promotes collaboration, sustainability and design equity in our work for our clients and communities.

SELECT PROJECT EXPERIENCE

75 Dudley Street Roxbury, MA Madison Park Development Corporation

The Kenzi, Bartlett Station Senior Living at Lot D Roxbury MA Preservation of Affordable Housing, Inc.

LeClair Village, 950 Falmouth Road Mashpee MA Preservation of Affordable Housing, Inc.

DeWitt Block* Brattleboro VT Madison Flat Street LLC

Elliot Street Multi-Housing* Brattleboro VT Elliot Street Holdings, LLC

Scattered Sites Envelope Improvements* Keene NH Keene Housing

Homeless Resource Center* Springfield MA Friends of the Homeless, Inc

Transitional Housing for Women* Springfield MA YWCA of Springfield

Robert R. Jay Performing Arts Center* Shrewsbury MA John's High School

Fire Department Headquarters* Holyoke MA City of Holyoke

Upstate Pottery Studio* New Lebanon NY Helen Burton

Residence in the Woods* Northfield, MA William and Christine Copeland

Mountain Residence* Franconia, NH Jo and Kyla Miller (on behalf of Bode

Prototype Home* Barre, MA Mary-Ellen Radziewicz and Paul Dumanoski

Zen Barn Conversion* Montague, MA Bernie Glassman, Zen Peacemakers Blue Heron Restaurant* Sunderland, MA Renaissance Builders

Historic Bank Conversion* Westfield, MA Easthampton Savings Bank

* projects completed prior to DREAM Collaborative

PEDRO FAGUNDO AIA, LEED AP

Senior Project Architect | 25 Years of Experience



BACKGROUND Registered Architect in MA LEED Accredited Professional

National Council of Architectural Registration Boards (NCARB)

Bachelor of Architecture Boston Architectural College

Pedro Fagundo is a highly motivated, award winning, multidimensional Senior Project Architect at DREAM with over 25 years of professional architectural experience.

He is especially skilled at effectively dissecting complex client and design team problems to create inspiring buildings and places. Through productive working relationships with clients and the design / engineering disciplines he establishes efficient and collaborative teams. With an integrated design and engineering approach, Pedro objectifies complex buildings and systems into distilled project fundamentals allowing clarity to emerge and articulate solutions to be expressed in the final design.

Pedro received his Bachelor of Architecture from the Boston Architectural College. He is a registered architect, licensed construction supervisor, licensed real estate agent in Massachusetts, a member of the Boston Society for Architecture and is a LEED accredited professional.

SELECT PROJECT EXPERIENCE

66 Cambridge Street Charlestown MA The Fallon Company (collaboration with SGA)

MIT Lincoln Laboratories* Lexington, MA Client Name Here

Edge Lab / Office Building* Somerville, MA Client Name Here

National Printing Bureau, Defense Research and Laboratories*

Quebec, Canada Client Name Here

Chemical and Biological Laboratories, **Defense Research and** Development* Alberta, Canada Client Name Here

Wentworth Institute of Technology Student Services Center,* Boston MA Client Name Here

Wentworth Institute of Technology 610 **Huntington Dormitory*** Boston MA Client Name Here

Yale/National University of Singapore College of Liberal Arts* Singapore Client Name Here

Springfield Federal Courthouse* Springfield, MA Client Name Here

Beth Israel Deaconess Bi-Planar Neuroradiology Suite* Boston MA Client Name Here

Beth Israel Deaconess Bi-Planar Neuroradiology Suite* Boston MA Client Name Here

Peace Institute* Washington, DC Client Name Here

Dorchester House Multi-Service Center* Dorchester MA Client Name Here

Kauffman Center For the Performing Arts* Kansas MI Client Name Here

Brooklyn College Performing Arts Center* Brooklyn, NY Client Name Here

Potsdam Performing Arts Building* Potsdam, NY Client Name Here

Duke Baldwin Addition/Renovation* Durham, NC Client Name Here

^{*} projects completed prior to DREAM Collaborative





Moody Nolan Overview

At Moody Nolan, we practice responsive architecture and responsible citizenship—designing spaces unique to our clients, community and the environment.

We are the proud recipient of the 2021 American Institute of Architects (AIA) Architecture Firm Award. As the highest honor an architecture firm can achieve, we are the first African American owned firm to receive this industry recognition.

As the largest African American owned firm in the country, we believe great design happens at the intersection of innovative ideas and divergent points of view. Our projects garner national attention, receiving more than 320 design citations and awards from industry-leading organizations including The American Institute of Architects and The National Organization of Minority Architects.

Responsive Architecture

We practice responsive architecture—which means we listen intently and analyze creatively—to design spaces that reflect the culture of our clients and the communities they serve. Our design approach elevates the mission of each client creating a solution that balances the needs of today with flexibility for tomorrow.

Diversity by Design

Our firm is diverse by design with a staff comprised of 46% women and 43% minorities. Equity and inclusion shape our firm culture and guide our decisions, creating design solutions that inspire positive social change.

Sustainable Design

We design spaces that prioritize human health and protect the Earth's ecosystems. Sustainability is embedded in our design process and considered at every turn. Joining more than 60 firms across the industry, we're committed to achieving carbon neutrality in the built environment by 2040.



Atlanta, GA Dallas, TX Boston, MA Houston, TX Chicago, IL Nashville, TN Cincinnati, OH New York, NY Cleveland, OH Philadelphia, PA Washington, DC Columbus, OH

Architecture Firms

Architectural Record Top 300 Architecture Firms

Engineering News-Record Top 500 Design Firms

Top 180 Architecture Firms 2022 Giants 400 Report



Diversity, Equity and Inclusion

As the largest African American-owned design firm in the country, we're committed to dismantling systemic racism within our firm and in the world. For more than 40 years, we've led by example, prioritizing diversity and inclusion in every sphere of the industry-from increasing access to architecture education to amplifying minority leaders.

We believe great design happens at the intersection of innovative ideas and divergent points of view, enabling our projects to regularly exceed diversity participation goals. We empathize with human differences, designing with and for the people often excluded from the design conversation. We listen, amplify, and incorporate community voices into every dialogue and design decision, creating places that represent the community it belongs to.

Our commitment to diversifying the profession is demonstrated by our leadership in industry organizations and mentorship of young architects.

AIA Large Firm Roundtable (LFRT)

Composed of the nation's largest architectural firms, members affirm our resolve to lead within our industry by making a commitment to being anti-racist, while reinforcing our core values of Diversity, Equity, and Inclusion.

National Organization of Minority Architects (NOMA) **Fellowship Foundation**

The NFF program is designed to address the AIA 2030 Diversity Challenge—which aims to double the number of licensed Black architects in the United States by 2030. As a host firm, Moody Nolan provides mentorship and design research experience for young emerging professionals.

NOMA Project Pipeline

As a long-standing member of NOMA, members of our firm helped launch Project Pipeline—a national curriculum that introduces minority students to architecture with the goal of creating more licensed Black architects.

Moody Nolan Firm Composition







Education MArch, UCLA, 2008 BArch, Minor in Africana Studies, Cornell University, 2007

Registrations

Registered Architect, 2012: OH, AZ, IA, ME, NH, NM, ND, NY, RI USGBC LEED Accreditation, 2008 NCARB, 2013

Fitwel Ambassador, 2019

Affiliations

Leadership Columbus, Board of Trustees

Godman Guild, Board of Trustees

American Institute of Architects (AIA), Columbus Chapter

AIA National, 25-Year Nominating

National Organization of Minority Architects (NOMA)

Awards

Young Architect Award, The American Institute of Architects,

40 Under 40 Finalist, Columbus Business First 2017

Jonathan Moody AIA, NOMA, NCARB, LEED AP, FITWEL

CEO

Moody Nolan

Jonathan's work resides at the intersection of architecture and service—bringing transformational design to under-served communities. He believes architecture is a medium through which people can come together and participate in positive

As CEO of Moody Nolan—the largest African American owned firm in the country—Jonathan is driven by a passion to continue his father's legacy of diversifying the practice of architecture. His dedication to advancing diversity garners national attention, recently earning Moody Nolan the 2021 AIA Architecture Firm Award. Recognized among his peers as an exceptional leader, and mentor, Jonathan recently received the AIA Young Architect Award.

Jonathan's work focuses on integrating digital fabrication and social engagement into the design process. He approaches every project as an opportunity to create design solutions that positively impact the communities his clients serve. His community-oriented leadership approach results in transformational and award-winning design solutions across the nation.

Key Project Experience

Third and State, Mixed-Use Development Columbus, OH

300 East Fifth Avenue, Mixed-Use Development Columbus, OH

Columbus State, Mixed-Use Development Columbus, OH

John Glenn International Airport, Consolidated Rental Agency Center Columbus, OH

Howard University, Center for Performing Arts Washington, D.C.

International African American Museum Charleston, SC

Temple University, Aramark Student Training and Recreation Complex Philadelphia, PA

The City of Virginia Beach Kempsville Recreation Center Virginia Beach, VA

Jacksonville State University, Recreation Center Jacksonville, AL

*Information Based on AIA 2015 Diversity Survey and Report



Education BArch, Syracuse University, 2004

Registrations

Registered Architect: MA, NY NCARB

USGBC LEED BD+C Accreditation

Massachusetts Certified Public Purchasing Official Program (MCPPO) School Project Designers & Owner's Project

Affiliations

American Institute of Architects, Boston Chapter Member

Boston Society of Architects

City of Amesbury's Planning Board and Design Review Committee, Sitting Member

Scott Mandeville AIA. LEED AP BD+C

Principal in Charge Moody Nolan

Scott's design approach centers the aspirations of his clients, delivering solutions that elevate their unique culture and operational goals. As Principal in Charge, he empowers the team to create innovative design solutions that represent both the client and community. With more than 18 years of experience, his diverse portfolio of work fosters a cross-disciplinary design approach. This versatility of both scope and scale enables him to efficiently manage a wide range of projects – from small renovations to large, complex new builds. His work includes award-winning projects for mixed-use, educaiton, and civic institutions.

Contributing to the local community, Scott serves as an at-large Councilor for the City of Amesbury previously on the Planning Board and Design Review Committee, giving him firsthand knowledge of how to guide projects through government review and approval processes.

Key Project Experience

Harvard Alston, Mixed-Use Enterprise Research Campus Alston, MA

Seaport Circle Mixed-Use Boston, MA

MassDOT, Parcel 13 Lab/Office/Living Mixed-Use Development Boston, MA

MassDOT, Parcel 25 Mixed-Use Boston, MA

Massachusetts Institute of Technology, MIT Museum Cambridge, MA

Massachusetts Institute of Technology, Volpe Mixed-Use Redevelopment Cambridge, MA

Omni Boston Hotel at the Seaport Boston, MA



Education BArch, Wentworth Institute of Technology, 1996

Registrations

Registered Architect: MA NCARB USGBC LEED Accreditation

Affiliations

American Institute of Architects Boston Society of Architects National Organization of Minority Architects (NOMA)

Andre Vega AIA, NOMA, NCARB, LEED AP

Project Manager Moody Nolan

Andre joined Moody Nolan with more than 25 years of experience in various markets such as mixed-use, K-12 public schools, higher education sports and recreation, and has more than six years of experience as a project manager. He believes that architecture has the power to influence and change the way people live, behave and function, both in negative and positive ways. Andre chose architecture to allow him to help shape the built environment and impact the lives of people in a positive way. Being presented with a problem and having the ability to understand the needs of the end user and execute a solution that is practical and visually interesting is an exciting challenge.

Prior to joining Moody Nolan, Andre managed and oversaw all campus planning and construction as the Director of Capital Projects and Construction at Suffolk University in Boston, MA. His six year tenure at Suffolk University also included sitting on the Advisory Committee for Campus Planning and Space Administration.

Key Project Experience

Harvard Alston, Mixed-Use Enterprise Research Campus Alston, MA

University of Chicago, Harper Court Mixed-Use Chicago, IL

Seaport Circle Mixed-Use Boston, MA

Massachusetts Institute of Technology, Volpe Mixed-Use Redevelopment Cambridge, MA

MassDOT, Parcel 13 Lab/Office/Living Mixed-Use Development Boston, MA

MassDOT, Parcel 25 Mixed-Use Boston, MA

The Sibley, Mixed-Use Building Renovation* Rochester, NY

York University, Stadium* Toronto, Canada

Fairfield University, Lacrosse Stadium* Fairfield, CT

^{*}Previous Experience



Education

BArch, University of Florida

Associates, Architectural Engineering Technology, Wentworth Institute of Technology

Registrations

Registered Architect: MA

Affiliations

American Institute of Architects Boston Society of Architects

Sue Michael-Brown AIA

Project Architect Moody Nolan

Over thirty years of experience of designing and managing a wide range of projects, Sue brings her prior experience and knowledge to Moody Nolan. From complex urban infrastructure design, to multi-family housing, commercial, and office space design, Sue has done it all.

Recognized for her management and organizaitonal skills, Sue prefers to take an analytical approach to projects that ensure swift and accurate project delivery. Meanwhile, her strong interpersonal skills mean everyone on the team is consistantly included throughout the process and heard.

Key Project Experience

Massachusetts Institute of Technology, Volpe Mixed-Use Redevelopment Cambridge, MA

MassDOT, Air Rights Parcel 13 Mixed-Use Boston, MA

JP Morgan Chase, Springfield Springfield, MA

JP Morgan Chase, Northampton Northampton, MA

JP Morgan Chase, Westford Westford, MA

Realty Trust, Government Center Garage* Boston, MA

Realty Trust, Office Building* Boston, MA

MBTA, Green Line Transformation* Boston, MA

General Services Administration, One Congress Street* Interior Space Planning Boston, MA





Education BS, Architecture, The Ohio State University, 2011

Paul Milar

Project Designer Moody Nolan

With a passion for higher education and athletics, Paul strives to create environments that prioritize the health and wellness of all occupants, regardless of project

Over the past decade, he has collaborated across Moody Nolan's various studios, acquiring project experience spanning a variety of market sectors including higher education sports and recreation, mixed-use developments, corporate work environments, and healthcare. Leveraging his expertise in generative design and parametric technology, Paul delivers human-centric solutions that not only enhance human well-being, but also optimize project delivery and performance.

Key Project Experience

Bridge Park Mixed-Use Development Dublin, OH

Morgan State University, Mixed-Use Student Housing Baltimore, MD

Temple University, Aramark Student Training and Recreation Complex Philadelphia, PA

Columbus Commons Mixed-Use Park and Bicentennial Pavilion Columbus, OH

Queen City Hills LLC, Uptown SW Mixed-Use Development Cincinnati, OH

The Ohio State University, Covelli Center Multi-Sport Arena Columbus, OH

CenturyLink, Technology Center of Excellence Monroe, LA

Alabama A&M, University Event Center Huntsville, AL

Indiana University / Ivy Tech Community College, Arts & Sciences Building Gary, IN



utile

About Utile

Utile is a Boston-based design firm built like a think tank. We thrive on solving complex problems in intelligent and pragmatic ways. From theoretical issues that frame policy to the practical implementation of architectural commissions, Utile develops a rigorous research-based approach for finding the best solutions.



Design Process

The firm's work is not driven by aesthetics, but by a shared interest in doing deep-dive research focused on the cultural, social, regulatory, and environmental issues inherent in a given design problem. Utile finds opportunities for design by uncovering these issues and synthesizing them.

As a result, Utile doesn't focus on a particular project type, but rather projects that require comprehensive research and collaborative engagement with their clients. This means that the firm works on diverse projects of varying scales.

Utile has charted a new practice model that combines the innovative thinking of a design practice with the proactive strategic insights of business consultants. As the design process unfolds, the firm uncovers hidden correspondences and tests potential conceptual approaches through sophisticated information graphics, maps, and drawings.

Design Expression

The expression of Utile's projects results from considering the visual and functional role of building components—the roof, exterior cladding, windows, and doors. The firm champions the idea of the "multifunctioning element" and avoids adding ornamentation to create purely visual effects. The joints, drip edges, frames, and other details necessitated by well-informed construction practices are leveraged for maximum effect in an overall expressive approach. This larger composition carefully considers the scale and materials of neighboring buildings and finds the appropriate expression given the purpose of the project. The firm distinguishes between the role of background buildings and civic buildings—even in its own design proposals. Utile frames their projects within the continuum of a constantly evolving urban fabric and sees the thoughtful evolution of the city—more than the design of eve-catching one-off proposals—as the firm's primary focus.

Name and Address

Utile. Inc. 115 Kingston Street Boston, MA 02111

Primary Contact

Tim Love, Principal-in-Charge love@utiledesign.com; (617) 423-7200 Date Established

2002 **Company Type**

Corporation

Management Team

Tim Love, Principal and President Michael LeBlanc, Secretary and Principal Matthew Littell, Treasurer and Principal Mimi Love, Principal Brett Bentson, Principal

Employees

64 total (22 licensed architects, 57 professional design staff, 5 admin, 2 interns)

Major Areas of Focus

Urban design, urban planning, architecture

Michael LeBlanc AIA Principal

Michael is a principal at Utile, where he has been in charge of numerous institutional, residential, and renovation projects such as the 160-unit mixed-use Girard in Boston's South End and The Ouinn mixed-use development at 380 Harrison Avenue in the South End. He led the Rethink Boston City Hall & Plaza Master Plan, the Boston City Hall Conservation Management Plan, and the recent renovation of the Roxbury Branch of the Boston Public Library. His interests range from the logics of construction and material research, to investigating the parametric relationships between code, cost, sustainability, and experiential qualities in building design.

Prior to Utile, Michael worked at Machado Silvetti where he was a senior designer and project director on projects such as the Provincetown Art Association Museum (PAAM) addition and renovation, which became the first LEED-certified art museum in the United States; the Honan-Allston Branch of the Boston Public Library, which won a 2003 AIA National Design Award; and the Getty Villa, Research Center, and Scholars' Library.

. In addition to his professional practice, Michael has taught design studios as a Faculty Associate at Arizona State University and is currently a member of the adjunct faculty



Education Arizona State University, Master of Architecture, 1997

University of Massachusetts, Bachelor of Fine Arts, Architectural Studies, 1991

Selected Projects

Girard, Boston, MA-160-unit mixeduse development for New Atlantic

The Quinn, Boston, MA—14-story, 356,500 SF mixed-use building for Related Beal

Roxbury Branch of the Boston Public Library Renovation, Roxbury, MA

Roxbury Branch of the Boston Public Library Programming Study and New Entry Design, Roxbury, MA

Jamaica Plain Branch of the Boston Public Library Renovation & Addition, Jamaica Plain, MA

ZUMIX, East Boston, MA-LEED Gold certified historic renovation for a non-profits arts organization

Mixed-use Speculative Lab Tower, Somerville, MA

Education

Harvard University Graduate School, Master of Architecture with distinction. AIA Medal

University of Virginia, Bachelor of Science in Architecture, Alpha Ro Chi Medal

Selected Projects

Imagine Boston 2030 Master Plan. Boston, MA

Envision Cambridge Citywide Master Plan, Cambridge, MA

Haverhill Master Plan Update, Haverhill, MA

PlanBeverly Citywide Plan, Beverly, MA—for the City of Beverly

Vision Haverhill 2035, Haverhill, MA—for the City of Haverhill

Imagine Salem Visioning Plan, Salem, MA

Union Square Neighborhood Plan, Somerville, MA

Somerville Zoning Overhaul, Somerville, MA

Go Boston 2030 Boston Mobility Planning—for Boston Transportation Department

Complete Streets Manual and Website, Boston, MA—for the Boston Transportation Department, with Toole Design Group



Tim Love FAIA Principal

Tim Love is the founding principal of Utile, a 64-person Boston-based architecture and planning firm. Love's primary focus is the relationship between individual works of architecture and the larger city. His work is not driven by aesthetics, but by collaborative deep-dive research focused on the technical, cultural, regulatory, and environmental issues of urban design problems. Love and his teams find opportunities for design by uncovering latent issues and fully leveraging and synthesizing them.

Love works on diverse projects of varying scales, including regeneration strategies for aging industrial areas and master plans for new urban districts. Love and his collaborators are also known for their award-winning public realm initiatives, including the Boston Complete Streets Design Guidelines and the Boston Harbor Islands Pavilion on the Rose Kennedy Greenway. He managed the Envision Cambridge citywide plan, and led the Utile team on Go Boston 2030, a mobility vision plan for the City. He served as strategic advisor for Imagine Boston 2030, the City's first comprehensive plan in 50 years, as well as for the Boston City Hall and Plaza comprehensive master plan.

Love is a tenured Associate Professor at the Northeastern University School of Architecture where he teaches urban design

Sam Naylor RA Architect

Sam joined Utile in 2022 as a project architect. He has a particular focus on housing, crafting work that maintains a quality of beauty, dignity, and anonymity both from the scale of the bedroom to the block. Prior to Utile. Sam has worked at Placetailor, where he led the design of affordable and mixeduse multifamily Passive House projects in Boston. Previously, he has worked at Supernormal, NBBJ, Morphosis, Frederick Fisher & Partners, and the Small Center for Collaborative Design. He holds professional architecture degrees from Tulane University with honors and a post-professional design degree from Harvard University's Graduate School of Design with distinction.

At Harvard he was awarded a long term travel fellowship to study how cooperative models of property ownership and maintenance can lead to innovative design solutions for collective housing. He recently co-founded a venture on collective housing maintenance at MIT Design X. In addition to practice, Sam has taught design studios on housing at Wentworth Institute of Technology, Harvard's Design Discovery program, and Boston Architectural College. He was an editor at Open Letters, has been published in Paprika! and Pidgin, and is currently coediting a publication on national housing design for the Joint Center for Housing Studies at Harvard University.



Education Harvard University Graduate School of Design, Post-professional Master of Architecture with Disctinction

Tulane University, Master of Architecture, Magna Cum Laude with

Tulane University, Bachelor of Architecture

Selected Projects

On The Dot Residential Development, Boston, MA

Boston-area strip-mall mixed-use repositioning, Roslindale, MA

1 Elmwood Multifamily Development, Roxbury, MA —while with Placetailor

DK Homes Townhouse Development, Roxbury, MA —while with Placetailor

213 Harvard Condo Development, Cambridge, MA —while with Placetailor

102 Border Affordable Housing Development, East Boston, MA — while with Placetailor

201 Hampden Multifamily Development —while with Placetailor

Education

Rice University, Master of Architecture

Northeastern University, Bachelor of Science in Architecture

Selected Projects

1200/1170 Hancock Street, Quincy,

On The Dot Residential, Boston, MA

Hayden Hall Classroom renovation, Northeastern University, Boston, MA—while with Bruner/Cott Architects

Smith Campus Student Center, Harvard University, Cambridge, MAwhile with Bruner/Cott Architects

Portland Foreside Developent, Buildings 4-12, Portland, ME-while with Bruner/Cott Architects



Kathryn Pakenham Bilgen AIA Architect

Kathryn joined Utile in 2022 as an architect and project manager, bringing a broad range of design, detailing, and construction administration experience. She is passionate about good design and enjoys a successful collaborative process between the architect, consultants, contractor, and client.

Prior to Utile, Kathryn worked at firms in Boston and New York City. During her six years at Bruner/Cott Architects she worked on a range of project types, including Institutional, educational, mixed-use, and housing. She has also worked at Arrowstreet, Ruhl/Walker Architects, and held internships at William Rawn Associates and Hickox Williams Architects, all in Boston. She spent a brief time in NYC where she worked at Jaklitsch/Gardner Architects on high end retail across the US and internationally. She brings a valuable set of skills and a holistic design approach to all projects, whether new construction, interiors, renovations, or adaptive reuse.

Kathryn holds an M.Arch from Rice University and undergraduate degree from Northeastern University. She also sits on the Zoning Board of Appeals in her town, Malden, where she resides with her husband and two children. In her free time she enjoys traveling, spending time with nature, and coaching her kid's soccer teams.

utile

utile



STU DIO LUZ

ARCHITECTURE URBAN DESIGN





69 CHURCH ST RESIDENCES-STUDIO LUZ ARCHITECTS



691 MASSACHUSETTS AVENUE-STUDIO LUZ ARCHITECTS



SOCIEDAD LATINA - STUDIO LUZ

FIRM BIO Studio Luz

Community engagement and public outreach are foundational aspects of Studio Luz's design approach for each project. Our firm bridges the team's architectural training with a passion for social impact and community, as exhibited in projects such as Codman Square's Talbot Commons, Urbanica's Hancock Street, Tlee's Development Projects, Sociedad Latina and the advisory center for LGBTQ students of color, Latinx, and Asian students at Wellesley College, among others.

HIGH QUALITY, RELEVANT WORK EXPERIENCE IN PLANNING, COMMUNITY ENGAGEMENT, SUSTAINABLE HOUSING, COMMUNITY AND CULTURAL SPACES, MIXED USE DEVELOPMENTS, AND THE CREATION OF INCLUSIVE AND EQUITABLE ENVIRONMENTS

Studio Luz is dedicated to rethinking the way our communities are built. To be an effective community is to be sustainable in terms of economy, ecology, and community engagement. We create architectural dialogues that honor local and cultural perspectives to transform urban spaces. Studio Luz Architects has embraced a design approach rooted in explorations of culture, identity, and community. Each project we touch is enriched by having a multitude of perspectives and influences on the design process. With social responsibility at the heart of every project we take on, from who we collaborate with to the materials used and the locations we build in, Studio Luz is well established to show and tell intriguing, inspiring, and educational stories that extend far beyond the construction site to create an enduring community presence.

Since 2002 Studio Luz has produced award-winning projects throughout Boston's diverse neighborhoods. Our award winning project at 691 Mass Ave residencies is comprised of 40 residential units in Boston; 691 Mass Ave exhibits an aesthetic character that at once responds to Boston's historic town houses while asserting its own character. For the Piedmont Park Square Project, consisting of eight new residential units in the historic neighborhood of Bay Village, the diversity of housing offered by Piedmont Park Square simultaneously breaks down the massing of the neighborhood and offers potential residents multiple housing options. The building's large windows both create a relationship between Piedmont and the stacked flats in its environs and offer residents lookouts onto the neighborhood. Each unit is embellished with a play of brick patterning that further relates Piedmont to the overall historic character of the neighborhood. For a new apartment building in partnership with Northeastern University and American Campus Communities, Studio Luz is currently serving as community engagement consultant on the 17,000 SF community space, which will feature a performance hall, library and study areas, and commercial space. Studio Luz's expertise with commercial spaces including the recent completion of 100,000 SF Headquarters for NOBULL that included flexible work spaces, community space, lecture halls in addition to office space, R&D, and athletic facilities. Currently, we are working on four affordable housing projects located in the Dorchester, Mattapan and Roxbury neighborhood and which follow MOH, DHCD and Enterprise Green Community guidelines.

167 | ENSEMBLE CHARLESTOWN AUSTIN STREET RFP ©2023



THE COMMONWEALTH OF MASSACHUSETTS

Executive Office for Administration and Finance SUPPLIER DIVERSITY OFFICE

One Ashburton Place. Suite 1017 Boston, MA 02108-1552 Charles D. Baker Governor Karyn E. Polito Lieutenant Governor Michael J. Heffernan Secretary

> William M. McAvoy **Executive Director**

March 3, 2021 Ms. Hansy Luz Better Studio Luz Architects, Ltd. 67 Poplar Street Boston, MA 02131

Dear Ms. Better:

Congratulations! Your firm has been renewed as a minority and woman business enterprise (MBE and WBE) with the Supplier Diversity Office ('SDO') under the business description of FULL ARCHITECTURAL SERVICES, ARCHITECTURE, ARCHITECTURAL SERVICES FOR NEW CONSTRUCTION AND RENOVATION, SUSTAINABLE DESIGN, MASTER PLANNING AND URBAN DESIGN. Your firm will be listed in the SDO Certified Business Directory and the Massachusetts Central Register under this description. This letter serves as the sole proof of your SDO certification. Your designation as a MBE and WBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is March 02, 2024. SDO will send written renewal notices to your business and/or e-mail address on file approximately thirty (30) business days prior to your firm's three (3) years certification anniversary. Additionally, every six (6) years, certified companies that wish to remain certified may undergo a substantive review which will require certain updated supporting documentation.

SDO also reserves the right to monitor your firm and to perform random spot checks to ensure the firm continues to meet the certification criteria. Your firm is required to notify the SDO in writing of any material changes. Examples include but are not limited to changes in its business description, as well as business phone number, fax number, business' physical location, webpage and e-mail addresses. Other reportable changes include business structure, ownership (the business is sold or transferred), control and outside employment. You also have a duty to report decertification and debarment notices from this or any other jurisdiction. Failure to abide by the continuing duty requirements shall constitute grounds for the firm's decertification.

We look forward to working with you and your firm to maximize its business opportunities. Should you have any questions, please feel free to contact us via email at wsdo@state.ma.us.

William M. McAvoy **Executive Director**

William M. M. Avoy

Tel: (617) 502-8843 eFax: (617) 502-8841 eFax: (617) 502-8841 www.mass.gov/sdo Tel: (617) 502-8843 www.mass.gov/sdo







HANSY BETTER BARRAZA, AIA LEED AP. NOMA

Since co-founding Studio Luz Architects in Boston, For Anthony, design is a process of decision making honors.

As Professor Emerita of Architecture at Rhode Island School of Design, she has taught students what she pursues at Studio Luz: an exploration of how design can foster resiliency, sustainability, and equity in communities typically excluded from the architectural process.

EDUCATION

Master of Architecture in Urban Design Thesis with Awards of Distinction Harvard GSD

Bachelor of Architecture Thesis with Awards of Distinction Cornell University

EXPERIENCE

TALBOT COMMONS III Principal in Charge for Passive House Certifiable, Affordable Apartments + Homeownership Units located in Boston, MA I On-going

WELLESLEY CENTERS FOR WOMEN | Project Manager and Designer for programming, conceptual design, and feasibility study for center relocation I 2022

SOCIEDAD LATINA I Principal in Charge for full building renovation, including facilities assessment, participatory design process, of organization headquarters into multiuse space in Roxbury, MA



ANTHONY J. PIERMARINI AIA. CPHD

Massachusetts nearly 20 years ago, Hansy has guided by principled creativity. As a licensed architect, embraced a collaborative design approach rooted in his approach is founded in a strong ethical obligation explorations of culture, identity, and community. to improve the built environment. Through Hansy is a licensed architect, urban designer and collaboration, teaching, mentorship, and design LEED Accredited Professional. She has over 20 years explorations he is invested in long term creation of a of design and construction experience in new more equitable approach to architectural practice. He construction and renovation for institutional, enjoys how buildings can honor cultural traditions in commercial and residential clients. Under her new ways and is always fascinated by their impact on leadership, Studio Luz's designs have been widely the community. Anthony has over 20 years of design recognized, receiving national and international and construction experience in new construction and renovation for institutional, commercial and residential clients. As co-founder of Studio Luz, Anthony has played a leading role on many aspects of the practice.

> As Associate Professor of Architecture at the Wentworth Institute of Technology, his academic interests lie in the intersection of social justice, the media of representation, design research and built material expression.

EDUCATION

Master of Architecture II Thesis with Awards of Distinction Harvard GSD

Bachelor of Architecture Thesis with Awards of Distinction Cornell University

EXPERIENCE

NOBULL | Project Architect for 100,000 SF Headquarters in Boston, MA I 2023

270 TALBOT AVE | Project Architect for for 21 Unit Passive House Certifiable Apartments located in Boston, MA I On-going

SOCIEDAD LATINA I Project Architect for full building renovation, including facilities assessment, participatory design process, of organization headquarters into multiuse space in Roxbury, MA



PAUL DAHLKE

As Design Lead and Senior Project Manager at Studio As a Project Manager at Studio Luz, Sophie wears Luz, Paul strives for aesthetic and conceptual clarity many hats from project management to leading our buildings, office fit-outs, mid-rise and high-rise cultural, institutional, and urban design work, and commercial office buildings, hospitality projects, leads community engagement processes for various academic facilities, and master planning. His projects and supports feasibility studies. previous experience includes tenures with Preston Scott Cohen, Inc, Charles Rose Architects, Roger She brings her experiences creating replicable, Ferris + Partners, and Turkel Design.

space branding concepts for commercial clients, including retail space prototypes planned to be implemented globally. In his spare time, ever the generalist, he enjoys hiking, studying music, and designing imaginary chairs.

EDUCATION

Master of Architecture Harvard GSD

2002 Bachelor of Science, Architecture University of Maryland

EXPERIENCE

NOBULL | Project Manager and Designer for 100,000 SF Headquarters in Boston, MA I 2023

70 HUDSON YARDS | Project/Facade Designer for 1.1 million sf office building in New York, NY (Roger Ferris + Partners)

BUILDING 2 | Project/Facade Designer for 30,000 sf commercial building and garage screen at athenahealth Headquarters, Watertown, MA (Charles Rose Architects)

1510 H STREET, NW | Project Manager/Designer for facade renovation project adjacent to the White House grounds, Washington, DC (Eric Colbert and Associates)



SOPHIE NAHRMANN, ASSOCIATE AIA

in the design process and works to implement those marketing and community engagement efforts. values as a project becomes a reality. As a leader Sophie is interested in the intersection of communitywith more than 14 years of experience in higher based design, sustainability, and politics. She is education, institutional, and public projects, Paul has dedicated to implementing design tools within the been involved with a number of different project built environment and leveraging project ecosystems types, including furniture design, retail spaces, to create a more equitable society. At Studio Luz, she custom single-family homes, multi-unit apartment manages multi-family housing projects, supports

sustainable, and equitable design systems for communities typically excluded from the At Studio Luz, he has been involved in developing architectural process. She has worked on projects like developing a replicable housing model design to redistribute equity to low-income residents, virtual and augmented reality platforms for community engagement, historic preservation and urban design. In her spare time, you will find Sophie running and biking across Boston's neighborhoods, playing violin and organizing with community advocacy organizations.

EDUCATION

2018 Bachelor of Architecture University and College Honors Carnegie Mellon University

EXPERIENCE

CAMPELLO NEIGHBORHOOD PLAN | Project Manager, Community Engagement Liaison and Designer for Master Planning Study for development of the Campello Neighborhood Brockton, MA I On-going

BLUE HILL AVE B1 PARCELS | Project Manager and Designer for 27 Unit Passive House Certifiable Apartment I On-going

WELLESLEY CENTERS FOR WOMEN I Project Designer and Community Engagement Liaison for programming, conceptual design, and feasibility study for center relocation I 2022

LYNN VIADUCTS | Project Designer and Community Engagement Liaison for revisioning study for the Lynn Viaducts I 2022





547 Rutherford Ave | Charlestown | MA | 02129 617.500.6530 | www.offshootsinc.com

COMPANY DESCRIPTION

Offshoots, Inc. is a landscape architecture practice that creates ecologically connected, sustainable, productive landscapes instead of landscapes consumptive of water, fertilizer, and time which is the current landscape model in the US. The work at Offshoots alleviates landscapes of their traditional maintenance regimes, creating a new normal for healthy, low-maintenance outdoor environments that are connected to native regional ecologies in urban environments. We specialize in crafting urban outdoor spaces that link indoor and site environments to connect users to the landscape around them.

Offshoots, Inc is a women-led firm located in Boston (certified WBE and DBE). With 14 full time employees, our team is currently 46% non-male and 15% people of color. The practice was established in 2012 by Kate Kennen, a registered landscape architect raised at her family's garden center in central Massachusetts. As the principal-in-charge of Offshoots, she guides the firm in offering landscape design and horticultural installation for public, nonprofit, and private clients. Kate coauthored the book 'PHYTO: Principles of Site Remediation and Landscape Design' which details designing plant-based approaches to remediating environmental pollutants and improving green infrastructure and ecological systems. As a faculty member at Northeastern University and frequent lecturer in the subject of planting design, Kate is well versed in integrating successful plant community design into urban areas while considering long-term management goals.

RELEVANT WORK

Offshoots, Inc. has experience providing landscape design services for complicated multi-family and public realm improvement projects in Massachusetts. Offshoots project work is diverse in scale and scope, and includes not only multi-family residential work, but streetscape and public park improvements, phytotechnology projects (using plants to clean up stormwater, air pollution, and contaminated brownfield sites), and gardens for public entities.

Offshoots has provided landscape design services for several multi-family housing developments with Utile including 1005 Broadway in Chelsea. One Beach in Revere and for Mastlight in Weymouth, a multi-building mixed-use development in featuring two amenity spaces over structure. Offshoots was also recently awarded two honor awards from the Boston Society of Landscape Architects for the Warren Street Sculpture Garden in Cambridge and Hood Bike Park, a new public amenity space over structure in Charlestown.

Key Personnel

Principal in Charge: Kate Kennen, RLA

Senior Associate / Project Manager: Terry Kinsler, RLA Senior Associate/ Project Manager: Shelby Chapman-Hale, RLA

Senior Associate / Project Manager: Will Q Smith, RLA

BILLING RATES

Principal in Charge: \$175 Project Manager: \$150 Landscape Designer: \$135



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COMPANY DESCRIPTION

Offshoots, Inc. is a landscape architecture and horticultural installation practice that creates ecologically connected, sustainable, productive landscapes instead of landscapes consumptive of water, fertilizer, and time which is the current landscape model in the US. The work at Offshoots alleviates landscapes of their traditional maintenance regimes, creating a new normal for healthy, lowmaintenance outdoor environments that are connected to native regional ecologies in urban environments.

Offshoots, Inc is a women-led firm located in Charlestown (certified WBE and DBE); their office is less than 1 mile from the Austin St site. With 19 full time employees, the Offshoots team is currently 46% non-male and 15% people of color. The practice was established in 2012 by Kate Kennen, a registered landscape architect raised at her family's garden center in central Massachusetts. As the principal-in-charge of Offshoots, she guides the firm in offering landscape design and horticultural installation for public, nonprofit, and private clients. Kate coauthored the book 'PHYTO: Principles of Site Remediation and Landscape Design' which details designing plant-based approaches to remediating environmental pollutants and improving ecological systems; she is a national expert in the field of phytotechnologies and utilizing plants to mitigate air pollution. The Ensemble Charlestown team will lean-into Offshoots expertise to mitigate the particulate matter air pollution that is a concern at the project site. As a faculty member at Northeastern University and frequent lecturer in the subject of plant-based remediation, Kate is well versed in integrating successful plant community design into urban areas while considering long-term management goals.

At Hood Bike Park in Charlestown, Offshoots created the first built model for air pollution buffering in the neighborhood, where phytoremediation trees are raised 20 feet into the air to buffer the impacts of an elevated section of interstate 93. The project serves and a model for what can be complete at Ensemble Charlestown.

Key Personnel

Principal in Charge: Kate Kennen, RLA

Senior Associate / Project Manager: Terry Kinsler, RLA Senior Associate/ Project Manager: Shelby Chapman-Hale, RLA

Senior Associate / Project Manager: Will Q Smith, RLA

BILLING RATES

Principal in Charge: \$175 Project Manager: \$150 Landscape Designer: \$135

Jack Beresford

Landscape Designer, Offshoots, Inc.

EDUCATION

College of Arts, Media, and Design, Bachelor in Landscape Architecture, 2019 D'Amore-McKim School of Business, Minor in Business Management, 2019

PROFESSIONAL WORK

Offshoots, Inc

Landscape Architectural Designer, March 2020 - Present

Responsible for design, drafting, graphics, and construction documents of residential, multi-family, and municipal projects. Boston, MA

Designer, June 2019 - December 2019 Mikyoung Kim

Developed SD, DD, and CD-level documentation for commerical urban landscape projects. Produced diagrams and illustrative renders, and worked with both physical modeling and digital 3D modeling. Tackled a variety of design studies, and research into industry technologies, construction methodologies, and design practices.

Water Street Design Associates Stonington, CT

Landscape Architectural Intern, May 2018 - August 2018

Designed and drafted for high-end residential landscape projects. Heavily focused on design detailing and material selection. Assisted with sourcing and scheduling materials and furnishings, and assited in coordination between client and design team.

Landscape Design

Landscape Architect Project Manager, 2016 - 2021

Responsible for residential landscape design projects from initial concepts, to construction documentation, to overseeing and faciliating construction and installation. Responsible for design and drafting, illustrations and renderings, client communication, material sourcing and Mamaroneck, NY scheduling, cost estimatations, and overall project coordination.

Massachusetts Port Authority (Massport)

Boston, MA

Graphics Technician Intern, January 2017 - June 2017

Graphical and research assitant to urban real estate managers and developers, and urban landscape architecture consultant. Gathered and compiled in-depth research and analysis, produced maps, diagrams, and graphs, redesigned department's digital filing system, and consulted on various urban landscape projects.

Hardscabble Farms Wholesale Nursery North Salem, NY

Nurseryman; Salesman, April 2014 - September 2016

Sold and stocked commercial plant material. Assisted landscape architecture clientele with plant information and design suggestions. Cared for and handled a wide variety of plant material.

AWARDS & HONORS

+ Northeastern University, RISE: Research, Innovation, and Scholarship Expo Submission: "Cyborg Urbanism: Embracing the City's Congruence with Nature"



Kate Kennen, RLA

547 Rutherford Ave. Charlestown, MA 02129 kate@offshootsinc.com 617 500 6530 v1



EDUCATION

Harvard University **Cornell University** Syracuse University

Graduate School of Design, Master in Landscape Architecture with distinction, June 2005

Bachelor of Science in Landscape Architecture, June 1998, (GPA 3.68)

Syracuse University, Study Abroad in Architecture, Florence, Italy, Spring 1997

PROFESSIONAL REGISTRATION

Registered Landscape Architect, Massachusetts #1255 since 2000

RESEARCH & TEACHING

Research:

Phytotechnologies: Urban design and landscape strategies for infrastructure and city revitalization

+ Coauthored book titled PHYTO: Principles of Site Remediation & Landscape Design with Niall Kirkwood at Harvard Graduate School of Design. Published in June 2015 by Routledge Publishing.

Teaching & Speaking **Engagements:**

- + Faculty Member, Northeastern University, Department of Landscape Architecture 2018- Current
- + Faculty Member, Harvard Graduate School of Design, Department of Landscape Architecture 2010-2014
- + Guest presentations on urban design and ecological strategies for revitalization, remediation, and redevelopment at institutions and conferences ongoing since 2007 including: Mayors Institute on City Design (Miami), Harvard Graduate School of Design, University of Pennsylvania, Rhode Island School of Design, University of Virginia, University of Toronto, University of Massachusetts, Northeastern University of Toronto, University of sity. Boston Architectural College, American Society of Landscape

Árchitects, Boston Society of Architects, Boston Society of Landscape Architects, ABX Boston, International Phytotechnologies Society, Arnold Arboretum, Ecological Landscape Alliance, New England Grows and Longwood Gardens.

PROFESSIONAL WORK

Principal, Landscape Architecture, Urban Design & Planning Consultant, 2006 - Present

Founded Kennen Landscape Architecture in 2006 which became Offshoots, Inc in 2012. Offshoots, inc is a landscape architecture practice focusing on ecological and productive landscape strategies for project sites and eco-regions. For portfolio of work, please see: www.offshootsinc. com Selected recent award- winning projects include:

+ Hood Bike Park, 6 Stack Street, Charlestown MA- Public open space over structure utilizing phytotechnology and native plantings: BSLA Honor Award 2022

+Warren Street Sculpture Garden, Cambridge MA

Winston Flowers

Garden Design Creative Director, Part-time, June 2008 - December 2011

Started Garden Design department for Boston's largest floral retailer. Within two years, created 1.6 million dollar design/build landscape division with six installation crews focusing on high end landscape design utilizing local Massachusetts suppliers. Developed relationships with plant growers/ nursery network throughout Massachusetts.

Town of Barnstable

Barnstable, MA

Growth Management Department Landscape Architect, 2005

Wrote applications and obtained over three million dollars from six grants to support downtown Hyannis revitalization projects. Initiated green infrastructure planning and park design work to spur redevelopment in downtown core.

Association to Preserve Cape Cod

Barnstable, MA

Whitlock Fellowship Summer Intern. Summer 2004

- Completed advocacy and project work for Cape Cod's oldest environmental non-profit. Projects included:
- + Dennisport Revitalization Project, Dennis, MA: 2004 American Planning Association Honor Award & 2004 MA Governors' Smart Growth Award for rezoning, design guidelines, and visualization work to redevelop the downtown core.
- + Priority Open Space Parcel Analysis: GIS modeling to determine priority Cape Cod parcels to preserve based on ecological services.



Nellie Ward

Landscape Architect. Offshoots. Inc.

EDUCATION

IIMass Amherst The Conway School The University of Utah

Master of Landscape Architecture, 2016 Master of Ecological Design, 2014

Bachelor of Arts in Political Science, 2010

Bachelor of Science in Environmental Studies, 2010 The University of Utah

PROFESSIONAL REGISTRATION

Registered Landscape Architect in Massachusetts #4382 and Pennsylvania #003387

PROFESSIONAL WORK

Offshoots, Inc Boston, MA

Landscape Architect, Project Manager & Designer, September 2021 - Present

Responsible for design, drafting, graphics, construction documents for residential, multi-family, and municipal projects.

- + Mendes-Monteiro House, North Dartmouth, MA: planting design, construction documentation, construction administration (ongoing).
- + New England Biolabs Childcare Center, Ipswich MA: construction documentation, construction administration (ongoing).

Ground Reconsidered

Landscape Architect, August 2019 - August 2021

Responsible for design, drafting, graphics, construction documents, and community engagement for municipal and commercial projects.

- + Olney Recreation Center, Philadelphia, PA: Community charrette design and graphics, construction documentation, 3-dimensional modeling.
- + SORA West, Conshohocken, PA: Construction administration and construction documentation.
- + Tenacre Foundation, Princeton, PA: Conceptual design, 3-dimensional modeling, construction documentation.
- + Mifflin Square Park, Philadelphia, PA: Site analysis, client meetings, DCR grant application preparation, construction documentation.
- + University of Delaware Harrington Hall, Newark, DE: Planting plan research and design, construction administration.

Pennsylvania Horticultural Society Philadelphia, PA

Project Manager of Urban Design (6 Month Position), February 2019 - August 2019

Responsible for design, drafting, graphics, construction documents, community engagement for municipal and commercial projects.

- + Manayunk Pop-Up Garden, Philadelphia, PA: Design-build documentation, 3-dimensional modeling, material sourcing
- + Vine Street Expressway Installation, Philadelphia, PA: Planter box panel design in coordination with the Philadelphia Chinatown Development Coordination, community engagement, material/fabricator sourcing, planting plan.
- + Comcast Sustainability Center, Philadelphia, PA: Charrette design and facilitation, conceptual design, performance monitoring research and documentation, presentation graphics.
- + PHS training (voluntary): PHS Tree Tender Certification, PHS Flower Show Runner.

Studio Bryan Hanes Philadelphia, PA

Landscape Designer, September 2017 - December 2018

Responsible for design, drafting, graphics, construction documents, community engagement for municipal, residential, and commercial projects.

- Smith Memorial Playhouse, Philadelphia, PA: schematic design documentation, presentation graphics, board meetings, cost estimating.
- + South Side Park Master Plan, Pittsburgh, PA: intensive community charrette design and facilitation series, public feedback compilation and documentation, master plan document production, 3-dimensional software and physical modeling, presentation graphics.
- + The Poplar, Philadelphia, PA: design-intent construction documentation, spa and pool product research and documentation, material and fabricator sourcing, presentation graphics.

NV5 (RBA Group) Philadelphia, PA

Landscape Designer, August 2016 - August 2017

Responsible for design, drafting, graphics, construction documents, community engagement for municipal, residential, and commercial projects. +Rivera Recreation Center & Mann Older Adult Center, Philadelphia, PA: Philadelphia Water Department Technical Stormwater Review research

and documentation, NPDES permit application documentation, renderings, community charrette design and facilitation. + Gold Star Park, Philadelphia, PA: construction documentation development and production, community engagement, presentation graphics.

AWARDS & HONORS

- + PA-DE ASLA Honor Award: Analysis & Planning: South Side Park Master Plan, Studio Bryan Hanes (2019)
- + University Olmsted Scholar, University of Massachusetts Amherst (2016)
- + ASLA Merit Award, University of Massachusetts Amherst (2016)
- + BSLA Student Scholarship, University of Massachusetts Amherst (2016)
- + Paul Whitney Roades and Carolina Pree Scholarship, University of Massachusetts Amherst (2016)
- + BSLA Student Merit Award: Green Streets Guidebook for Holyoke, MA (2015)



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Shelby Chapman-Hale

Landscape Architect, Offshoots, Inc.

EDUCATION

University of Oregon University of Vermont

School of Architecture and Allied Arts, Master in Landscape Architecture, 2013

Bachelor of Environmental Science and Ecological Design, 2008

PROFESSIONAL REGISTRATION

Registered Landscape Architect, Massachusetts #4309 Registered Landscape Architect, Vermont #125.0133748

RESEARCH & TEACHING

Research

A Place for Parking: Design Guidelines for Surface Parking Lots

+ Masters project at University of Oregon, accepted June 2013. Presented at CELA conference in March, 2014.

Teaching & Speaking

- + University of Oregon School of Architecture and Allied Arts, Teaching Fellow for Plant Identification and Design, 2012, 2013
- + University of Oregon School of Architecture and Allied Arts, Teaching Fellow for Land Analysis, 2012
- + University of Vermont, Rubenstein School, Forestry Department, Dendrology Teaching Assistant, 2006, 2007

PROFESSIONAL WORK

Landscape Architect, Project Manager, March 2016 - Present

+ Calahan Park, Burlington, VT - Municipal Park Master Plan, Project Manager

- Responsible for design, drafting, graphics, construction documents, and project management of residential, multi-family, and municipal projects.
- + 1005 Broadway, Chelsea, MA Multi-Family Housing Development and Public Riverfront Park, Project Manager
- + Roxbury Tenants of Harvard Restoration Housing, Boston, MA Affordable Multi-Family Housing with Community Openspace, Project Manager
- + 25 Sixth, Chelsea, MA Multi-Family Housing Development and Public Riverfront Park, Project Manager
- + McManus Mansion, Acton, MA Affordable Multi-Family Housing, Project Manager
- + 1200 Montello, Brockton, MA Affordable Multi-Family Housing with Streestcape Design, Project Manager

Morgan Wheelock

Staff Landscape Architect, September 2013 - February 2016

Developed construction documents, schematic renderings, cost estimates, and planting design for high-end residential and estate projects in

- + 90 Acre Estate on Cape Cod: Prepared construction documents and developed planting design through installation for an estate which includes an extensive orchard, organic vegetable garden, cutting garden, livestock and apiary
- + High-end Residences Newton, Brookline, and Chestnut Hill, MA: Worked with project lead to develop multiple projects from schematic design through construction documents

University of Oregon

Assistant to the Director at the Fuller Center for Productive Landscapes, July 2013

Dalton,PA

Assisted director of a summer field school for landscape architecture students focused on productive landscape research and design. Organized schedule for visiting lectures, travel to New York and Philadelphia for firm and site visits. Developed graphics for end of term student presentations and art walk.

University of Vermont

Research Intern, February 2008 - August 2008

Assistant to the consulting architect for the Greening of Aiken project. Researched potential sustainable site LEED credits for the renovation of the building that houses the University's Rubenstein School.

Gardener's Supply Co.

Nursery Associate and Pre-Season Coordinator, Gardener's Supply Company, 2007 - 2009

Helped retail customers select the appropriate plants for their site and design requirements. Part of a team that maintained a 6 acre retail nursery. Promoted to Pre-Season coordinator in 2008, responsible for coordinating and fulfilling spring orders for retail customers.

AWARDS & HONORS

- + Marie and Arthur Berger Award, University of Oregon School of Architecture and Allied Arts, Dept. of Landscape Architecture, 2012
- + Vermont Scholars Award, University of Vermont, 2004-2008

MEDIA

Selected work featured in the following publication:

+ LAGI, Klein, C. (2013) Freshkills Flock in Regenerative Infrastructures: Freshkills Park, NYC (pp.222) New York: Prestel.



Terry Kinsler

Senior Associate, Offshoots, Inc.

EDUCATION

Kansas State

Bachelor of Landscape Architecture, 2007

University Secondary Major - Natural Resources and Environmental Science, 2007

PROFESSIONAL REGISTRATION

Registered Landscape Architect, Massachusetts #1615

PROFESSIONAL WORK

Offshoots, Inc

Senior Associate. Present

Responsible for project management/ coordination, design oversight, construction documentation and administration of private/ civic development and residential projects.

- + 775 Huntington Ave Boston, MA Mixed-use development
- + 84 Warren Boston, MA Multi-family development
 - + Henderson Boathouse Boston, MA University boathouse and municipal park
 - + Hood Park 6 Stack Street Pavilion Charlestown, MA Private open space with roof deck terrace
 - + Modern Mill and River House Development Williamstown, MA Riverfront multi-family housing development
 - + Herringbrook Meadow Scituate, MA Multi-family development

Halvorson Design

Associate, 2012 - 2017

Responsible for project management and the development of conceptual designs, 3-dimensional modeling, construction documentation, cost estimating, and construction administration for private development, civic development and complicated residential design.

- + Asa Gray Garden Mount Auburn Cemetery, Watertown, MA: fountain design, fountain detailing, construction documentation/ coordination and construction administration
- + Private Residence, Newton, MA: lead design, project coordination, construction documentation and construction administration
- + Cary Fountain and Downtown Park, Cary, NC: project design development and coordination, fountain construction documentation and construction administration
- + Worcester Polytechnic Institute Quad and Wedge Terrace, Worcester, MA: lead designer, construction documentation and construction administration

Landscape Architect, 2007 - 2012

Responsible for assisting principals and project managers, 3-dimensional modeling, graphic production and construction documentation for large-scale mixed-use development projects located both regionally and internationally.

- + Marasy Waterfront Development Abu Dhabi, United Arab Emirates: design development, construction documentation and project coordination
- + Palace of Pleasure Residential Development, Chongging, China: provided design development and preliminary construction detailing
- + Emerald Gateway Abu Dhabi, United Arab Emirates: provided concept design assistance and design development solutions + One Kendall Square, Cambridge, MA: project assistance and construction documentation

AWARDS & HONORS

- + 2019 Frederick Law Olmsted Award, Preservation Massachusetts: Asa Gray Garden Mount Auburn Cemetery Watertown, MA
- + 2018 AIA CM Merit Award, Worcester Polytechnic Institute Quad and Wedge Terrace Worcester, MA



William Ouin Smith

Senior Associate, Offshoots, Inc.

EDUCATION

University of California, Berkeley

College of Environmental Design, Master of Landscape Architecture, 2010

Lewis and Clark

BA in Environmental Studies, 2003

PROFESSIONAL REGISTRATION

Registered Landscape Architect, Massachusetts #4349

PROFESSIONAL WORK

Offshoots, Inc

Senior Associate, January 2022 - Present

Boston, MA

Responsible for design, drafting, graphics, construction documents, and project management of residential, multi-family, and municipal projects.

- + Doyle Park and Playground, Hyde Park, Boston, MA Riverfront municipal park
- + POAH Gardener Terrace I, Attleboro, MA Multi-family Residential
- + POAH Gardener Terrace II, Attleboro, MA Multi-family Residential
- + Cable Mills Modular Housing, Williamstown, MA Multi-Family Residential

Landworks Studio, Project Manager, January 2020 - December 2021

Inc. (LWS) Responsible for management of LWS staff, budget, and schedules, as well as management of projects through all phases of design work: conceptual design, schematic design, and design development. Responsible for managing teams of sub-consultants, leading community outreach initiatives, and for leading development of construction documentation and overseeing construction administrative duties.

- + Boston Harbor Shipyard and Marina, Boston, MA
- + City Point South, Waltham, MA
- +Skyline E-Lofts, Fairfax County, VA
- +NBY Hub, New Albany, Ohio
- +Dadong Forest Garden, Taichung City, Taiwan

Office (GWO)

Groundworks Senior Associate, May 2015 - December 2019

Responsible for management of GWO staff and workflow, as well as management of projects through all phases of design work: conceptual design, schematic design, and design development. Responsible for managing teams of sub-consultants, leading community outreach initiatives, and for leading development of construction documentation and overseeing construction administrative duties.

- + Treasure Island Phases I and II: Clipper Cove and Waterfront Plaza, San Francisco, CA
- + Linda Beach Master Plan, Piedmont, CA
- + Alice Chalmers Playground, San Francisco, CA
- + Harvey Milk Plaza Design Competition, Finalist, San Francisco, CA
- + San Francisco International Airport, Terminal 1, San Francisco, MA

Land Architects (M+S) Berkeley, CA

Meyer + Silberberg

Project Manager, May 2014 - May 2015

Responsible for management of projects in direct collaboration with M+S principles, including leading design processes from conceptual design through design development, and developing construction documentation and technical specifications. Oversaw development of graphics and presentations, and managed project schedules and budgets.

- + Battery East Overlook San Francisco, CA
- + The Graffito Green, Design Competition, 2nd Place Finalist, Miami, FL

Architecture

Berkeley, CA

PWP Landscape Designer, January 2012 - May 2014

Responsible for development of landscape designs in direct collaboration with PWP principles and senior associates. Managed PWP staff during design and construction documentation phases, and was responsible for developing drawings and graphics and building models and mock-ups. + Colorado Esplanade, Santa Monica, CA

- + Transbay Terminal, San Francisco, CA

AWARDS & HONORS

- + ASLA Honor Award Wurstershire Sauce Design Build, 2011
- + Digging Deeper Building Blocks for Sustainable Design, 2010
- + San Francisco Garden Show, Merit Award, 2009





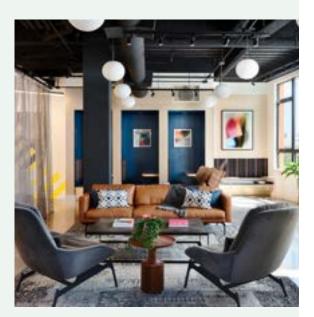




SUPERETTE

We're a women-owned interior design & branding firm specializing in hospitality, multifamily & retail.

We are collaborators, researchers, and above all, curious minds. Because of our multidisciplinary approach, we are a powerful creative resource for our clients. Our varied services deliver solutions that carry a cohesive thread of a brand's identity through all aspects of a project, creating a unifying narrative as well as a streamlined process for owners, operators and developers.



Approach

We believe that crafting a holistic experience creates a lasting and memorable story. We begin each project by thoroughly developing a creative strategy, diving deeply into research to capture a brand essence, which then inspires each creative decision we make along a project's journey. Our goals mirror those of our clients - to create results that are strategic, useful and beautiful for the guests, customers and communities they serve.

What We Do

ENVIRONMENT Interior Design 3D Visualization FF&E Custom Furniture Casegoods

Wallpaper + Mural Wayfinding + Signage BRANDING

Naming Brand Strategy Brand voice Identity Systems Art Direction Illustration

Web Design E-Commerce

Packaging

Copywriting

Print Design

EXPERIENCE

SELECT CLIENT LIST

Woodside Hotel Group California Closets Mt. Vernon Company Earth Footwear Sebago

Lord and Taylor BookBub

Bates College

Fulbright University Vietnam



SUPERETTE

We're a women-owned interior design & branding firm specializing in hospitality, multifamily & retail.

CO-FOUNDERS

Sonja Haviland



Sonja brings a background in fine arts as well as international experience to her role as Co-Founder & Creative Director of Interiors. She believes that design is a tangible asset to a business, and loves the process of turning a client's vision into a reality.

Sonja holds degrees in Studio Art + Art History from Gettysburg College and Interior Design from Parsons School of Design and has worked for top design firms on both US coasts. She roots all her work in a strong conceptual strategy for every project in order to create connecting threads of meaning that people can relate to. Through her hands-on approach and her influences from her travels and their tactile experiences, her point of view ensures Superette creates results that are beautiful, considered and carefully crafted.

Haley Mistler



Haley's sensory approach and knack for detail make her an intuitive designer and a passionate creative. In her role as Co-Founder and Creative Director of Branding, she blends a love for history with a nod to the newest design movements to craft thoughtful and innovative solutions.

Haley obtained a Bachelor of Arts in Graphic Design from Suffolk University in Boston and studied painting and illustration in Florence, Italy. After a career start in building fashion brands, she developed a truly holistic approach to designing a brand experience. Her passion is woven into her imaginative approach to conceptual design at a high level and in the execution of a design vision across multiple channels from the smallest details to the grandest gestures.





Haley Mistler is a Co-Founder & Creative Director of Superette Studio.

Superette Studio is a women-owned design firm specializing in interior design & branding for boutique hospitality, multifamily and retail. By combining two creative disciplines, we create brands that are layered and engaging in both two- and threedimensions. We celebrate simplicity and quality, a balance of form and function and a belief that the details are what creates a narrative. As a Co-Founder and the Creative Director of Branding, I build strong and lasting relationships with clients and work with them to explore, create and elevate their brands both inside and outside their physical spaces by through a rigorous research process, a strong strategic foundation, a passion for collaboration, and leaving room for a little magic.

capabilities —

TECH	DESIGN
Adobe Illustrator	Print
Adobe Photoshop	Web Design

Adobe InDesign eCommerce Design Adobe Lightroom Packaging Design Adobe XD Environmental Sketch Signage + Wayfinding

HTML/CSS/PHP Editorial Wordpress Product Design Shopify Illustration

Microsoft Office Project Management

MailChimp Styling Art Direction Campaign Monitor Production

experience —

SUPERETTE STUDIO

Co-Founder & Creative Director, Branding 2018-present Boston, MA & Providence, RI

Full service commercial design practice working with clients across the hospitality, multifamily and retail sectors. Creative Director and lead on all branding projects.

HALEY MISTLER DESIGN

Owner 2012-2018 Taos, NM & Boston, MA Led a branding and graphic design firm working with clients across retail, media, tech, development and education sectors on new and refreshed brand projects, website & ecommerce design, print & packaging and art

HH BROWN

Creative Director 2010-2012 Andover, MA

Led creative concepts on a rotating seasonal basis for 3 different footwear brands. Launched new brand Isolá from concept to execution and led a creative team to develop innovative ecommerce design techniques. Interior Design lead for retail buildout of brand's flagship NYC showroom. International photoshoot producer and art director. National advertising campaign and catalog design.

HH BROWN

Graphic Designer 2008-2010 Andover, MA

Print, catalog, advertising, website, blog and trade show design for 3 different footwear brands. Initiated and developed monthly trend reports to drive ecommerce site traffic resulting in significant sales increases. Translated branded elements to new product designs for manufacturing.

education —

BFA, Graphic Design 2008

New England School of Art & Design, Suffolk University

awards —

American Graphic Design Awards - Logo Design PRINT Regional - Best Logo Design

Logo Lounge Book - Best in Logo





Rachel Costa is a Senior Interior Designer at Superette Studio.

capabilities —

TECH

DESIGN

AutoCAD

Space Planning

Revit

Hand Drafting Textile Design

SketchUp Spexx

FF&E Selection

Adobe InDesign

Adobe Photoshop

Adobe Illustrator Microsoft Office

Podium

education —

BFA, Interior Design 2015 Moore College of Art & Design | Philadelphia, PA

awards —

Francis Cauffman Excellence in Interior Design Ruth Leiter Prize for Excellence in Interior Design

experience —

SUPERETTE STUDIO

Senior Interior Designer 2022-present Boston, MA & Providence, RI

Oversee all interior design projects. Develop project schedules and outline project budgets. Manage junior designers and drafters to produce construction documents, rederings and casecoog drawings. Source materials and FF&E to suite creative guidelines of each project. Generate all specification packages for FF&E and manage all purchasing agents throughout procurement process. Collaborate with architects and other design disciplines to create cohesive and complete drawing sets. Manage relationships with product vendors and sales reps to maintain a current and functional materials library.

ABI DESIGN

Interior Designer 2017 - 2022 Providence, RI Produced construction documents, renderings, design boards, and casegood drawings for hotel renovations and new construction. Generated specifications for FF&E and coordinated with purchasing agents. Reviewed shop drawings and finishes for all projects and worked with millworkers and sales representatives to resolve any issues. Followed guidelines provided by hotel brands such as Hilton and Hyatt to ensure design work met their standards but also met the needs of ownership and its investors.

MARTHA'S VINEYARD INTERIOR DESIGN

Junior Interior Designer 2015-2016 Vineyard Haven, MA Assisted project managers with drawings, renderings, client presentations and administrative duties. Recorded existing conditions for drawing precision. Coordinated and oversaw furniture moves and installs on clients behalf. Sourced materials and FF&E that suited each project. Worked with clients on the selection of custom window treatments and processed orders. Obtained pricing information from manufacturers and suppliers and used product pricing knowledge to create revenue for the firm and reasonable quotes to client

JAY HAON ART & DESIGN

Design Assistant 2014 - 2015 Philadelphia, PA

Assisted in the construction process of residential projects. Produced permit and construction drawings. Created custom millwork and aided in the fabrication through the supervision of design principal. Collaborated with design team on space planning concepts and material selections. Built digital models and developed hand-drawn perspectives. Surveyed job sites for drawing accuracy. Rendered elevations and created graphics.



Sonia Haviland is a Co-Founder & Creative Director of Superette Studio.

Superette Studio is a women-owned design firm specializing in interior design & branding for boutique hospitality, multifamily and retail. By combining two creative disciplines, we create brands that are layered and engaging in both twoand three-dimensions. We celebrate simplicity and quality, a balance of form and function and a belief that the details are what creates a narrative. As a Co-Founder and the Creative Director of Interiors, I believe that design is a tangible asset to a business, and I root my work in a strong conceptual strategy for every project in order to create connecting threads of meaning that people can relate to.

capabilities —

TECH DESIGN

Revit Interiors AutoCAD FF&E

SketchUp Custom Furniture Adobe Illustrator Casegoods Adobe Photoshop Signage Adobe InDesign Wayfinding

Hand Drafting Project Management

Hand Sketching Styling 3D Rendering Art Direction

Microsoft Office

education —

AD, Interior Design Parsons The New School for Design, 2005 - 2006 BFA, Art History & Studio Arts

Gettysburg College, 1999 - 2003

Renaissance Arts & Italian Language Syracuse University Florence, Italy 2001

experience —

SUPERETTE STUDIO

Co-Founder & Creative Director, Interiors 2018-present Boston, MA & Providence, RI

Full service commercial design practice working with clients across the hospitality, multifamily and retail sectors. Creative Director and lead on all Interior Design projects.

SONJA HAVILAND DESIGN

Owner 2015-2018 Boston, MA

Operation of Commercial & Residential Design Practice Design, Coordination & Project Management.

BERGMEYER ASSOCIATES

Senior Designer 2011-2015 Boston, MA

Commercial interior design, with specialization in retail & hospitality environments. Custom design of environments with inclusion of retail fixtures & furnishings. Specification of materials, finishes, furnishings, etc. Assist in Brand Identity & Graphic Design & Visual Merchandising. Device merchandising plans & guidelines. Project coordination & management for all phases of projects. Mentoring of junior staff, assisting in design knowledge development.

BARRISCALE DESIGN STUDIO

Senior Designer 2008-2011 San Francisco, CA

Commercial & Residential design, with emphasis in retail and hospitality environments. Custom design of fixtures & furnishings. Lead designer in the specification of materials, finishes & furnishings. Assist in Brand Identity, Graphic Design & Visual Merchandising. Provide project team coordination for all phases of projects.

SEAN JOHNSON INTERIOR DECORATION

Designer 2006-2008 New York, NY

High-end residential interior design & project management.

SOTHEBY'S

2004-2006 New York, NY Furniture Department Registrar

awards —

Designer Dozen Award by VMSD Magazine PAVE's "Rising Star" Award for Retail Design

Email — rachel@superettestudio.com

Call — 401-642-8283

Web — superettestudio.com

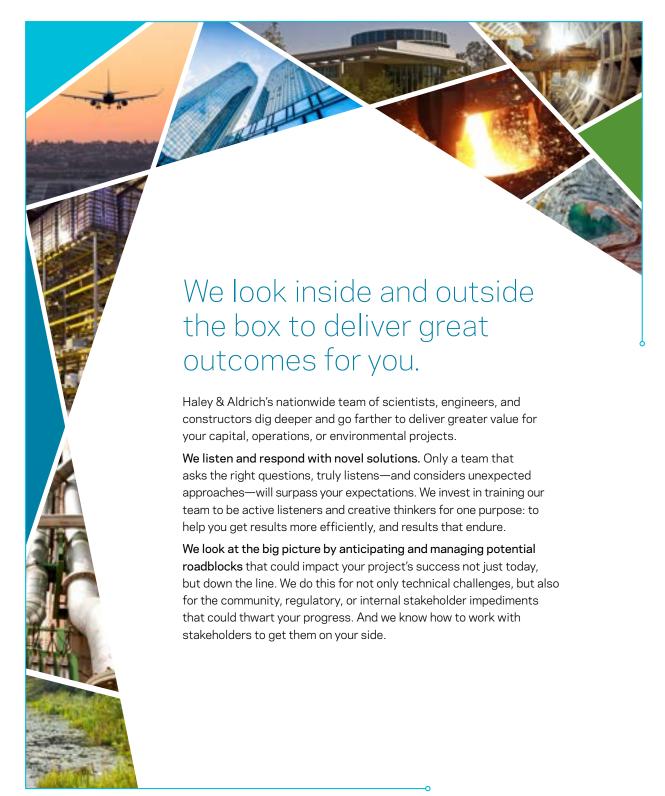
Email — sonja@superettestudio.com

Call — 508.320.0210

Web — superettestudio.com



HALEY ALDRICH



haleyaldrich.com



We bring the right experience to create the right solution for you.

We started out in 1957 pioneering geotechnical engineering and have built on that foundation nationally with services across the built environment lifecycle from initial conception through adaptive reuse to meet a new need. Our clients span small to large companies, higher-education institutions, and government agencies. We work as one team, employing the best experts from our nationwide network to provide the right expertise and experience for you.

But that's just the foundation. We bring much more than our bench strength to the table. We leverage and adapt Lean thinking to balance conflicting and complex needs to create higher value at lower cost. Similarly, we develop and apply emerging technologies in innovative ways to deliver the best solution for you. We are shareholder owned, meaning we're all personally invested in your success.

What matters to you matters to us.

MARKETS WE SERVE

Aerospace

Educational, healthcare and cultural institutions

Energy

Environmental trusts

Government infrastructure Industrial and manufacturing Mining Real estate developers

OUR SERVICE AREAS

Construction

Decommissioning and demolition

Environmental and waste facility construction

Remediation construction

Contaminated site management

Coal combustion residuals management

Emerging contaminants

Environmental due diligence Environmental risk assessments

Remediation

Sediments

Site characterization Vapor intrusion

EHS compliance

Air quality

EHS strategy and management Natural resources

Solid and hazardous waste Water quality

ESG and sustainability

Geotechnical engineering

Dams and embankments

Earthquake engineering

Foundation design

Geotechnical instrumentation and monitoring

Ground improvement

Rock engineering

Support of

excavation design

Trenchless technology

Lean consulting

Organizational excellence Project delivery excellence

Resilience

Water resources

Groundwater Stormwater

Surface water

OFFICES

ANN ARBOR, MICH. BOISE IDAHO BOSTON, MASS. BURLINGTON MASS GREENVILLE S.C. CINCINNATI OHIO CLEVELAND, OHIO

DAYTON, OHIO GRAND RAPIDS, MICH. MAUI, HAWAII hagåtña guam HARTFORD, CONN. NEW YORK, N.Y. COSTA MESA, CALIE. HONOLULU, HAWAII OAKLAND, CALIE.

KANSAS CITY, KAN. MANCHESTER, N.H. MCLEAN VA MISSOULA MONT

PARSIPPANY, N.J. PHOFNIX, ARIZ. PORTLAND, MAINE PORTLAND ORF RICHMOND VA ROCHESTER, N.Y. SAN DIEGO, CALIE.

SAN JOSE, CALIE SPOKANE, WASH. TACOMA WASH TUCSON ARIZ VANCOUVER, WASH. WALNUT CREEK, CALIF.

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MICHAELA BEVILLARD

Project Sustainability Specialist

M.S., Sustainability Leadership, Arizona State University

SPECIAL STUDIES AND COURSES

Lean White Belt

Envision Sustainability Professional (ENV SP)

GRI Certified Sustainability Professional

RELEVANT PROJECT EXPERIENCE

Confidential Energy Client, Corporate Environmental Justice Program. Michaela is supporting Haley & Aldrich's development of the framework for the client's corporate-wide EJ program. She conducts research and benchmarking to assess the regulatory and stakeholder landscape, performs a gap analysis, and establishes the business case for the program.

Confidential Energy Client, Portfolio Environmental Justice Analysis and Engagement Planning, Multiple States. Michaela performed desktop research of EJ-related media, social chatter, and community concerns across dozens of the client's sites. She helped educate the client team on EJ and potential site challenges, providing best practice recommendations. She also helped devise a method for site prioritization for community outreach. Additionally, Michaela navigated the webtool built for the client to perform quality checks and provide valuable insights. She is currently engaged with developing tailored engagement plans for the client's sites in order to deepen their relationships with the local communities.

Confidential Aerospace Client, Environmental and Social Due Diligence, Multiple Sites. Michaela has collaborated to produce environmental and social due diligence reviews of potential property transactions for the client. She developed property management surveys to supplement site reconnaissance, devised a risk scorecard methodology, and assessed findings relative to the client's corporate ESG goals. In addition to environmental considerations, her research assessed the risk posed by property performance regarding health, safety, and wellbeing of employees and surrounding communities.

Confidential Financial Services Company, Environmental and Social Due Diligence. Michaela contributed to the climate risk assessment and the evaluation of EJ and social benefits of a greenfield steel facility in the U.S. The client required an assessment of the project's conformance to the Equator Principles, Organization for Economic Cooperation and Development (OECD) Common Approaches, and International Finance Corporation (IFC) Performance Standards and Environmental, Health, and Safety (EHS) guidelines. She performed an analysis of the findings from site reconnaissance and from desktop review of the local context.

Confidential Mining Client, Community Engagement, Pacific Northwest. Michaela provided key contributions to the communications strategy for the environmental permitting for the client's mine. She conducted stakeholder mapping, assessment of current community concerns, environmental justice screening, and review of media coverage associated with the site. She assessed potential issues that could be raised during key stakeholder meetings. The development of the engagement plan was informed by guidance and protocols from the International Council on Mining & Materials (ICMM) and Global Industry Standard on Tailings Management (GISTM). Michaela is collaborating on the production of public engagement materials to help the community and other stakeholders visualize project activities and other relevant information. She is also supporting stakeholder and public meetings and post-meeting activities.



KEITH E. JOHNSON, P.E., LSP

Technical Expert

EDUCATION

M.S., Civil Engineering, Massachusetts Institute of Technology B.S., Civil Engineering, Northeastern University

PROFESSIONAL REGISTRATIONS

RI: Professional Engineer (Reg. #4623) Massachusetts Waste Site Cleanup Professional- LSP (Reg. # 9789)

SPECIAL STUDIES/PUBLICATIONS

40-Hour OSHA Hazardous Materials Training by Haley & Aldrich, 1988 Hazardous Materials Refresher Course (8 Hour OSHA) by Haley & Aldrich, 1991 to 2008; LSP CE Credits 48 hours over 3 years

RELEVANT PROJECT EXPERIENCE

Former Manufactured Gas Plant Site, Boston, Massachusetts. Since 1992, Keith has been the project manager for Comprehensive Response Actions under the MCP at a 30-acre former MGP. The remedial actions to date have included excavation, on-site stabilization and reuse of coal tar contaminated soil encountered during construction activities for LNG dike construction, removal of buried drums, removal and off-site treatment of surface soils and construction of an engineered barrier under the Massachusetts Contingency Plan. The contaminants of concern include volatile organic compounds, benzene, tolvene, ethylbenzene xylenes, polynuclear aromatic hydrocarbons, and cyanides. Keith has prepared a hazardous material management plan for excavation and handling of contaminated soils during dike construction, conducted MCP Phase II Comprehensive Site Assessment, and prepared MCP documents, the Phase III Remedial Action Plan, and the Phase IV- Remedial Implementation Plan.

Multiple Waterfront Projects, South Boston, Massachusetts. As project manager, Keith provided geotechnical engineering services to the design team for a federal courthouse in Boston. The 400,000 sq. ft. building is sited on filled land, formerly the Pier One area, along Northern Avenue in South Boston. The multi-level structure was supported on 120 ft. deep piles. In addition, the scope included an investigation of the existing granite sea wall for incorporation into a marginal waterfront park development. Keith also provided environmental services for the Institute of Contemporary Art (ICA) and three recently completed office and residential building on Pier 4 adjacent to the ICA. These projects included multiple below-grade levels and management of contaminated soil left from historical filling of the former slips. The projects at Pier 4 also included environmental response services associated with the raising of a sunken Hudson River Day Line steamer that sank at its dockside location at the Pier 4 Inner Harbor during the Blizzard of 1978.

Boston University Medical Center for Advanced Biomedical Research, Boston, Massachusetts. Keith served as the project manager providing geotechnical and environmental consulting services. The entire site is filled land and required deep pile foundations. Keith provided soil management of the excavated soil and environmental monitoring during construction. The project's 1,000-car parking garage, -nine-story biomedical research center, four medical offices, research buildings, and 240-room hotel were completed over a period of 10 years.

Cambridge Center Kendall Square Urban Renewal Project, Cambridge, Massachusetts. Over a period of 37 years, Keith provided geotechnical and environmental services for 14 buildings on a 43-acre parcel in the heart of Kendall Square. In his time working on the project, the site's built space, which began at 2.77 million sq. ft., increased by 1 million sq. ft. of new office and laboratory space. The majority of the building sites had been used previously by businesses that have a history of causing environmental damage, including electroplating facilities, gas stations, shoe factory, paint and varnish factory, bulk oil terminal. His long-term involvement with the project and expertise with regulations/environmental solutions allowed him to initiate cost-effective on-site treatment and reuse alternatives.



CORINNE M. MCKENZIE

Project Manager

EDUCATION

B.A., Environmental Studies, Northeastern University

SPECIAL STUDIES/PUBLICATIONS

40-Hour OSHA Hazardous Waste Operations Training (29 CFR 1910.120), 2000 8-Hour OSHA HAZWOPER Annual Refresher Course

RELEVANT PROJECT EXPERIENCE

Hood Park Redevelopment, Charlestown, MA. Environmental project manager for the ongoing redevelopment of the Hood Park campus in Charlestown. Corinne oversees the environmental MCP components as each individual site is developed. She manages environmental soil management and regulatory compliance. Construction to date has included 50 Hood Park Drive, 100 Hood Park Drive, 6 Stack, as well as masterplan improvements surrounding 500-570 Rutherford Avenue. Part of the full buildout of the master plan includes two public parks.

Woburn Development (Confidential), Woburn, MA. Environmental project manager for the ongoing redevelopment of a former manufacturing site in Woburn. Corinne oversees the environmental MCP components of the project as portions of the 20-acre property, including a wetlands area, future townhome area and future commercial space, are remediated for future development. Tasks include environmental soil and groundwater management and regulatory compliance via various MCP submittals spanning several Release Tracking Numbers. She also manages public involvement on the project which includes coordinating and attending public meetings and soliciting comments from the public on various regulatory reports.

Mixed-Use Development (Confidential), Allston, MA. Environmental project manager for the redevelopment of a phased development project in Allston. Corinne manages the environmental components of the project which includes an infrastructure phase and subsequent phases of development of four parcels. Infrastructure and development of the first building are ongoing, she works with the different ownership entities and their respective contractors to ensure work is coordinated. She supports environmental soil and groundwater management and regulatory compliance. Infrastructure has included various utilities as well as roadway reconstruction and the first building mixed-use building, including two-levels of below-grade parking with the first two stories to be commercial/retail space and the upper four stories residential. Development of remaining parcels will be phased, design of which is ongoing.

Urban Rehabilitation Hospital, Partners HealthCare Systems, Inc., Charlestown, MA. Environmental support for development of urban rehabilitation project in Charlestown. The facility consists of a three- to eight-story building with two levels of below-grade parking. The project was a MassDEP MCP reportable site, and moreover was federally tracked (EPA-regulated Toxic Substances Control Act, or TSCA) site that required significant remediation. The project also included constructing new community-use open spaces.



DAWN A. SANTOIANNI

Principal – ESG and Resilience Strategy

EDUCATION

M.S., Mechanical Engineering, North Carolina State University

B.S., Mechanical Engineering, State University of New York-Stony Brook

PROFESSIONAL AFFILIATIONS

Georgia Environmental Conference Steering Committee

Tennessee Environmental Network Show of the South Steering Committee

Air and Waste Management Association (AWMA)

International Aerospace Environmental GroupUtility Solid Waste Activities Group (USWAG) Policy Committee-2017-2019, affiliate-currently

American Coal Ash Association (ACAA) Educational Foundation and Scholarship Committee Chair-2013-2016, associate member—current

SPECIAL STUDIES/PUBLICATIONS

"Sustainable Construction with Coal Combustion Products," developed for American Coal Ash Association, 2014.

"Innovation Cleans Up Waste-to-Energy," Scientific American Plugged In, 1 August 2012.

Testimony before the U.S. House of Representatives Energy and Commerce Subcommittee on Environment and the Economy, on H.R. 1391, the Recycling Coal Combustion Residuals Accessibility Act of 2011. April 14, 2011.

"Emissions of organic air toxics from open burning: a comprehensive review," with P.M. Lemieux and C.C. Lutes. Progress in Energy and Combustion Science, 30:1: 1-32, 2004.

RELEVANT PROJECT EXPERIENCE

EJ community engagement strategy, confidential energy client, multiple states across the U.S.

Dawn is leading work to understand EJ concerns around dozens of the client's remediation sites and develop tailored community engagement plans. The goals of the work are to understand how cumulative environmental impacts may affect remediation efforts, her client's reputation, and communities. Through detailed web mapping of EJ indices, Haley & Aldrich is tailoring the engagement strategy by taking into account social vulnerability issues, critical service gaps, and opportunities to enhance ecosystem services through the engagement effort.

Community engagement planning, confidential mining client, Pacific Northwest

Dawn is working with the client to develop a public engagement plan that includes involvement with Native American tribal communities and state regulators on the decommissioning and closure of the site facilities, including the tailings pond. The planning includes EJ screening, development of key messages, FAQ, and exhibit materials for public meetings. State regulators will be evaluating the engagement plan as part of their review for permits necessary to close the facility.

Environmental and social due diligence, international finance bank, central U.S.

Dawn is leading the evaluation of ESG risks and opportunities associated with the development of a new steel facility being financed by the client, including community EJ concerns, climate impacts, sustainability initiatives and local economic benefits. The work includes evaluating the project's alignment with the Equator Principles, International Finance Bank performance standards, and OECD Guidance.

Community Transportation Impact Study, Louisville, Kentucky. Dawn assisted with an environmental justice evaluation of coal ash structural fill projects at the request of reviewing agencies, leading to successful permitting.

North Carolina Advisory Committee for the U.S. Commission on Civil Rights (USCCR) Hearing on Coal Ash, Stokes County, North Carolina. Dawn supported the development of corporate witness testimony before the state advisory committee to the USCCR on environmental justice related to coal ash management.



DAMIAN R. SIEBERT, P.E.

Principal – Geotechnical Engineering Practice Leader

FDUCATION

M.S. Civil and Environmental Engineering, Northwestern University B.S. Civil Engineering, Tufts University

PROFESSIONAL REGISTRATION

Professional Engineer: Tufts University Civil & Environmental Engineering, External 2005/ MA: Reg. No. 46290 Advisory Board Member 2012 - present

Professor of the Practice, Tufts University 2014 – 2017 2012/ NE: Reg. No. E-14409 Geotechnical Advisory Committee to the Building Code

(Massachusetts) 2017 - present

EDUCATION/ADVISORY POSITIONS

PROFESSIONAL SOCIETIES/PUBLICATIONS

Boston Society of Civil Engineers, GeoInstitute chair (2011), and member (2004 – present) American Society of Civil Engineers, various Committee Chair assignments, 2011 - present

"Design and Performance of a Temporary Concrete Diaphragm Wall Excavation Support System in South Boston," with W. Carswell, Ph. D, published in the proceeding of Geo-Congress 2019, 8th International Conference on Case Histories in Geotechnical Engineering, Philadelphia, Pennsylvania March 24 – 27.

"Ground Improvement for Building Support: What is it and Who's Responsible?" with S. Kraemer, Structure Magazine July 2015.

"Performance of Deep Excavations in Clay in the Boston Urban Environment," with B. Sweeney, published in the proceedings of the IFCEE Conference, San Antonio, Texas March 17 – 21, 2015.

RELEVANT PROJECT EXPERIENCE

Assembly Row Development, Somerville, Massachusetts. Principal for the design and construction of a multi-phase, integrated services project involving a mixed-use, 45-acre development. Project included geotechnical and environmental aspects of all new infrastructure (e.g., utilities and roadways), several blocks of retail/residential/ commercial use, and a new Massachusetts Bay Transportation Authority train station. Over the course of this multiyear project Damian has been responsible for planning/overseeing multiple subsurface exploration programs; multiple phases of construction monitoring and geotechnical instrumentation programs, including extensive vibration monitoring during pile driving and other construction activities; Massachusetts Contingency Plan compliance and soil/dewatering management; designing pile-supported mechanically stabilized earth wall with load transfer platform; and reviewing specialty geotechnical designs by others such as pipe jacking and ground improvement.

Winthrop Square Tower, Boston, Massachusetts. Principal in charge of the geotechnical, environmental and temporary support of excavation design and construction of the fourth tallest building in Boston, a 63-story tower with 4-level of below grade space. The building was supported on deep load bearing elements founded to depths exceeding 170 ft. The support of excavation system consisted of a combination of 3 and 4 ft thick slurry walls and was built using top-down construction methods. Developed and implemented an extensive instrumentation program to evaluate protection of sensitive abutters including three high-rise buildings and a historic structure within several feet of the new building. Instrumentation used included, ATMs, manual survey, crack gages, vibration monitors, tilt meters, hydrostatic water levels, observation wells, piezometers, inclinometers and extensometers.

Cambridge Crossing, Cambridge/Somerville/Boston, Massachusetts. Managed the temporary support of excavation system designs for the below grade construction of five buildings at this 45-acre development. All buildings had 2 to 3 levels of below grade space, four of which were supported with steel sheeting and two levels of internal bracing, the fifth building a reinforced concrete slurry wall with two levels of internal bracing.



KELVIN C. WONG. P.E.

Senior Project Manager

EDUCATION

M.S., Civil Engineering, University of Massachusetts Amherst B.S., Civil Engineering, University of Massachusetts Amherst

PROFESSIONAL REGISTRATIONS

2011/ MA: Professional Engineer (Reg. No. 49231)

SPECIAL STUDIES/PUBLICATIONS

"Identifying Rigid Inclusion Design and Construction Risks for Support of Shallow Foundations in New England", GeoCongress Conference Proceedings, 2022

"Mixed Foundations Resolve Complex Conditions", ASCE Civil Engineering Magazine Article, 2019

"Design of a Deep Basement in Atypically Complex Boston Ground Conditions", GeoCongress Conference Proceedings, 2019.

RELEVANT PROJECT EXPERIENCE

Cambridge Crossing, Cambridge/Somerville/Boston, MA. Program manager for ongoing, multi-phase, integrated services project involving a mixed-use, 40-plus acre mixed use development. Project contains the fast-track developments of multiple parcels, and careful coordination amongst the many projects managed by different staff. Kelvin is part of a large team and helps to spearhead the Cambridge Crossing (CX) program, strategizing necessary master plan concepts with the client and other senior team members. Responsibilities include supporting or individually managing individual parcels, interfacing with various client staff and various project team members, interfacing with public agencies, and macro-managing a consistent delivery of service while keeping an eye on overall client needs. CX includes a variety of underground aspects of building and infrastructure development, including shallow foundations, deep foundations, ground improvement, support of excavation design (by Haley & Aldrich staff), utility work, underdrain systems, landscape and site surcharging, wick drain consolidation, permanent earth retention, hydrogeologic and stormwater evaluations, and instrumentation.

Hood Park Redevelopment, Charlestown, MA. Project lead for the ongoing redevelopment of the Hood Park campus in Charlestown. Kelvin oversees the overall Hood program and works with project managers and staff as each individual site is developed. He also provides overall strategy for campus planning with the client, including roads, parks and open spaces, and connective infrastructure as they tie into each development, which includes residential, commercial, and office space. Services include geotechnical design of at-grade and below-grade spaces, environmental soil management and regulatory compliance, hydrogeologic evaluations of groundwater and stormwater, and utilizing various monitoring instrumentation. Part of the full buildout of the master plan includes two parks, one of which has been constructed at 6 Stack. 6 Stack involved the complex coexistence of a storage structure, pedestrian bridges, elevated landforms, stormwater infiltration systems, and other infrastructure.

Bulfinch Crossing Redevelopment, Boston, MA. Program manager for an ongoing landmark multi-phase geotechnical project in the Government Center District, involving "lot-line" construction of multiple highrises through the existing Government Center parking garage, and over/beside existing streets and MBTA stations and tunnels. Responsible for managing the overall program and the project managers planning/overseeing subsurface investigation programs, enabling, excavation support system design, and deep foundation feasibility studies. Also responsible for interfacing with public agencies.



Corinne McKenzie

Project Manager

As a project manager at Haley & Aldrich, Corinne has been involved in a variety of projects, including real estate due diligence assessments, property development evaluations, and regulatory compliance work according to the Massachusetts Contingency Plan (MCP). She has extensive experience with the MCP and the ASTM Standard Practice for Phase I Environmental Site Assessments.

Corinne has been involved with numerous urban and suburban sites, including current and former industrial properties, manufacturing facilities, and commercial properties. Her responsibilities encompass involvement in all aspects of project development and assessment from site evaluations to liaising with state regulatory agencies and community groups. She has managed urban and suburban sites, including current and former industrial properties, manufacturing facilities, and commercial properties. Corinne enjoys handling the complexities of all these projects and, ultimately, shaping a development that benefits the community around it.

Keith E. Johnson, P.E., LSP

Principal – Technical Expert

In his 39 years of experience with Haley & Aldrich, Keith has participated in a broad range of projects with the firm. In many of the projects, he has planned and executed both geotechnical and environmental components of the projects, assessing their impact on site development. His environmental experience includes all phases of site evaluations from initial site investigations to site remediation and final closure at development sites with a history of industrial usage. Keith has interacted with regulatory agencies relative to progressing sites through the Massachusetts Superfund Regulations and the permitting necessary for construction dewatering and excavation, remedial action, and regulatory compliance.

Keith is especially skilled at helping his clients navigate the Massachusetts regulatory system during complex real estate transactions and developments. His clients appreciate Keith's down-to-earth demeanor and experience to meet and resolve regulatory and technical challenges posed by site development.



Kelvin Wong, P.E.

Senior Project Manager

Kelvin has provided both field and office engineering to projects for over 15 years. As a senior project manager, his responsibilities include managing geotechnical and integrated service projects in the buildings and infrastructure market segment, as well as participating in and providing national support for various project geotechnical design challenges. His project work has spanned tall buildings and deep excavations from lot line construction to sprawling, new multi-acre developments. Kelvin has worked on projects with engineering, environmental, and hydrogeologic challenges. His integrated expertise and experience with masterplanning provides insights that help clients make informed decisions early in a project lifecycle, regardless if it's geotechnical in nature.

Kelvin's passion for company DEI efforts has led to founding partnerships with neighboring Minority Serving Institutions (MSI's), including Bunker Hill Community College and UMass Boston, to diversify STEM and expose students to the Architecture, Engineering, and Construction industry. Through core planning teams with faculty/staff, Kelvin has been able to lead his colleagues in connecting students to real-world applications both inside and outside the classroom. He coordinates programming with others at H&A who have fostered similar relationships with several Boston Public Schools, including Charlestown High.

Damian R. Siebert, P.E.

Principal – Geotechnical Engineering Practice Leader

Damian is the geotechnical practice leader for our national footprint. He has participated as an engineer, project manager, technical leader, and principal on a range of geotechnical and structural engineering projects, including permanent and temporary soil nail walls, mechanically stabilized earth (MSE) walls, bridges, tunnels, pipelines, ground improvement, as well as buildings with both shallow and deep foundations. He has developed specific expertise in the design of over 45 reinforced concrete diaphragm walls (slurry walls), soil mix walls, MSE walls, slopes, and other support of excavation systems including soldier pile and lagging and steel sheeting. Expertise, including multiple publications, has focused on the evaluation of impacts to adjacent structures due to construction activities, specifically associated with excavations. On top of these internally responsibilities, he also participates externally in various technical organizations, including being a current member of the Geotechnical Advisory Committee for the Massachusetts State Building Code Council.

Damian's experiences include leading several large-scale, multi-parcel developments that involve significant coordination throughout their masterplan developments. Timing and sequence of work are heavily affected by belowgrade construction, new infrastructure, and other logistics which can drive overall building designs. These experiences have helped his future project teams foresee uncertainties to complex challenges, and then navigate them successfully with proactive collaboration.



Michaela Bevillard.

Project Sustainability Specialist

Michaela partners with clients to help them achieve their sustainability goals and demonstrate tangible results to their stakeholders. She utilizes best practices for environmental, social, and governance (ESG) and organizational change, centered on systems thinking and solutions-focused design. Her background has emphasized critical and analytical thinking, effective communication and collaboration, and strong active listening skills. As a certified Envision Sustainability Professional (ENV SP), Michaela brings knowledge of principles for resilient and equitable community infrastructure. She analyzes ESG risks and opportunities, and supports development of corporate strategies for sustainability, environmental justice (EJ), and diversity, equity, and inclusion (DEI). Her deep understanding of sustainability reporting frameworks and community engagement planning provides her clients with informed, focused insights. Michaela has worked with Haley & Aldrich leadership to execute company initiatives to improve the experience of our employees, clients, and communities. This includes refining metrics while incorporating Lean thinking and tools.

Dawn A. Santoianni

Principal – ESG and Resilience Strategy

Dawn brings 30+ years' experience in stakeholder engagement, public relations, and tackling the toughest environmental issues to produce social benefits and sustainable outcomes. She has specialized expertise in environmental justice (EJ) and is currently helping numerous organizations to meaningfully engage with communities. Dawn helps organizations become more resilient by integrating environmental, social, and governance (ESG) principles into their business strategy. Drawing on her experience as an environmental policy director for one of the largest utility companies in the U.S., Dawn analyzes projects from the lenses of public sentiment, media relations, social vulnerability, and community engagement. She has developed reports on physical and transition climate risks and decarbonization strategies. She has extensive communications experience, including designing public meetings, meeting with investors, and serving as an official media spokesperson.



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Principal – ESG and Resilience Strategy

Dawn brings 30+ years' experience in stakeholder engagement, public relations, and tackling the toughest environmental issues to produce social benefits and sustainable outcomes. She has specialized expertise in environmental justice (EJ) and is currently helping numerous organizations to meaningfully engage with communities. Dawn helps organizations become more resilient by integrating environmental, social, and governance (ESG) principles into their business strategy. Drawing on her experience as an environmental policy director for one of the largest utility companies in the U.S., Dawn analyzes projects from the lenses of public sentiment, media relations, social vulnerability, and community engagement. She has developed reports on physical and transition climate risks and decarbonization strategies. She has extensive communications experience, including designing public meetings, meeting with investors, and serving as an official media spokesperson.









Founded in 1979



1,800 passionate professionals

including engineers, scientists, planners, and designers

30+ locations

throughout the East Coast



62 on ENR

Top 500 Design Firms List

Markets

Transportation Agencies

Real Estate

Institutions

Energy

Federal Government

State and Local Governments

Who We Are

VHB's passionate professionals include engineers, scientists, planners, and designers who partner with public and private clients in the transportation, real estate, institutional, and energy industries, as well as federal, state, and local governments.

Together, we work to improve mobility, enhance communities and economic vitality, and balance development and infrastructure needs with environmental stewardship.

We're a team—1,800 strong—eager to deliver value by embracing our clients' goals, anticipating challenges, building lasting partnerships, and always providing an exceptional experience.

We're passionate about making meaningful contributions to the world through the work we do; and we are proud, yet humbled, to have been doing this for over 40 years.

VHB's innovative thinking leads to creative, practical solutions for our clients.

We bring collective knowledge, technical excellence, and a wide network of trusted relationships across our footprint to deliver value. When you have a team with such broad and deep experience, it's only natural to look at projects from every angle and ask the types of questions that lead to better solutions. That's what we do at VHB—we help our clients make the right decisions to move their projects forward.

Our team has an open-minded approach to projects, and we are committed to listening and truly understanding our clients' needs—we see the whole picture, not just one piece. We integrate the right people and resources from our five core service areas to help clients initiate and complete intricate, challenging, and significant projects.

Transportation Planning & Engineering

Related Services | Roadway & Highway Engineering | Transit & Rail | Aviation | Bridge Design & Engineering | Bicycle / Pedestrian Planning & Engineering | Traffic Engineering | Alternative Delivery

Land Development

Related Services | Site / Civil Engineering | Community Planning | Due Diligence Research & Analysis | Land Survey | Land Use Planning, Engineering & Analysis | Stormwater Design & Engineering | Utilities Design | Master Planning

Planning & Design

Related Services | Community Planning | Comprehensive Plans | Entitlement Services | Landscape Architecture | Public Outreach | Zoning Analysis | Risiliency Planning | Urban Design

Environmental

Related Services | Environmental Assessment & Compliance | Natural Resource Assessment & Analysis | NEPA Documentation & Analysis | Water Resources Analysis | Wetlands Delineation, Mitigation & Permitting | Climate Adaptation Planning | Sustainability

Technology

Related Services | Application Development | Geographic Information System | Visualization | Workflow/Process Automation | Systems Integration | Asset Management | Planning | Data Management & Analytics | 3D/4D Modeling | Photo Simulation

Elizabeth Grob

New England Real Estate Market Leader



Education

MPA, Public Affairs, University of Massachusetts, 1991

> BA, International Affairs, University of Maine, 1987

Affiliations/Memberships

A Better City, Boston, Board of Directors, 2017

Boston Harbor Now, Board of Directors, 2014

NAIOP Massachusetts, Gavel Board Member, 2015

Urban Land Institute, Boston

34 years of professional experience

Commonwealth Pier Revitalization Project, Boston, MA

Pembroke Real Estate is working on a plan to revitalize the prominent Boston World Trade Center (WTC) that sits on the Commonwealth Pier extending into the Boston Harbor within the growing South Boston Waterfront neighborhood. This is a transformative project that will modernize and reposition the existing building and Commonwealth Pier for its next generation of use as a vibrant place for work, retail, events, and public amenities within the city's exciting Seaport District. Elizabeth is overseeing a team of professionals who are coordinating and preparing a joint city and state development impact review filing (MEPA and Article 80), including preparation of required technical studies and transportation planning/traffic impact analysis. Through a sub-consultant, VHB is also managing the Chapter 91 Licensing process and other waterfront technical permitting.

Elizabeth serves as VHB's New England Real Estate Market Leader and works

Director of VHB's Urban Permitting Team. Elizabeth and her team have

She devises and implements successful permitting strategies based on a thorough knowledge of the regulatory environment coupled with an

understanding of the requirements of our clients and their projects.

across New England growing VHB's real estate practice. Previously, she was the

experience guiding some of Massachusetts' most complex projects through the

challenging regulatory arenas of the Commonwealth and its cities and towns.

15 Necco, Boston, MA

Elizabeth served as Strategic Advisor responsible for coordinating and preparing joint city-state filings. The project, which includes the renovation of two existing historic buildings and the construction of a new building, is subject to MEPA review as well as City of Boston Article 80B, Large Project Review, and requires a new Chapter 91 license for a non-water dependent use under the state's Waterways Regulations. Elizabeth provided strategic guidance and support for the joint city-state review process and was responsible for managing the Chapter 91 License, which was expedited through a Fast Track Agreement with DEP.

One Charlestown, Boston, MA

Elizabeth was Project Manager for a 1940s-era project that is being reimagined and transformed by the Corcoran-SunCal team into a vibrant, modern community featuring a balanced mix of affordable housing and market rate units. The site's 1,100 units in 41 buildings will be demolished in several phases to make way for 14 new, larger residential buildings containing approximately 3,000 residential units, along with a new management office, a wellness center and 14,500 SF of retail space. The project also calls for the construction of two public parks and new roadway and utility infrastructure. Elizabeth led the response to the Boston Redevelopment Authority's Article 80 Development Impact review under the Large Project Review process as well as the preparation of an Environmental Assessment under the National Environmental Policy Act (NEPA) and the Commonwealth's MEPA regulations.



Emily M. Straley, LSP

Project Manager



Education

BA, Geology, Mount Holyoke College, 2006

Registrations/Certifications

OSHA 40-Hour HAZWOPER Certification; 29 CFR1910.120,

Licensed Site Professional

Affiliations/Memberships

Licensed Site Professional Association

Emily is a Project Manager on VHB's Environmental team in Massachusetts. Her experience includes environmental site assessment, remediation, soil and groundwater management, underground storage tank removal oversight, and multidisciplinary design projects. She has managed projects including environmental due diligence, pre-construction site investigations, geotechnical investigations, construction-phase soil and groundwater management, petroleum remediation, small building design, and facility upgrades. She has experience preparing regulatory submittals and ASTM Phase I and II **Environmental Site Assessments.**

15 years of professional experience

Fulcrum Global Investors, Residential Development, Everett, MA

VHB is providing environmental assessment and LSP services to support the client's redevelopment of a former industrial property into a 22-story multifamily residential building. Due to historical landfilling and industrial use, site soils have been impacted with heavy metals and chlorinated solvents. Emily designed and executed subsurface assessments at the site and developed construction-phase soil management cost opinions during the project's due diligence and planning phases. As LSP-of-record, she assisted the client with MassDEP consultation, MCP notifications, retraction of a former closure report, and submittal of a Phase I Initial Site Assessment and Tier Classification to establish an appropriate regulatory pathway to facilitate construction of the project.

ArrantaBio, Biotech Facility, Watertown, MA

VHB supported the client's purchase of a former warehouse for redevelopment into a state-of-the-art biotech facility. The property was located on the former Watertown Landfill and site soils were found to be impacted with levels of heavy metals in excess of the MassDEP Upper Concentration Limits. VHB provided due diligence, construction-phase support, and regulatory compliance services for this project. Emily prepared soil waste disposal packages to support the offsite disposal of contaminated soil from select areas, coordinated with a risk assessor, and prepared a Permanent Solution with Conditions reliant upon an Activity and Use Limitation that was filed in 2022 to achieve regulatory closure.

New Hampshire Department of Transportation, Exit 4A Contaminated Properties, Londonderry and Derry, NH

VHB is providing final design services for a new interchange on I-93 in Londonderry, NH along with a new mile-long connector road, roadway widening and intersection improvements on approximately 2.2 miles of existing roadway. Emily is serving as a senior scientist on the project providing environmental due diligence, conducting contaminated sites corridor studies, preparing a soil and groundwater management plan for NHDES approval, overseeing soil and groundwater sampling activities, and reviewing utility features relative to potential contamination-related concerns.



Howard F. Moshier, PE, LEED AP

Senior Project Manager, Director of Land Engineering - Boston



Education

MS, Civil Engineering, University of California at Berkeley, 1994 BS, Civil Engineering, University

Registrations/Certifications

Professional Engineer (Civil), MA, 06/2024

of Connecticut, 1993

LEED Accredited Professional OSHA 10-Hour Construction Howard is a Principal and Senior Project Manager with extensive experience working with and leading multidisciplinary teams to realize the visions of various institutions and real estate developments throughout Boston and Cambridge. Recent project experience has focused on urban projects for institutional clients, including Massachusetts General Hospital, Boston Children's Hospital, Brigham and Women's Hospital and Beth Israel Deaconess Medical Center in high density areas. His areas of specialization include civil/site design, roadway design, utility evaluations and design, permitting, and construction administration services.

29 years of professional experience

Howard has provided professional site/civil, and technical permitting services for a variety of clients. A selection of his relevant experience below.

- Bulfinch Crossing, Boston, MA
- Nashua Street Residences, Boston, MA
- Hub on Causeway, Boston, MA
- Biomed Realty Trust, Center for Life Science Boston, Boston, MA
- IQHQ, Alewife Park, Cambridge, MA
- 126 Brookline Avenue, Boston, MA
- Safety and Health Certificate 35 Cambridge Park Drive Redevelopment, Cambridge, MA
 - 75 Moulton Street, Cambridge, MA
 - Mandarin Oriental Hotel, Boston, MA
 - Trilogy, Boston, MA
 - Harvard Business School, Tata Hall, Boston, MA
 - Harvard University, Common Spaces Plaza, Cambridge, MA
 - Harvard University, Leverett McKinlock House Renewal, Cambridge, MA
 - Harvard University, Winthrop House Renewal, Cambridge, MA
 - Harvard University, Adams House Renewal, Cambridge, MA
 - Harvard University, Dunster House Renewal, Cambridge, MA
 - Harvard University, Lowell House Renewal, Cambridge, MA
 - Brigham & Women's Hospital, Shapiro Center for Cardiovascular Care, Boston, MA
 - Brigham & Women's Hospital, Brigham Building for the Future, Boston, MA
 - Brigham & Women's Hospital, Building for Transformative Medicine, Boston, MA
 - Boston Children's Hospital, Two Brookline Place, Brookline, MA
 - Boston Children's Hospital, IMP Transportation Services, Boston, MA
 - Dana-Farber Cancer Institute, Yawkey Center for Cancer Care, Boston, MA
 - Dartmouth Hitchcock Medical Center, Patient Tower Expansion, Lebanon, NH
 - Franciscan Children's Hospital, Civil Master Plan, Boston, MA
 - Beth Israel Deaconess Medical Center New Inpatient Building, Boston, MA

Stephanie M. Kruel, ENV SP Senior Regulatory and Resilience Advisor

Education

MCP, City Planning, Georgia Institute of Technology, 2002 BS, Psychology, Emory University, 1999

Registrations/Certifications

Envision™ Sustainability Professional

Affiliations/Memberships

Boston Harbor Now, Climate Round Table Co-Chair,

NAIOP Commercial Real Estate Development Association, Government Affairs Advisory Committee, 2018

NAIOP, Resiliency Committee Co-Chair, 2018 Stephanie is a Senior Regulatory and Resilience Advisor specializing in coastal urban development. She serves as a Project Manager responsible for coordinating the public environmental review of a variety of development projects that fall within the jurisdiction of MEPA, the Boston Planning and Development Agency (BPDA) Article 80 Review, Chapter 91, and the Wetlands Protection Act. Her responsibilities have included development of filing approach strategies, setting filing review and production schedules, coordination with the project design team, preparation of impact reports, and presentations at public hearings as well as direct coordination with City and State agency staff on behalf of clients.

19 years of professional experience

Bunker Hill Housing Redevelopment, Charlestown, MA

Stephanie managed the Boston Article 80, MEPA and NEPA document preparation and filing processes for this mixed-income, mixed-use project on a 27.6-acre site in an Environmental Justice (EJ) community in Boston's historic Charlestown neighborhood. The project will replace the existing Bunker Hill Public Housing development, New England's largest housing community for low- and moderate-income individuals and families, with nearly 3.3 M sf of new Passive House development comprised of 16 buildings containing 2,699 residential units, retail, and civic space, as well as 6.7 acres of open space.

40 Roland Street, Charlestown, MA

Stephanie led the MEPA review process for the redevelopment of 4.44 acres of land into approximately 754,000 square feet of new residential, office/laboratory and retail space near the MBTA's Sullivan Square Station. The Project will provide a robust, jobcentric program mix in a gateway location. The residential component will include a significant number of affordable units to complement and diversify the Project's principal focus on facilitating emerging industries.

On the Dot, South Boston, MA

Stephanie led the MEPA and Article 80 Large Project Review processes for the redevelopment of a highly contaminated site at 475-511 Dorchester Avenue into 1.66 million square feet of new office, laboratory, research/development, residential and ground floor retail uses. The Project also includes major new infrastructure, robust public realm upgrades, and up to 800 parking spaces. She also provided guidance on climate change adaptation strategies and compliance with other state and local regulations, including Article 25A, Chapter 91, and the Boston Wetlands Ordinance.

776 Summer Street, South Boston, MA

Stephanie managed the Chapter 91 process requesting a Consolidated Written Determination and subsequent licenses for the redevelopment of the 15.2-acre former Boston Edison L Street Power Station on Reserved Channel in South Boston. The Project was designed to comply with all Chapter 91 requirements for the 4.88 acres of jurisdictional private filled and flowed tidelands, including creation of 2.67 acres of new publicly accessible open space and an 830 linear-foot segment of the Harborwalk.









HOWARD STEIN HUDSON





Our engineers and planners collaborate on delivering creative solutions.

Firm Overview

Howard Stein Hudson (HSH) is a full-service planning and engineering firm that improves communities through inclusive engagements and creative solutions. Our collaborative approach with clients relies on sound technical expertise and combines it with knowledge of community/stakeholder issues and needs. We offer innovative options to build consensus around the complex needs of our clients and the community. Our tightly integrated relationships with clients and reviewing agencies ensure that sophisticated projects succeed swiftly and efficiently, regardless of scale. We promote respect, responsibility, integrity, accountability, and work-life balance. We value relationships with our clients, our partners, and our team members, and we incorporate these values into our work. We are more than engineering experts at HSH – we are the keystone of complex projects.

HSH's multi-disciplinary staff works seamlessly with project teams from conceptual design, environmental permitting, and through construction, providing keen insight into a project's transportation and site-civil issues and creatively developing mitigation for project impacts. HSH is also adept at managing large, multi-disciplinary teams that require extensive coordination with government entities, abutters, neighborhoods, communities, and other stakeholders. HSH's planners and engineers continuously upgrade their skills through active participation in workshops, courses, seminars, Webinars, and in-house training sessions to ensure that they keep up-to-date on the latest methodologies and technologies in their respective fields of expertise. The key staff members who will be working on this project are those who are the best versed in every Boston neighborhood.

AUSTIN STREET PARKING LOTS

FIRM OVERVIEW |1| Engineers + Planners



Key Staff



Thomas J. Tinlin - Associate Principal - leads our talented group of transportation planners and civil engineers in helping clients realize their visions. Being at the center of mobility and transportation in Boston for the past 30 years, Tom has a unique perspective on the merits and challenges facing development projects. Tom works with our exceptional team to deliver modern, sustainable development projects in a seamless manner. Tom was the longest serving Commissioner of the Boston Transportation Department in the City's history and also served as MassDOT's Highway Administrator. His leadership in rolling out the All Electronic Tolling Conversion along the MassPike garnered him the American Public Works Association's Professional Transportation Manager of the Year Award. Tom also recently received the Ray LaHood Award from the Women's Transportation Seminar (WTS) for his advocacy in advancing women in transportation.



Brian J. Beisel - Associate Principal and Manager of Transportation Permitting - primary responsibility is managing development projects through the local and state permitting process, most notably within the City of Boston. This work begins with transportation site design assistance that sets the tone for developments to create multi modal, vibrant urban places, then through the Article 80/MEPA development permitting process, and the completion of the Transportation Access Plan Agreement (TAPA). Brian has over 20 years of experience as a Transportation Designer and Planner, working on the transportation permitting of private development projects, peer reviews on behalf of municipalities, bicycle infrastructure planning and design, and signal design and intersection layouts. Brian continues to expand his transportation engineering and planning skills while having developed a proven track record as an experienced project manager and a public speaker that effectively presents transportation components of projects in public hearings and other public speaking forums.



Specialties

Traffic Impact Studies Urban Realm Design Traffic Operations Analysis Traffic Signal Timings and Optimization Bicycle Facility Design Transit Capacity Analysis

Education

Wentworth Institute of Technology, Bachelor of Science in Civil Engineering,

Professional Affiliations

Member, Urban Land Institute (ULI)

Member, Urban Land Institute (ULI) Boston, New England Infrastructure Council

Member, National Association for Industrial and Office Parks (NAIOP)

Member, Institute of Transportation Engineers Massachusetts Chapter (MAITE)

Member. Institute of **Transportation Engineers** (ITE)



Engineers + Planners

Brian J. Beisel

Associate Principal | Manager of Transportation Permitting

bbeisel@hshassoc.com

As Manager of Transportation Permitting, Brian's primary responsibility is managing development projects through the local and state permitting process, most notably within the City of Boston. He has over 20 years of experience as a Transportation Designer and Planner, working on the transportation permitting of private development projects, peer reviews on behalf of municipalities, bicycle infrastructure planning and design, and signal design and intersection layouts.

Relevant Experience

Hood Business Park

Hood Park LLC - Charlestown, MA

HSH worked on the master plan for the mixed-use redevelopment project at the site of the former HP Hood site on Rutherford Avenue in Charlestown. Brian managed the transportation effort for the City's BPDA Article 80 process and State's MEPA process, assisted with parking supply and demand analysis and reconfiguration due to phased development, and helped evaluate site access and internal circulation alternatives. Brian also managed the traffic operations analysis showing that locating a signal at the main driveway of the redevelopment would not only improve access to the site, but also provide better pedestrian connections to the established Charlestown neighborhood tying together both sides of Rutherford Avenue.

Seaport Square

WS Development - Boston, MA

HSH continues to serve as the lead transportation planning, traffic engineering, and parking consultant for Seaport Square, the largest approved planned development project in the City of Boston. Brian has managed the final permitting process for the B&C, L1, L2, and M1/M2 Blocks. Most recently, Brian was the project manager for the Notice of Project Change that was submitted detailing the impacts of the proposed expansion of the project to approximately 7.6 million square feet, and continues to be the lead designer for the signal timings of intersections to be signalized and coordinated throughout the area.

Bulfinch Crossing

The HYM Investment Group, Inc. - Boston, MA

HSH is developing the transportation components of the City of Boston's Article 80 Large Project review and MEPA review for this 3.4M square foot, mixed-use redevelopment. Brian managed the Article 80 Large Project Review permitting process for the first two phases of the master plan redevelopment. Brian was also the lead designer for signal timings modifications throughout the area, including accounting for modifications to roadway alignments and lane uses that were committed to as part of the permitting process.

DOT Block

Samuels and Associates - Dorchester, MA

The DOT Block project is seeking to introduce 355 apartments, 64 condominiums, and 68,000 sf of ground floor retail space. As Project Manager, Brian managed the completion of the transportation components of the permitting documents submitted to the City as part of the BPDA Article 80 Large Project review and to the State as part of the MEPA review process. He also worked on the approval of the Transportation Access Plan Agreement (TAPA) from BTD.



Specialties

Inter-governmental Coordination Stakeholder Outreach Transportation Problem-solving

Education

Suffolk University, Master. Public Administration, 2011 Eastern Nazarene College. Bachelor of Arts, Business Administration, 2004

Professional Affiliations

Chairman, Air Pollution Control Commission

Member, Massachusetts Area Planning Council

Director, South Boston Neighborhood House Director (former President), City

of Boston Credit Union Member, Women's Transportation Seminar

(WTS) Member, Urban Land Institute (ULI)

Member, National Association of Transportation Officials

Member, Boston Emergency Management Agency Clerk. Shawn Thornton

Foundation



Thomas Tinlin

Associate Principal

ttinlin@hshassoc.com

Tom leads our talented group of transportation planners and civil engineers in helping clients realize their visions. Being at the center of mobility and transportation in Boston for the past 30 years, Tom has a unique perspective on the merits and challenges facing development projects. Tom works with our exceptional team to deliver modern, sustainable development projects in a seamless manner.

Relevant Experience

Seaport Square

WS Development - Boston, MA

Tom is serving as Strategic Advisor of the HSH team, assisting throughout construction as the lead transportation planning, traffic engineering, and parking consultant for Seaport Square, the largest urban redevelopment project in New England. As part of this effort, HSH conducted a comprehensive study of transportation impacts at over twenty-five intersections. HSH assisted the project team in the determination of overall public realm improvements as part of the project's mitigation commitments.

Bulfinch Crossing

The HYM Investment Group, Inc. - Boston, MA

Since 2007, HSH has provided transportation planning, traffic engineering, and construction phase traffic and pedestrian management on this 2.9M sf, mixed-use redevelopment. HSH completed the transportation components of the City and State environmental permitting processes, and continues to assist the Project Team as construction commences. Tom is serving as Strategic Advisor for the HSH team and regularly coordinates with the Client, the City of Boston, MassDOT, and the MBTA.

Omni Hotel Seaport

The Davis Companies - Boston, MA

The \$550M, 1,054-room Omni Hotel is located on a 2.1-acre parcel across from the BCEC. The HSH transportation study included evaluation of traffic impacts, portecochere operations, transit services, and the pedestrian and bicycle environments. HSH also provided design support for the service road and delivery/loading facilities to be located on the lower level. Tom was Strategic Advisor for the project.

Parcel 12

Samuels Real Estate - Boston, MA

Tom is serving as the Project Manager for the HSH team providing consulting and peer review services related to Parcel 12, which is an air rights project located in Boston's Back Bay neighborhood, and will span over the MassPike. HSH is assisting the Project Team to identify and convene the appropriate City and State stakeholders to gauge and determine mitigation for possible impacts on the local and regional transportation

Suffolk Downs Off-site Roadway and Traffic Improvements

HYM Investment Group, LLC - East Boston/Revere, MA

The Suffolk Downs Redevelopment project proposes to revitalize and transform the currently underutilized 161-acre Suffolk Downs horse racing facility, located off the William F. McClellan Highway. Tom and his team are charged with ensuring the offsite design allows access and egress to the site efficiently and safely. This project will be multi-year and includes extensive coordination with MassDOT and the MBTA.





envienerg

Firm Profile enviENERGY Studio

Who we are

enviENERGY Studio is a WBE-Certified Sustainable Design Consulting firm with the purpose of bringing environmental consciousness into building design, construction, and operation. Our consulting philosophy is formed around the concepts of teamwork, partnership, service, and quality, both in the coordination of our efforts within our firm and in our interactions with our clients.

We are specialized in assisting public and private sector clients to design highperformance buildings. We have experience in higher education, laboratories, offices, libraries and galleries, campuses, industrial facilities and warehouses, and multi-family housing at the regional and national levels.

Commitment to diversity, equity, and inclusion

Our team is made of individuals who draw from a dynamic range of backgrounds, contributing to the pursuit of our common goals. We at enviENERGY view diversity, equity, and inclusion as the only pathway to achieve inclusive excellence and to foster a workplace where everyone can thrive and to create an environment that establishes a profound sense of belonging for each member of our team and community.

Firm Contact Information

100 Summer Street, Suite 1600 Boston, MA 02110 (617) 446-3114 info@envien-studio.com

8 staff members in Boston, New York, and Philadelphia

Certified WBE by Women's **Business Enterprise** National Council and State of Massachusetts



envienergy





Samira Ahmadi

POSITION **Founding Principal**

OFFICE

Boston, MA

OUALIFICATIONS

Building Energy Modeling Professional (BEMP), LEED AP, WELL AP, CPHC

EDUCATION

M.S. Building Performance & Diagnostics, Carnegie Mellon University

Samira Ahmadi is the Founding Principal of enviENERGY Studio LLC, an energy and sustainability consulting firm, serving regional and national clients looking for sustainable solutions in the built environment. Her practice focuses on sustainability and energy performance analyses for new construction and existing building retrofit projects that are pursuing LEED certification and energy upgrades, occupant's health and comfort in the built environment, and post-occupancy evaluation, and measurement and verification. Samira has more than 12 years of experience in energy modeling and sustainability consulting. She is an advocate of sustainability and energy efficiency in the built environment and has served on the USGBC Massachusetts Chapter Board of Directors.

Project Experience (Residential)

- MITIMCO Volpe Residential Parcels R2 and R3 Highrise Residential
- NEXUS Allston 280 Western Avenue Midrise Residential
- LaGrange Boston Highrise Residential
- · MassBay Project Highrise Residential



Gabriel Echeverria

Senior Sustainability Consultant

OFFICE Boston, MA

OUALIFICATIONS

LEED AP, Fitwel Ambassador

FDUCATION

M.S. Sustainable Building Systems, Northeastern University

Gabriel Echeverria is an Energy Analyst and Sustainability Consultant at enviENERGY Studio. His passion for sustainable engineering and design has been years in making and currently, his practice at enviENERGY Studio focuses on energy performance analyses for new constructions, specifically life-science and multifamily residential buildings. After completing a B.S. in Civil Engineering from Florida International University as a member of FIU Honors College, Gabriel attained his Civil Engineering In Training (E.I.T) license.

Project Experience (Residential)

- NEXUS Allston 280 Western Avenue Midrise Residential
- · Parcel R1 Boston, MA Highrise Residential



Elizabeth Venuti

POSITION

Senior Building Performance Consultant

Boston, MA

QUALIFICATIONS

LEED AP

EDUCATION

M.S. Sustainable Building Systems, Northeastern University

Elizabeth is a Senior Energy Consultant at enviENERGY. Prior to joining enviENERGY, she spent the past six years working with home performance contractors to retrofit residential buildings through the Mass Save program. She holds a BA in Architectural Studies from Connecticut College and an M.S. in Sustainable Building Systems from Northeastern University. A combination of her education and experience cultivated a keen interest in building science and sustainable practices. Elizabeth hopes to expand her impact on the built environment through her work at enviENERGY.

Project Experience (Residential)

- MITIMCO Volpe Residential Parcels R3 Highrise Residential
- Sullivan Square Redevelopment 128 Cambridge Highrise Residential
- · Sullivan Square Redevelopment 145 Cambridge Highrise Residential



Robert Donohue

Building Performance Engineer

OFFICE

Boston, MA

QUALIFICATIONS

LEED AP

EDUCATION

B.S. Civil Engineering, Northeastern University

Robert Donohue is an Energy Analyst and Sustainability Consultant at enviENERGY Studio. He graduated from Northeastern University with a B.S. in Civil Engineering, as well as experience in various construction industries from utilities and municipalities to lifescience cGMP's.

Project Experience (Residential)

- MITIMCO Volpe Residential Parcels R2 Highrise Residential
- · MassBay Project Highrise Residential

2

CONSTRUCTION MANAGERS



Maven Corporate Information: Residential and Mixed Use.

Maven Construction, founded in 2008, is an emerging general construction company with offices in New England and Mid Atlantic regions of the United States. Maven specializes in high performing project types for high density residential developer clients. Maven has 20 residential projects in its portfolio more than 900 affordable and market rate units, including 36 Main Street in Brockton, MA. We work together with our clients to deliver projects at the highest quality for the best value pushing towards net-zero.

Signatory to the North Atlantic States Regional Council of Carpenters, Maven self performs pour in place concrete, wood and metal framing. Maven employees dozens of carpenters.

Maven Construction strives for excellence in everything that we do. We believe that our leadership drives deeper measurable outcomes for our clients. We are a female- minority led firm that supports decisions though data and technology. We care about the homes we build and have a track record of leading through example.

SRGE, Construction Accelerator

SRGE is a newly launched construction accelerator, committed to driving change in the Architecture, Engineering and Construction (AEC) industry. SRGE recognizes that the socially and economically disadvantaged led companies account for a single digit percentage of the annual constructive spend in Boston. SRGE provides coaching, back office support and operational strategy for small construction companies owned and operated by people of color.



- **EXPERIENCE**
- \$37M Boston, MA • 66 Summer Street, \$71M, Stamford CT

Suffolk Downs – Phase I Site Utilities.

- Reynoldtown Senior Housing, \$23M Atlanta, GA
- I-85 road expansion \$775M, Atlanta,

EDUCATION

GEORGIA INSTITUTE OF TECHNOLOGY

MS Civil Engineering MS Building Construction & Facilities

GEORGIA INSTITUTE OF

TECHNOLOGY **BA** Architecture

AISHA LAWAL LAWRENCE

ASSISTANT PROJECT MANAGER: CIVIL & UTILITIES

A confident and hardworking professional with over a decade of experience in the areas of project management, construction administration, pre-development, site analysis, pre-construction sustainability role experience. Aisha is dedicated to sustainability and has been a valuable member of the project turn over team; including close-out, sustainability documentation process and warranty management.

Aisha began her career with Maven as an intern on the Coretta Scott King School for Young Women. After graduating, served as the project engineer for Talley Student Center at Caroline State University. There she worked as a project engineer, expanding her civil experience to include interior work. After a two-year departure, Aisha has returned to Maven after a working on two large infrastructure projects totaling over \$1.9B. She managed the project from design procurement through close out on two aviation projects.

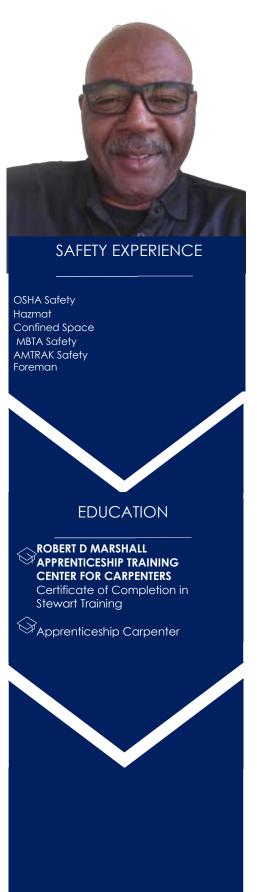
Each project since then Aisha has continued to grow in her experience and her role now as an Assistant Project Manager where site utilities and earthwork are her specialty. As the first team member to mobilize onto a project site, Aisha closely coordinates the final buyout with the preconstruction team. She is a natural task master able to maintain complex project details and regulatory safety requirements for a successful project. is such an integrated part of the project an Aisha works in tandem with the field team to generate a quality control process, pre-punch list and punch list.

Aisha thrives in fast paced projects where safety and detailed coordination is critical. She has received several training certifications including OSHA 30, Autocad, Revit, Bluebeam and Procore.



Project Management Technology & Communication Pre-Construction Project Tools





CHARLES J. COFIELD

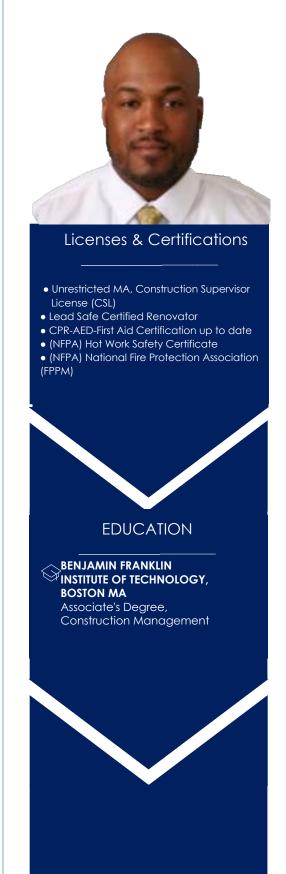
VICE PREDSIDENT, TRAINING & SPECIAL PROJECTS

Charles Cofield, 38-year member of Local 67 and commercial construction leader has vast experience in both the trades as well as leadership. Charles began his career as a carpenter, working his way up to foreman and eventually business representative for the North Atlantic States Regional Council of Carpenters. After a stellar career with NASRCC, Mr. Cofield's transition to Maven Construction grounding the training skilled labor training

More specifically, Mr. Cofield manages risk mitigation, confirming that our on-site staff are working to minimize any safety challenges. Mr. Cofield provides safety oversite with job site superintendents to develop a project site logistics plan with the general superintendent. Evaluate construction safety, health and environmental risks on campus and ensure on-site safety and health compliance. Mr. Cofield confirms emergency preparedness and crisis communication protocols internally and externally are available and provide leadership on the distribution to project sites.

EDUCATION.

A student of construction, Mr. Cofield's journey started as an apprenticeship carpenter in the mid 1980s, a carpenter foreman in the late 1980s steward training, CSL, OHSA30, First AID, CPR, AED, Scaffold User, Fall Protection, Building Outreach. In addition to the formal skills training Mr. Cofield He also attended Bethune Cookman College and Boston State College. Mr. Cofield utilizes all of these unique skills as Vice President at Maven.



CHRISTOPHER HANSON AREA SUPERINTENDENT

Christopher is a reliable and responsible construction superintendent with more than six years of experience. On site Christopher exemplifies a team player, he sets priorities and perform tasks in high pressure environments. Christopher has experience in several project types, high density residential, commercial interiors, schools and life science projects.

Specifically, as an area superintendent, Christopher supports the on site general superintendent, while maintaining responsibility for his designated area. Specifically, maintaining a project controls, project binders, document changes. Christopher also manages the tool box talks, jobsite safety meetings, fire extinguishers inspections, onsite equipment inspections, performing daily site safety inspections.

As an area superintendent, Christopher coordinates all outside inspection agencies, including trade permit inspectors, building Inspectors, fire department; additional hosts project related visitors, including, insurance companies, financial inspectors, owner's representatives and OSHA.

Christopher creates the four-week look ahead schedule. Christopher prefers P6; however, is well versed in several scheduling software systems. As area superintendent, Christopher manages material deliveries; conducting material delivery conferences with the material delivery log (MDL).

Additional skills include

- Microsoft office, Excel, Word,
- Blu Beam, Plan-grid, ProCore
- Effective Communication & Listening skills



RAC Dormitory at Moody AFB Commissioning med Forces Chaplaincy at Fort Jackson Commissioning

echnology Square Laboratory Renovation

eorgia International Convention Center Mechanical Design



CHRISTOPHER RICHARD, PHD. PE. CXA.

PROJECT EXECUTIVE

Dr. Christopher Richard is a mechanical engineer, professional engineer and commissioning agent. He has engineered, designed and commissioned high profile, legacy projects. As a project executive, Christopher woks to improve every facet of how buildings operate. His 25+ year career has fostered a deep knowledge of mechanical, electrical and civil engineering with information technology to optimize HVAC, power, lighting, security and other building infrastructure.

Christopher commissioned the Mercedes Benz Stadium, led ARRA energy and lighting retrofit projects, military facilities and transportation centers. Christopher leads the sustainability practice and remains a strategic-leader in smart building industry, investigating provocative approaches to netzero energy design and facilities implementation. Perfecting systems integration, Christopher has optimized system operations and reducing operating costs, including, Heating, ventilation and air-conditioning (HVAC), Power distribution, Lighting control, Security and Access control, Fire and Life Safety, Plumbing and Conveyance.

Christopher leads a team that provides several services, specifically, energy planning, net-zero consulting, energy modeling, energy management, automation and energy control, energy audit and assessment, building commissioning and LEED strategy.

Prior to Woodline, Christopher led SmartBldgs consulting firm and a principal engineer at Coca-Cola and serve as an adjunct professor at the Georgia Institute of Technology. Christopher earned his PhD at the Stanford University and undergraduate degree at the University of California, Davis.

Christopher is married and father to two school-aged girls.



RELATIVE EXPERIENCE Corporate P & L Management Executive Strategic/Tactical Planning Client Relations and Stakeholder On-site Construction Troubleshooting Pre Construction Project Value Engineering **EDUCATION** UNIVERSITY OF MARYLAND EASTERN SHORE BS Construction Management Technology FAILS MANAGEMENT INSTITUTE

JONATHAN H. BLUNT

PROJECT EXECUTIVE

Jonathon is a seasoned project executive with extensive experience in construction and building projects throughout New England and Mid-Atlantic. work over his career.

At Maven, Jonathan is responsible for executive oversight for the residential project group operations, including contracts, budgets, construction, client relations, reporting, project and finance controls.

Jonathan has a portfolio of mixed-use projects that include hospitality, residential, data center and retail components. Prior to joining Maven, Jonathan led the sale of his second-generation construction company, Bunt Construction. Jonathan's high performing projects amassed a portfolio of \$3.5 billion projects. Jonathan has managed project teams in several delivery formats, design bid build, design-build and joint venture projects.

As a second-generation builder, Jonathan has been a visionary leader, finding pathways for inclusive participation has been lauded. He has worked on Projects in the more than seven states and commonwealths; managing regulations while leading a team and portfolio of projects.

Jonathon resides in New England with his wife and daughter. Jonathan is also the Vice Chairman on the Construction Management/Technology Advisory Council at the University of Maryland Eastern Shore. He is affiliated with the Association of Builders and Contractors and Associated General Contractors of America



JOCCOLE "JC" BURTON, LEED AP BD+C

CONSTRUCTION EXECUTIVE & CEO

JocCole "JC" Burton, LEED AP BD+C is CEO of Maven Construction, Inc. a Boston based General construction company and SRGE, the construction equity accelerator. Driving impact, JC founded SRGE with the intent to help other small contractor reach scale. In doing so, SRGE will close the racial wealth cap. SRGE will scale 125 BIPOC owned construction companies by February 2026.

JC brings 27 years of intense real estate development experience to private and municipal clients. At the core, JC is a builder. A builder of teams and processes always driving results tor clients through her leadership. Over her career, she has worked on diligently on the delivery of high performing projects while striving for inclusion and equity. Her firm has built world class facilities, including some of the first HOPE VI projects, first LEED platinum projects, three Net-Zero projects, labs, hospitals, schools, higher education, infrastructure, retail and affordable housing projects totaling more than \$1,750,000,000. Under her leadership Maven has grown from a start-up company into a multimillion-dollar company.

A well sought-after leader, JC is the first Black woman to hold a mayoral appointment with Boston's Construction Licensing Board. JC serves on national and local organizations of impact including, American Institute of Architects Foundation, Professional Women in Construction, Environmental League of Massachusetts, Black Economic Council of Massachusetts (BECMA); Chairs the Boston Employment Commission, and Browning the Green Space, a non-profit organization driving inclusion in the renewable energy sector.

JC has received the White House Champion of Change distinction, served as the founding director of National Association of Black Women in Construction, United States Green Building Council – Atlanta Chapter Chair of the Board, Urban Land Institute Urban Product Council, founding partner in the Center for Green Schools, United States Green Building Council, EcoDistricts' Protocol product development consultant, L.E.E.D. for Neighborhoods TAG, L.E.E.D. TAG, and 2005 United States Green Building Council Greenbuild Conference Host Committee Member.

Before launching her own company before the economic down turnoff 2008, JC led projects for a multibillion-dollar company in Atlanta, GA.

JC is the mother of one middle school aged daughter. In her spare time, you can find JC with her daughter, cooking and advocating for better food access for under-resourced children.







- Reynoldstown Senior Housing, \$23m Atlanta, GA
- Westside Trinity Church Housing Stabilization, Atlanta, GA

EDUCATION

BA Mechanical Eng.

PURDUE UNIVERSITY Mechanical Eng.* Transfer

MARCUS BRUMMER PROJECT MANAGER

Since 2015, Marcus Brummer has been responsible for providing effective, ethical, leadership in the areas of commercial construction as a Sr. Project Manager. Specializes in high density residential and workforce housing projects, providing long term strategy including sustainable strategies; energy and water management, and facilities management of assets. Utilized most current technical tools to ensure that all projects are developed and managed within scope, schedule and budget. Understands challenges with Choice Neighborhood initiatives and Community Development Block Grant Programs Prepares project-based construction implementation plans documents to facilitate the end-to-end process for all projects under management.

Marcus works diligently to ensure that all project milestones are met, clients' expectations are exceeded and that all user groups use the schools and education facilities that he builds efficiently.

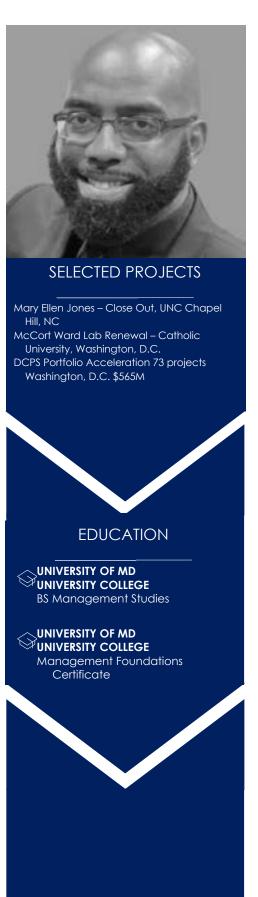
EXPERIENCE

Prior to joining Maven Construction in 2015, Marcus was responsible for the corporate expansion of a \$25M of the residential group Davis Associates, a construction management and general contracting firm. During his time at Davis, Marcus Used professional acumen to manage all operational and administrative roles with the education group. The Davis Companies specialized in municipal construction, including education facilities and affordable and workforce housing products. While at Davis for 13 years, Marcus was recognized for developing and implementing the company's Supplier Diversity and Minority Business Development programs.

In 1994, Marcus joined Jones Lang LaSalle, Chicago, Il office, where he provided comprehensive project and construction management services for community-focused development projects. Responsible for representing the company's owner to provide customers consultation in developing and managing the scope, schedule, and budget of various commercial construction projects. Aided in subcontractor and sub-consultant selection. as well as management. Ethically bid and negotiated multi-million-dollar contracts. Provided quality assurance and quality control oversight to ensure projects were completed on time, and at or under budget.







MARCUS LUCAS SUPERINTENDENT

Marcus Lucas joined Maven Construction, as a project superintendent in 2014. From the onset, Marcus has demonstrated exceptional field leadership for all school's small capital construction and modernization portfolio. Marcus direct field management includes an annual average of \$50M-\$75M worth of Capital Funding per Fiscal year for implementation of our client, the District of Columbia Public School System. Funding allocations in the small capital construction for an aging portfolio of old and converted school facilities. This work includes, roof restorations, HVAC modernizations, elevator installations, playground replacements, exterior window and door Replacements, along with other programmatic renovations. Included within work includes the support of planning, site management and delivery strategy with the pre-construction and project management teams. Marcus runs a safe site without any safety violations while leading a field of more than over 20+ field foremen at one time.

EXPERIENCE

Marcus is returning to Maven after a stint at Catholic University, Washington DC. Marcus has deep understanding of school and campus portfolios. At Catholic University he led the small capitalization project of less than \$5M 24-month period totaling \$10M.

The projects Marcus operates are safe and without any incidents meeting the highest quality standards. Marcus prides himself as a great communicator, managing the workforce skills, along with the schedule while protecting the campus. Marcus greatest achievement was the turn around of 73 projects in 118 on 50 school campuses. The projects required deep intervention, sorting through material delivery, subcontractor staffing and work hours. He along with a senior team member worked as extended staff, redesigning the delivery the capital improvement and summer blitz to thankful public school communities. In the field he personally managed field operations for four projects over six months, including quality control rework, pre-punch, close-out walkthroughs, equipment start-up inspections and certificate of occupancy standards.











RICH LUCHT, MCPPO

Professional Experience 26 Years of Industry Experience

University of Massachusetts, Dartmouth B.S. Civil Engineering

MA Construction Supervisor License City of Boston ABC License

One East Pleasant, Residential Building, Amherst, MA

Out of the ground 5-story, mixed-use residential building in downtown Amherst, MA. The upper 4 floors consist of 135 apartments with studio one- and two- bedroom floor plans to house 143 residents. The first floor will consist of 7,500 SF of retail space.

Olympia Place, Amherst, MA

New construction wood and steel 5-story off campus student housing building abutting the UMASS Campus. 74 apartments will house 250 students with a large common area and flex spaces for meetings and studies.

Kendrick Place, Amherst, MA

Design/Build 58,500 SF mixed-use residential property. Located in downtown Amherst, Kendrick Place includes commercial space and 36 apartments, tailored to the college town market. The 5-story complex houses up to 104 tenants in 1, 2 and 4-bedroom apartments ranging in size from 590 to 1,200 SF. A 10,000 SF data science center occupies the ground level.

Wheaton College, Pine Hall, Norton, MA

47,500 SF new 178-bed dormitory. 3-story and 4-story elevations spanning grade changes at the site. Designed and constructed to Passive House building standard.

Tufts University, Community Housing (CoHo), Medford, MA

3-phased, 40,000 SF renovation to 13 wood frame houses, addition to 2 existing houses and construction of one new 5,000 SF house to provide a total of 141 beds for junior and senior housing. Project will include MEP upgrades and fire protection. The new house will be sustainable, nearly net zero. Challenges include tight logistics of site.

Clark University, Blackstone Residence Hall, Worcester, MA

New, 72,000 SF dormitory. The 208-bed residence hall includes many sustainable features, such as zinc shades that deflect the sun's heat from the numerous windows offering enhanced natural daylighting, and certified wood that is compliant to Forest Stewardship Council standards. Other green features are dual-flush toilets to reduce water consumption, and a ventilation system that uses 100% outside air supply which offers higher indoor air quality for the building's residents. LEED Silver. 16-month construction schedule.

Tufts University, Bush Hall, Somerville, MA

20,000 SF interior and exterior renewal of residence hall. Interior scope included reconfiguring entry level common area and gut renovations of the bathrooms in the building. Exterior scope included masonry repairs and installation of new window units and doors.

Christopher Heights of Belchertown, Belchertown, MA

55,000 SF assisted living facility. The building included 83 apartments, 43 of which are offered at affordable housing prices, as well as resident amenities such as a multi-purpose room, media room, pub, dining room and salon.

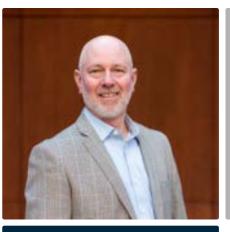
Phillips Andover Academy, Bancroft Hall, Andover, MA

Fast track renovation of 16,000 SF Bancroft Hall in the middle of a busy active campus. Interior of building was completely stripped to allow for much needed structural upgrades of the aging structure. New interior design added 12 rooms over previous occupancy providing client with much needed added beds. Exterior of building was completely restored, including re-pointing of masonry and new slate roof. All new high efficiency MEP systems

DHM Taunton, Chambers Building Renovation, Taunton, MA

36,000 SF gut rehab and renovation of the second and third floors of the Chambers Building for the Men's Recovery from Addiction Program. The new space will provide up to 20 shortterm detox beds and two units of 26 beds each for treatment, 72 beds in total.

RESUME



Professional Experience 28 Years of Industry Experience

Education

Union College B.S. Civil Engineering

OSHA 10-Hour Certification OSHA 30-Hour Certification

City of Boston ABC Construction Supervisor License (B19210)

Massachusetts Hoisting Engineer License

Massachusetts Construction Supervisor's

City of Quincy Class A License for Control of Building Operations (1801)

Hot Work Safety Certification (01028)

ED WHELAN

100 Hemenway, Boston, MA

This project consists of a 52,000 SF, 50-unit, 5-story apartment building with approximately 120 beds. Scope includes the demolition in its entirety of the 104 Hemenway building and reconstruction with conventional wood framing, as well as reconstruction in kind of the masonry facade. Building 108 Hemenway scope consists of partial demolition and full reconstruction/sistering of existing, utilizing wood framing.

The Harvey, 480 Rutherford Hood Park, Boston, MA

New 6-story, 198,000 SF mixed-use building. Concrete podium construction for the first two floors with five floors of wood framed construction providing 177 residential apartments above. Amenity spaces including, café, roof deck, fitness center and two-level parking garage. Additional project highlights include campus utility infrastructure upgrades, customary landscaping and streetscape improvements around the perimeter of the project as well as interior fit-outs and finishes for the new units.

25 Channel Center, Boston, MA

New 13-story luxury condominium building. The project utilized the latest cast-in place concrete technology. The building contains 74 luxury condos as well as 5,000 SF of retail space on the ground floor and the shared underground parking garage for 350 cars.

Four Point Sheraton, Norwood, MA

Renovations and additions to existing hotel. The additions were carried out while the facility was operational and consisted of a state-of-the-art 800-person capacity conference/ seminar facility, along with spacious meeting rooms and support areas. A grand 500 person capacity ballroom was designed for both business and social functions. 110 new guest rooms were added, along with an enclosed swimming pool, hot tub and sitting area, locker and fitness facilities. New and improved service areas include updated laundry area, kitchen, maintenance, shipping/receiving areas plus various support functions. The renovated public areas include a stylish lobby and entry portico.

Harvard University Law School, Gropius Dorms, Cambridge, MA

Over a 10-week summer period renovations to the five residence halls that make up the Gropius Complex were completed at this well-known law school. Extensive renovations were completed in the 364 rooms within the Graduate Common Dormitories, a five-building historic dormitory complex designed by Walter Gropius. The work included converting entrances and dormitory rooms for ADA compliance, replacement of all showers with individual glazed structural tile showers, and other cosmetic work. The fire alarm system throughout the entire 5-building complex was also upgraded.

Kenmore Square Beacon Building, Boston, MA

Renovation of a 6-story structure and demolition of three 6-story structures. A new 7-story structure will be constructed on the existing parcel of the demolished buildings. The new and existing buildings will be interconnected to create a single 160,500 SF building.

Boston Properties, 103 4th Avenue, Waltham, MA

Ground-up 115,000 SF 4-story facility. The new building will include 60/40 lab/office spaces with an attached single story 25,000 SF cGMP manufacturing facility. Scope includes demolition of an existing building and installation of site utilities.

1785 Columbus Avenue, Horizons WaterMark Development, Roxbury, MA

Construction of a new 140,000 SF, 8-story mixed-used building with one level of belowgrade parking and one level of at-grade parking. The structures frame was comprised of steel framing and concrete decks. Exterior façade is a combination of rain screen, brick, curtain wall, metal panel. Some key features included two roof top units, roof top mounted generator, fuel storage room, and a Fire Command Center.

RESUME



Professional Experience 25 Years of Industry Experience

Wentworth Institute of Technology Associates, Engineering Technology

OSHA 30-Hour Certification Construction Supervisors License LEED Accredited Professional (LEED AP) Boston Supervisors License ABC, Limited

MIKE CLARK, LEED AP

Montachusett Veterans Outreach Center, Winchendon, MA

25,000 SF renovation of existing structures to accommodate 44 bedroom units for veteran housing. This project is currently in preconstruction phase.

DCAMM/Holyoke Soldiers Home, Holyoke, MA

New construction of a 320,500 SF long-term care facility to replace the existing structure. The new eight-story facility will be comprised of 235 rooms for long-term care, an adaptable common/community space, improved support and administrative spaces, and enhanced infection control measures. This project is currently in preconstruction phase.

Boston College Upper Campus Expansion Project, Chestnut Hill, MA

Simultaneous vertical expansions to three existing occupied dorm buildings with and accelerated schedule to accommodate the school calendar. Each building received full life safety and egress upgrades including new fire pumps, elevators and stair towers. Vertical expansion of the buildings utilized engineered scaffolding weather enclosures and modular construction to minimize potential weather exposure in the active dormitories

Shore Country Day School, Dining Hall Expansion and Athletic Center Addition, Beverly, MA

This project was a phased occupied renovation and addition to an existing kitchen and dining facility on an active school campus, combined with the construction of a new out of the ground athletic facility. The building structure included full height reinforced concrete walls to provide future expansion space under the new gymnasium structure above. Construction methods also included structural steel, masonry finishes and Curtainwall. Renovations included modifications to the existing wood framed structure and a steel and concrete addition with extensive site finishes.

Weguassett Resort, Harwich, MA

Preconstruction planning services and construction to an existing high end resort. This project included a full renovation to the existing resort infrastructure, a new wastewater treatment facility, construction of five new buildings, tennis courts, a swimming pool complete with an adjacent water park and extensive landscaping and hardscaping improvements. All of this work was completed under an accelerated schedule during one off season. These residential style buildings used traditional construction techniques were special detailing was required. To meet the schedule, modular construction was utilized wherever possible including off site and onsite prefabrication. All of the existing underground utilities were upgraded including power, water and sewer - serviced by a new onsite wastewater treatment facility to accommodate the 120 guest suites and dining facilities. New roads and circulation created the opportunity to bring deliveries and service "back of house", supported by a new concrete and steel loading dock and cold storage

Hoxton Hotel, Downtown Los Angeles, CA

Full structural upgrade, vertical expansion and conversion of an existing 90,000 SF - 11 story building in downtown Los Angeles. After full demolition of the building interior, structural upgrades included an new 4' thick mat slab and a steel reinforced, shotcrete seismic core for the full height of the building to bring the structure up to seismic codes. Additional concrete beams were added to the structure transfer both lateral loads and also support new amenities including a roof level kitchen and bar, deck and cast in place swimming pool. Upon completion of the new infrastructure, the fitout included 174 new rooms, dining service and guest lobby.

RESUMES



rofessional Experience

25 Years of Industry Experience

Wentworth Institute of Technology B.S. Architectural Engineering

OSHA 10-Hour Certification MCCPO CM-at-Risk Workshop

Awards

Sustainable Construction Innovation Award for the 69 A Street project

JONATHAN MORINI

The Boulevard - 110 Broad Street, Boston, MA

100,000 SF 12-story, 36-unit cast-in-place, post tension concrete residential building, 48car automated below-ground parking garage. New building preserves and incorporates two facades from the historic Bulfinch warehouse.

The Whitney Hotel, Boston, MA

37,000 SF hotel renovation/addition; 24,000 SF of renovations that included 47 guest rooms and 13,000 SF addition that included 18 new guest rooms. Scope also included an upgraded lobby and bar area. Tight urban site. LEED Silver Certified. 2019 Brick in Architecture - Silver Award recipient.

Confidential Client, Multi-unit Residence, South Boston, MA

61,000 SF, 4-story, 28-unit Passive House residential building with artist live/work studios and loft style residences, 3,000 SF of retail space and two levels of enclosed parking below

Urban Edge - Walker Park Apartments, Columbus Avenue & Walnut Park, Roxbury, MA

Preconstruction services for two sites including a total of 49 units. Site 1 (18,876 SF) will have 17 units in a 4-story building. Site 2 (29,948 SF) consists of 32 units in a 4-story building. Open green space will be left at the 2040 Columbus Ave frontage.

15 Dix Street Condominiums, Winchester, MA

40,000 SF new luxury 12-unit residential condominium development and below grade 25car, 3-level concrete post-tension parking garage.

Wheaton College, Pine Hall, Norton, MA

47,500 SF new 170-bed dormitory. 3-story and 4-story elevations spanning grade changes at the site. Designed and constructed to Passive House building standard

MSCBA, Fitchburg State University, Residence Hall Renovations, Fitchburg, MA

Phased renovations and additions to several residence halls including exterior improvements, interior renovations, major building component and system upgrades. Construction completed over 3 consecutive summers. Chapter 149A.

Boston Properties, 103 4th Avenue, Waltham, MA

150,000 SF build out of Office/Lab/GMP facility. Scope includes demolition of an existing two-story building and installation of site utilities. The new 4-story, 100,000 SF building will include lab/office spaces with an attached single story 25,000 SF cGMP manufacturing facility. This project is currently in-progress.

Four Seasons Hotel, Guest Room & Corridor Renovations, Boston, MA

Phased renovation of 267 guest rooms, 6 State Suites, public corridors and elevator lobbies throughout 6 floors (3 floors per phase). Guest rooms feature unique wall coverings, millwork, flooring, and distinct palettes that distinguish the guest rooms from the public spaces. Upgrades to the corridors and elevator lobbies included new carpeting, wall coverings, lighting, and furniture to provide a fresh and unique look to the hotel. Occupied

Harvard University Housing, One Western Avenue Renovation, Boston, MA

31,700 SF interior renovation of all study rooms and corridors throughout the 15-story housing building.

20 CityPoint, Waltham, MA

215,000 SF new 6-story office building and connecting second floor bridge to existing 10 CityPoint building. 172,000 SF, 8-level, precast concrete parking garage.

RESUME



Professional Experience 26 Years of Industry Experience

Education

Suffolk University B.S. Business Administration

Professional Affiliations

Member of the Massachusetts Association of Vocational Administrators

Member, Greater Lawrence Vocational School General Advisory Committee

Member, Northeast (Wakefield) Vocational School General Advisory Committee Member, Madison Park (Boston) Vocational

School General Advisory Committee Member, Waltham High School General **Advisory Committee**

CHUCK BORSTEL

The Massachusetts Office of Consumer Affairs and Business Regulations **Deputy Undersecretary**

- Oversaw 5 Regulatory agencies including the Division of Banks, Division of Insurance, Division of Professional Licensure, Division of Standards and the Department of Telecommunications and Cable who employ over 600 people
- Developed and implemented policy and regulations that enhanced the ability of each of the regulated industries to operate effectively in Massachusetts
- Strategically planned with Governor's office to craft legislation that eases the burden on businesses in Massachusetts
- Effective delivery of services of all the agencies under the purview of the Office of Consumer Affairs and Business Regulations
- Oversaw all external communications to the Legislature, Media and Public on matters that pertain to the Office and it's Agencies

The Massachusetts Division of Professional Licensure

- Oversaw multi-faceted Licensing and Inspection Division within the Housing and Economic Secretariat and Office of Consumer Affairs and Business Regulations
- Responsible for the licensing of over 580,000 individuals, businesses and schools in the
- Managed over 250 employees in the delivery of all business regulations and licensing processes through 39 Boards of Registration, Office of Public Safety and Inspections and the Office of Occupational Schools
- Successfully implemented multi-million dollar on-line licensing system on time and within budget
- Effectively reduced license process time by creating efficiencies
- · Reviewed and amended all board regulations to lessen burden on businesses while maintaining consumer protections
- Restructured staff to balance work load among all units
- · Testified successfully on behalf of the Governor to consolidate the Division with Department of Public Safety
- Led inspectional services during the Merrimack Valley gas explosion disaster, processed over 25,000 permits and over 11,000 inspections within 10 weeks to help coordinate the safe return of the homeowners in the area.

Associated Builders and Contractors Director of Public Affairs

- · Advocate for the businesses by engaging in active debate and testimony on various pieces of legislation that affect the construction industry
- · Testify before state legislative committees
- Successfully lobbied against legislation that would have been detrimental to business
- · Increased ABC brand awareness by creating social media strategic plan
- · Created blast email schedule to effectively target our message to the membership
- · Increased readership of emails by over 20%
- Manage public relations consultant and full-time lobbyist
- Oversee all printing and marketing material for ABC communication to members and

RESUMES

Professional Experience 22 Years of Industry Experience

Education

Providence College B.A. Political Science

Harvard Mediation Program, Trained

Licensed Massachusetts Real Estate

HEATHER CAMPISANO

Professional Experience

Principal, Leavitt Strategies LLC

22 years of experience in the public sector at a woman-owned consulting firm. Her expertise consists of real estate permitting, zoning & entitlements, project management, stakeholder engagement, community and government relations, communications, and organizational strategy. Heather has a vast network of relationships with permitting authorities, regulatory agencies, and the development community in the City of Boston.

Chief of Staff, Boston Planning and Development Agency

 $Led a \ diverse work force of 250 staff across 10 \ divisions responsible for planning and economic$ development in the City of Boston, with an annual operating budget of approximately \$70 million. Served as primary advisor to the Director/CEO and senior leadership, and in the capacity of Acting Director, when necessary. Oversaw the permitting process for all real estate development projects in Boston, as well as the development and implementation of major policies, programs and administrative initiatives to further the mission and core values of the agency. Assisted in launching the agency's first 5-year strategic plan in 2020 and coordinated bi-monthly department heads meetings to facilitate interdepartmental communication on progress.

Deputy Director of Development Review, Boston Redevelopment Authority

Led a diverse team of 10 project managers in overseeing the review and permitting of all major real estate development projects in Boston. Facilitated all phases of the regulatory process and provided direction to development teams, including project attorneys, architects, engineers and permitting consultants, on the appropriate permitting strategy and zoning mechanisms for entitlements; coordinated with project attorneys on memorializing commitments made during the regulatory process within the appropriate legal agreements. Assisted the Mayor's Office of Economic Development in the effort to attract, retain and grow businesses in Boston and advised on the disposition, sale and redevelopment of City and BRA-owned parcels. Advised the BRA Director on policy decisions relative to best practices in development review and permitting, affordable housing initiatives, effective community process and promoting economic growth throughout the City of Boston.

Project Manager, Boston Redevelopment Authority

Facilitated the Article 80 review process for more than 60 residential, commercial office, hotel, research & development and retail projects across the City of Boston. Oversaw community and stakeholder engagement and the negotiation of community benefits packages and mitigation, and brokered consensus among elected officials, neighborhood groups and City/State agencies. Prepared project-related reports, memoranda, and recommendations for consideration by the agency's Board of Directors and the Zoning Board of Appeal on a monthly basis.

RESUMES

Commodore Builders



JOSEPH J. ALBANESE, PE

Professional Experience

42 Years of Industry Experience

Education

Boston University M.B.A. Graduate School of Management University of Massachusetts, Lowell B.S. Civil Engineering

Registered Professional Engineer (Civil) VT

Humanitarian Award

Admiral Ben Montoya Award, Navy Civil Engineer Corps/Seabee Historical Foundation Boston Society of Civil Engineers Leadership Award, The Engineering Center Education Trust

Caritas Communities P. Leo Corcoran

Norman B. Leventhal, Excellence in City Building Award: Infrastructure (A Better City)

CoreNet New England Leadership Award UMass Lowell James B. Francis Academy of Distinguished Engineers

Housing Families, Man of the Year - 2016 UMass Lowell Alumni Military Hall of Fame

Board of Directors, The Village Bank, Newton, Massachusetts

Advisory Board, UMass Lowell Francis College of Engineering

Chairman of the Board of Directors, Leading Cities, Boston

Board of Directors, Navy Civil Engineer Corps/ Seabee Historical Foundation

Board of Directors, A Better City

Past Chair and Board of Directors, Associated General Contractors of Massachusetts

Past Chair and Board of Directors, New England Center and Home for Veterans

Former Board Member, current Overseer Boston Architectural College

Former Board Member, current Overseer, USS Constitution Museum

Joe Albanese is the founder and CEO of Commodore Builders, a \$550 million Construction Management/General Contracting Firm located in Waltham, Massachusetts. He is a Registered Professional Engineer, with a BSCE from UMass Lowell and an MBA from Boston University.

Joe is regarded as an industry leader and has built strong relationships across the A/E/C marketplace. His life-long career in construction has included management and executive positions with A.J. Martini, Inc., George B.H. Macomber Company, and Shawmut Design and Construction before founding Commodore in 2002. In December 2012, Commodore Builders acquired A.J. Martini, Inc.

He has deep roots within the Boston area and strong ties to the A/E/C community. He is a frequent speaker at industry conferences and is committed to mentoring young leaders by speaking at local colleges and universities. Joe is also passionate about engaging with industry initiatives that create affordable housing, develop smart resilient cities and a more diverse workforce. Joe has devoted his entire professional life to service – serving the A/E/C profession as an engineer and leader, serving our nation as a Naval Officer, and serving the people of New England as a philanthropist and community volunteer.

Beyond Commodore Builders - Military Service

Joe's experience extends beyond the usual horizon of a business and community leader, to include a career as a senior Naval officer. In 2007, he mobilized to the Middle East for 10 months of military service, serving as the Commander of Task Group 56.2 and 22nd Naval Construction Regiment (fwd), leading more than 2,200 Navy Seabees throughout Iraq, Afghanistan, Kuwait, Bahrain, and The Horn of Africa. He retired as a Captain, U.S. Navy Civil Engineer Corps in September 2009, after 28 years of military service. His numerous military awards include the Legion of Merit and Meritorious Service Medal (2 awards).

Merrimack Valley Recovery

On September 17, 2018, Joe was appointed by the Governor of Massachusetts as Chief Recovery Officer leading disaster recovery and restoration efforts following the September 13th gas line explosions which impacted three municipalities in the Merrimack Valley of Massachusetts. The gas over-pressurization event impacted over 58 miles of gas pipeline and more than 10,500 residences, community and municipal buildings, schools, and businesses. Joe took a 3 month leave of absence from Commodore Builders to lead this effort, which was substantially complete in early December 2018. Over 12 weeks time, he assembled and led a team that put more than \$750 million of work in place.

COMMODORE TEAM

CONSTRUCTION MANAGERS







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Company Overview

Lee Kennedy Co., Inc has been building partnerships for over four decades. Our extensive portfolio includes work in every major sector, including commercial development; academic; corporate interiors; life sciences; technology; retail; residential; hospitality; and historic restoration.

Under the direction of President & CEO Lee Michael Kennedy, the company's client-focused approach to construction and dedication to the highest quality standards has resulted in long-term relationships with some of the most prestigious clients in the region.

The company's culture of teamwork and collaboration stems from a belief that the ideal construction company actively promotes high levels of cooperation and accountability. At Lee Kennedy Co., we believe that every employee must be truly invested in a project's success to fully achieve our clients' goals. We are signatory to the New England Regional Council of Carpenters and the Massachusetts Laborers Union and are proud to have strong, long-lasting relationships with our subcontractor partners.

With annual revenue capacity of \$600 million, the company employs over 230 in-house and field personnel. Our focus on smart, organic growth is a reflection of the evolving construction industry and our understanding of how to meet clients' needs in the changing market place. The way we conduct business - with professionalism, integrity and a collaborative spirit – provides our company a unique competitive edge.





Lee sets the standard of hard work, clien broad range of corporate and institutional clients throughout New England. His drive to meet these high standards has earned the firm numerous awards for service and building excellence.

Education

Bachelor of Arts

Years with Lee Kennedy

Co.

LEE MICHAEL KENNEDY PRESIDENT & CEO

Professional Experience

- > Lee began his career in construction as a laborer and field engineer and is currently President and Chief Executive Officer of Lee Kennedy Co., Inc.
- President since 2002
- Has held the positions of Estimator, Project Manager, Senior Project Manager, Project Executive, Vice President of Administration, and Executive Vice President

Roles and Responsibilities

- > Oversees the administration and operation of all Lee Kennedy Co. business
- > Leads daily operations and negotiates new opportunities
- > Fosters the growth and direction of the company
- Inspires the Lee Kennedy Co. team to achieve its mission to be the premier provider of client focused, quality solutions in the construction industry

Project Experience Highlights

- > Award-winning \$62 million renovation to the Widener Library at Harvard University
- > Award-winning \$20 million historic restoration and renovation of the Boston Public Library's McKim Building
- > Award-winning renovation of Memorial Hall's Sanders Theater on the Harvard University campus
- > Interior construction of the TD Banknorth Garden's Legends Club, Premium/Banner Clubs, and offices for the Bruins and Celtics
- > \$80 million preconstruction and construction for Simmons College Master Planning Phases I&II

Community/Philanthropic Work

- > Boston Society of Architects Membership Committee: 2009-2010
- Boston Architectural College Board of Overseers: 2009-2011
- Board of Trustees St. Joseph College of Maine: 2004-present
- Chair of Finance/Buildings and Grounds Committee St. Joseph College of Maine: 2004-present
- > Chairman of the Board Boys and Girls Club of Dorchester: 2010
- Board of Directors Boys and Girls Club of Dorchester: 2001-present
- Chairman, Board of Trustees Neighborhood House Charter School: 2007-present
- > Board of Trustees College Bound Boston: 2007-present
- Chair of Buildings and Grounds Committee College Bound Boston: 2007-present
- > Friend of Youth Build Boston, non-profit construction training for under privileged youth: 2005-present
- > Board of Trustees Vice President, Duxbury Rural and Historical Society: 2004-2010 President's Award for Volunteerism, 2008
- > Board Town of Duxbury, MA, Building & Facilities Committee: 2009-present
- > Board Town of Duxbury, MA, Pool Building Committee: 2009
- > Board Town of Duxbury, MA, School Building Committee: 2010-present





and working in the construction industry since 1988.

Education

B.A., Legal Studies, 1989 Wentworth Institute of Technology Continuing Education Coursework

Licenses

Current Good Manufacturing Practice (cGMP) Professional Certification, Biopharma Institute

PHIUS Certified Passive House Builder (CPHB)





CHRIS PENNIE, LEED AP SENIOR VICE PRESIDENT



Relevant Experience

South Bay Center Expansion

Preconstruction and construction services for a \$228 million multi-building, mixed-use development. The scope of work includes 500,000 square-feet of site work, 44,000 square-feet of retail space, an 114,000 square-foot cinema and a 631,000 square-foot, 2 building residential project. Another project highlight includes extensive site development that consists of a 650-space structural parking garage. The project consists of installing new roadways, sidewalks and landscaping throughout the site as well as new underground utilities such as gas, electrical, water and drainage.

Moxy Hotel

Preconstruction and construction services for the \$85 million, 25-story, 340-key Moxy Hotel. Work consisted of a cast-in-place concrete structure, glass and metal curtain wall exterior, precast "swoop" entry feature and minimal brick façade. The project included high-end finishes combined with exposed concrete finishes. The hotel includes an open-air terrace deck, second floor bar, meeting and function rooms, fitness center and assembly space.

Chestnut Place

Preconstruction and construction services for the 15-story cast in place luxury apartment building and 700-car precast parking garage. The \$68 million, 160,000 SF apartment building will have retail on the first floor, residential on floors 2-15 and the lowest basement level will connect with direct access to the parking garage. The \$50 million, 257,850 SF parking garage includes the demolition and abatement of two buildings, utility infrastructure upgrades to surrounding streets, and the removal of all site improvements from an existing parking lot.

The Harvey

Preconstruction and construction services for the new six-story, 198,000 SF residential building. The stick-and-podium style building includes 177 rental units, a café, courtyard, fitness center and customary amenity spaces. Additional project highlights include customary landscaping and streetscape improvements around the perimeter of the project as well as interior fit-outs and finishes for the new units. A 90-space vehicle parking garage is located at-grade and underneath the building.



Education

B.S. Civil Engineering

Licenses

TOM LECLERC PROJECT EXECUTIVE/VICE PRESIDENT



100 Hood Park Addition

The project consists of a 6-level addition to the recently completed 100 Hood Park Drive project. It will contain 154,700 SF of lab/office space with an appropriately sized mechanical space at roof level. Exterior features include an articulated unitized façade with dynamic glass panels as well as an outdoor entertainment venue at the roof level of the existing building. New MEP systems will include a 160,000 CFM lab AHU system with 2100-ton chiller capacity and a 300 kW photovoltaic array.

Preconstruction and construction services for the 15-story cast in place luxury apartment building and 700-car precast parking garage. The \$68 million, 160,000 SF apartment building will have retail on the first floor, residential on floors 2-15 and the lowest basement level will connect with direct access to the parking garage. The \$50 million, 257,850 SF parking garage includes the demolition and abatement of two buildings, utility infrastructure upgrades to surrounding streets, and the removal of all site improvements from an existing parking lot.

Analog Devices

\$125 million construction of two buildings on the existing corporate campus. The scope of work consisted of the construction of a 175,000 SF, 3-story office building that houses open and closed office areas, conference rooms and electrical laboratories. The project included the construction of a 50,000 SF campus amenities building called the Hub that included a conference center, fitness center and dining facilities. Construction also included a 691-space open air parking garage. The new site work and landscape package re-define the main entrance to the campus.

The Harvey

Preconstruction and construction services for the new six-story, 198,000 SF residential building. The stick-and-podium style building includes 177 rental units, a café, courtyard, fitness center and customary amenity spaces. Additional project highlights include customary landscaping and streetscape improvements around the perimeter of the project as well as interior fit-outs and finishes for the new units. A 90-space vehicle parking garage is located at-grade and underneath the building.





Licenses

Chartered Surveyors

ALLAN FIDDES, LEED AP, MRICS VICE PRESIDENT, PRECONSTRUCTION



Relevant Experience

Chestnut Place

Preconstruction and construction services for the 15-story cast in place luxury apartment building and 700-car precast parking garage. The \$65 million, 160,000 SF apartment building will have retail on the first floor, residential on floors 2-15 and the lowest basement level will connect with direct access to the parking garage. The \$50 million, 257,850 SF parking garage includes the demolition and abatement of two buildings, utility infrastructure upgrades to surrounding streets, and the removal of all site improvements from an existing parking lot.

South Bay Center Expansion

Preconstruction and construction services for a \$228 million multi-building, mixed-use development. The scope of work includes 500,000 square-feet of site work, 44,000 square-feet of retail space, an 114,000 square-foot cinema and a 631,000 square-foot, 2 building residential project. Another project highlight includes extensive site development that consists of a 650-space structural parking garage. The project consists of installing new roadways, sidewalks and landscaping throughout the site as well as new underground utilities such as gas, electrical, water and drainage.

Preconstruction and construction services for the \$85 million, 25-story, 340-key Moxy Hotel. Work consisted of a cast-in-place concrete structure, glass and metal curtain wall exterior, precast "swoop" entry feature and minimal brick façade. The project included high-end finishes combined with exposed concrete finishes. The hotel includes an open-air terrace deck, second floor bar, meeting and function rooms, fitness center and assembly space.

100 Hood Park Addition

The project consists of a 6-level addition to the recently completed 100 Hood Park Drive project. It will contain 154,700 SF of lab/office space with an appropriately sized mechanical space at roof level. Exterior features include an articulated unitized facade with dynamic glass panels as well as an outdoor entertainment venue at the roof level of the existing building. New MEP systems will include a 160,000 CFM lab AHU system with 2100-ton chiller capacity and a 300 kW

Brian has been with Lee Kennedy Co since 2011 and working in the construction industry since 1994.

Education

B.S. Architectural Engineering Technology

City of Cambridge Builder's License 0-Hour OSHA Certification



Hazmat 40-Hour Safety Course



Relevant Experience

Chestnut Place

Preconstruction and construction services for the 15-story cast in place luxury apartment building and 700-car precast parking garage. The \$68 million, 160,000 SF apartment building will have retail on the first floor, residential on floors 2-15 and the lowest basement level will connect with direct access to the parking garage. The \$50 million, 257,850 SF parking garage includes the demolition and abatement of two buildings, utility infrastructure upgrades to surrounding streets, and the removal of all site improvements from an existing parking lot.



Preconstruction and construction services for the 2-building, \$161 million, 631,000 SF residential project. The 475 unit, five-level development included 3A wood framing over two levels of concrete/ steel podiums. The project also consisted of retail on the ground level, rooftop amenities with a pool, landscaped courtyards and the construction of three roadways. One building included a 170-car garage and the other has a 126-car garage. Challenges included the buildings being built on an active construction site in close proximity to an open and active movie theater and parking structure.

Marriott Residence Inn Seaport

\$32 million full renovation of a historic downtown building that turned an existing mill building into a six-story, 120-key hotel. Work included demolition in the floors, walls and roof for structural improvements and MEP upgrades; structural improvements to the ground floor slab; installation of all new mechanicals; two exposed glass elevators; and the replication and replacement of all interior and exterior windows as well as the building's prominent skylight atop the atrium.

Boston Arts Academy

\$115 million, multi-phase project where Phase I included the 22,000 SF renovation of the Grover Cleveland School that served as a temporary school. Phase II included the complete demo and construction of the new BAA on its site on Ipswich Street, directly across from Fenway Park. The new 5-story building houses classrooms, dining space, performing arts practice and recording studios, visual arts studios, gym, black box theater, 500-seat theater and an outdoor roof garden.









and working in the construction industry since 2004.

Education

Wentworth Institute of Technolog B.S. Architectural Engineering

Licenses

EPA Lead RRP Certification





Relevant Experience

Preconstruction and construction services for the \$85 million, 25-story, 340-key hotel. Work consisted of a cast-in-place concrete structure, glass and metal curtain wall exterior, precast "swoop" entry feature and minimal brick façade. The project included high-end finishes combined with exposed concrete finishes. The hotel includes an open-air terrace deck, second floor bar, meeting and function rooms, fitness center and assembly space. The rooms were designed with a small footprint,

and 700-car precast parking garage. The \$68 million, 160,000 SF apartment building will have retail on the first floor, residential on floors 2-15 and the lowest basement level will connect with direct access to the parking garage. The \$50 million, 257,850 SF parking garage includes the demolition and abatement of two buildings, utility infrastructure upgrades to surrounding streets, and the removal of all site improvements from an existing parking lot.

Analog Devices

\$125 million construction of two buildings on the existing corporate campus. The scope of work new site work and landscape package re-define the main entrance to the campus.

Harvard Kennedy School Campus Transformation Project

\$95 million addition of 110,000 SF of LEED Platinum space that included new classrooms, dining and kitchen facility, offices and meeting spaces, student lounge and study space, more collaboration and active learning spaces as well as a redesigned central courtyard. New construction linked the four existing buildings with three additions serving as connectors and bring the redesigned central courtyard level with Eliot Street and the JFK Park pathway.

Moxy Hotel

open storage, unique bathroom vanities and edgy graphics that convey a theatre theme.

Preconstruction and construction services for the 15-story cast in place luxury apartment building

consisted of the construction of a 175,000 SF, 3-story office building that houses open and closed office areas, conference rooms and electrical laboratories. The project included the construction of a 50,000 SF campus amenities building called the Hub that included a conference center, fitness center and dining facilities. Construction also included a 691-space open air parking garage. The



MAXINE GRANT, MRICS

SENIOR PRECONSTRUCTION LEADER



Education

Certifications

First Aid Certification

Relevant Experience

South Bay Center Expansion

Preconstruction and construction services for a \$228 million multi-building, mixed-use development. The scope of work included 500,000 square-feet of site work, 44,000 square-feet of retail space, an 114,000 square-foot cinema and a 631,000 square-foot, 2 building residential project. Another project highlight included extensive site development that consisted of a 650-space structural parking garage. Scope of work included installing new roadways, sidewalks and landscaping throughout the site as well as new underground utilities such as gas, electrical, water and drainage.

Boston Arts Academy

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University of Massachusetts Boston Infrastructure Project

\$148 million large-scale infrastructure project on the UMass Boston Campus. Scope of work included the completion of a campus-wide utility loop that services existing and future buildings as well as a new roadway and traffic control system. Work also included selective upgrades to gas, sanitary and storm drainage utilities. Surface improvements included curbing, sidewalks, lighting, plantings and streetscape improvements and upgrades to the existing utility plant were also completed. Due to the complexities associated with extensive utility work, heavy coordination was required to limit service disruptions to vehicles and pedestrians.





Steve has been with Lee Kenne Co since 2011 and working in the construction industry since 1985.

Education

Babson College Graduate of Advanced Leadership Institute

Boston College Jniversity of Texas Southern New Hampshire University

MA Master Sheet Metal License





STEVE CRANE DIRECTOR OF MEP SERVICES



Relevant Experience

South Bay Center Expansion

Preconstruction and construction services for a \$228 million multi-building, mixed-use development. The scope of work included 500,000 square-feet of site work, 44,000 square-feet of retail space, an 114,000 square-foot cinema and a 631,000 square-foot, 2 building residential project. Another project highlight included extensive site development that consisted of a 650-space structural parking garage. Scope of work included installing new roadways, sidewalks and landscaping throughout the site as well as new underground utilities such as gas, electrical, water and drainage.

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Preconstruction and construction services for the \$76 million, 462,525 square-foot, seven-story mixed use building. The building features a 900-space parking garage consisting of a steel frame and concrete deck, 24,000 square-feet of core/shell retail and restaurant space on the first floor and 50,000 square-feet of laboratory space on the second floor.



Christine has been with Lee Kennedy Co since and working in the industry since 2014.

Education

New England School of Law Juris Doctor

Suffolk Universi B.S. Sociology

Licenses

Affiliations

AGC, Board of Directors

Boston Municipal Research Bureau, Executive

Urban Land Institute, Member





CHRISTINE WALSH

DIRECTOR OF GOVERNMENT & COMMUNITY RELATIONS



Relevant Experience

Preconstruction and construction services for the 2-building, \$161 million, 631,000 SF residential project. The 475 unit, five-level development included 3A wood framing over two levels of concrete/ steel podiums. The project also consisted of retail on the ground level, rooftop amenities with a pool, landscaped courtyards and the construction of three roadways. One building included a 170-car garage and the other has a 126-car garage. Challenges included the buildings being built on an active construction site in close proximity to an open and active movie theater and parking structure.

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LLMDesign



LLMDesign

COMPANY INFO AND QUALS

Confidential*



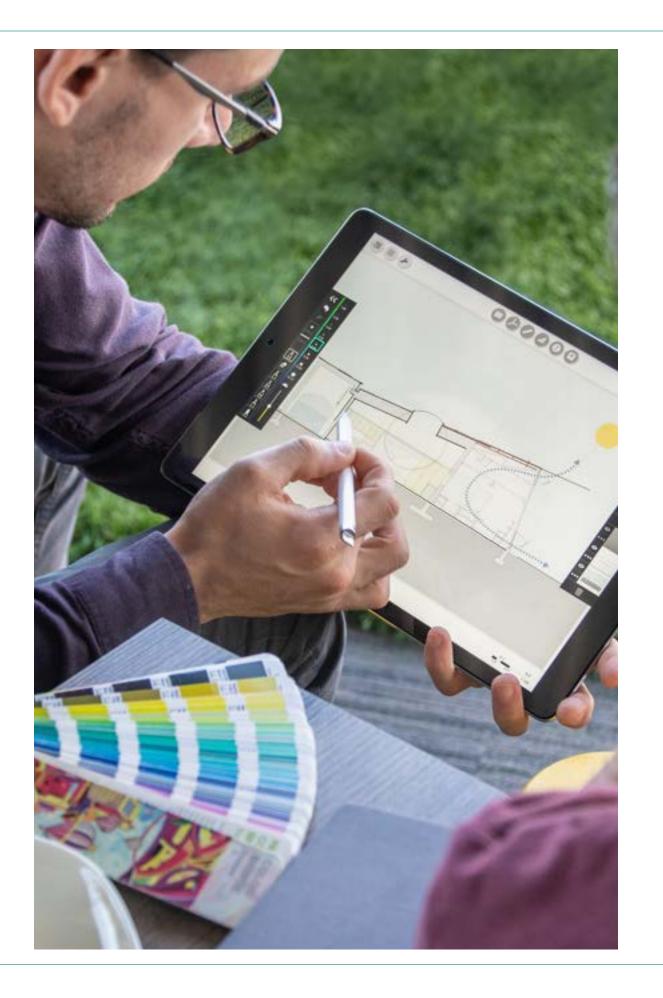
CITY of **BOSTON** certified MBE WBE SLBE



LLM Design was started in 2014 by Leila Mitchell as a multidisciplinary design studio with a focus on creating brand experiences. Together with a few of her previous colleagues of architects, creative marketing strategists, photographers, graphic, industrial and interior designers, LLM Design quickly filled its client dance card with the biggest names in commercial real estate. Within a short amount of time, the agency's unique approach allowed for delivery of successful client solutions and awardwinning designs.

We believe that there's no such thing as a bad idea. In fact, quite often the wildest ideas generate the greatest creative disruption and ultimately, the best result. We are a design distillery with designers, makers and architects where our collective ideas push limits and move mountains for our clients and their customers. Our desire to do original work that effects change drives us to dig deep and pan for gold. No stone is left unturned and no seemingly off-the-rails idea turned away until we filter it through our strategic conduit. What remains after this process is pure, refined and ready or prime time.

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WE ARE DIMENSIONAL.

Each of us has varying backgrounds in design, while also practicing and teaching extensions of traditional forms of design. With our multi-modal lens, we seek ideas, inspiration and solutions from all avenues.

WE ARE AGILE.

We specifically choose to be a smaller full-time studio. This allows us to be flexible for the project we are working on where we can grow and shrink our team as needed—but still keep the creative core close to home.

WE ARE DEDICATED.

We don't cast our net wide, just to the projects that share our vision. Our concentration on these few projects delivers attention to detail and true client commitment. To ensure quality, we involve experienced team members throughout the entire project.

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CREATING BRAND EXPERIENCES

Looking at problems through our multi-modal lens allows us to deliver client solutions that take into account all aspects of design for truly memorable experiences. We think we're at our best when we're finding ideas and inspiration from all creative avenues.

STRATEGY

Marketing Campaigns Positioning Workplace Strategy Naming Workshop Facilitation Messaging Art Program Consulting Copywriting

INTEGRATED DESIGN

IDENTITY

Visual Identity Brochures and Books Digital Interface Brand Systems Package Design Film & Photography Social Media Campaigns

EXPERIENCE

Signage (ADA) Wayfinding **Environmental Graphics** Interior Design Marketing Centers Installations & Exhibits

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TEAM CULTURE

A design collective since 2014, we have always thrived in the confluence of biographies, identities, skills, and interactions. It is the prerogative for us-not only as visual storytellers, but also as harbingers of design and culture—to lead the way to a new paradigm that honors the spirit of inclusivity, integrity and diversity. Our approach is not just in the tangibles we produce, but lies heavily in our innate ability to connect with people. We have created a space where all designers thrive, feed off of, and inform one another. We believe strongly that the diverse, collective voice is what provides for the most impactful design solutions.

Although we have training in graphic, architectural, illustration and industrial design, each member of our team builds on their skills with supported continued study and practice in photography, film, research and UX/UI design. We strive to bring these voices to the table in every project and encourage our clients to integrate this thought process as well. LLM Design is an intentionally smaller firm, and we don't cast our net wide-just to the people and projects that share our vision. Our beliefs affect the choices we make—from the projects we choose to work on to the people with whom we choose to work. Cool projects, nice people.

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COLLABORATION > CONCEPT > CAMPAIGN

"But do you just do design?"

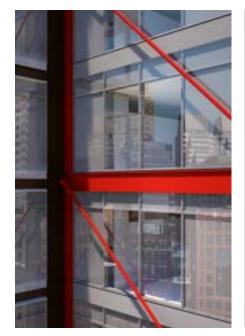
This is a common question that we are asked during many initial project conversations. We believe that a good designer not only needs to talk the talk, but walk the walk. In other words, we don't just gather the research and give you suggestions. We don't stop at handing over a digital file for you to then find a vendor to print, fabricate, or install. We are a collective of user prompted researchers grounded in an understanding of materials and fabrication techniques. From traditional print processes to social media channel outlets or ADA permitting needs for signage, LLM Design's knowledge of all things communication design is what gives strength and durability to our solutions.

We have a network of vendors we have worked with from Greater Boston and other cities around the US. When the process nears the budget and bidding phase, we can work with the client to select or invite vendors for fee proposals. Once a vendor is chosen, LLM Design continues as the creative and project manager, spec'ing and checking material samples and approvals, until the final product is delivered.











BUSINESS / **REAL ESTATE**

BOSTON BASED

COMMUNICATION DESIGN

ONE POST OFFICE SQUARE JLL AND MORGAN STANLEY

BOSTON, MA

Brand Strategy Positioning & Messaging

Visual Identity Website

Pitch Presentation Marketing Center E-Blasts Photography Interactive Brochure Signage Film Renderings

One of Boston's most recognizable buildings, One Post Office Square, has recently undergone a dramatic physical transformation. The building shed its traditional skin for floor-to-ceiling glass and created an array of new amenities, as well as public and outdoor spaces. LLM Design created a full marketing campaign, together with our visualization partners at TILTPIXEL, to place this iconic building once again firmly in the forefront of the Boston office market. Our team worked closely with JLL and Morgan Stanley to help define what the new One Post Office Square will be-not only through the design of a new visual identity, but also by developing the strategy and positioning.

The brand is all about transformation—dramatic change to elevate the modern workforce and raise the bar one notch higher. Several themes wound their way through the brand narrative to convey how this symbolic shedding of the facade will allow the new building to emerge from its historic roots.

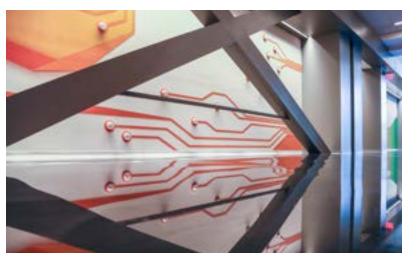












BUSINESS / REAL ESTATE

BOSTON BASED

COMMUNICATION DESIGN

CROSSPOINT

ANCHOR LINE PARTNERS

LOWELL, MA

Strategy Signage & Wayfinding **Environmental Graphics** Brand Identity Marketing Center Interior Design E-Blasts Film and Photography

Website Events

Starting with the brand and repositioning of the property, LLM developed a dynamic experience from outside to inside. The story was written around the extensive and vibrant amenities added to the building. Saturated colors began with the brand recognition and marketing materials. As a visitor or employee came to campus, they were welcomed and guided by these familiar colors and friendly vibe. The design highlighted tenant amenities and shared spaces creating a unique and inviting campus. We created a strong wayfinding system of back lit signs and color codes. Renaming the spaces Flex, Fuel, and Lawn, we were able to design vibrant and uniquely inspiring spaces. Whether it is the large social spot of Fuel, the rowdy game room of Flex, or the contemplative benches in the thoroughfare, Cross Point is most definitely a campus for the next generation. Within 6 months after the renovations were completed, Kronos, one of the largest tech employers in Massachusetts, chose Cross Point as its new HQ, leasing over 435,000 SF winning the largest real estate deal of the year.











BUSINESS / REAL ESTATE

BOSTON BASED

COMMUNICATION DESIGN

POST

ANCHOR LINE PARTNERS

WALTHAM, MA

Strategy Brand Identity Signage Marketing Center

Interactive Brochure Website E-Blasts Film

Renderings /VR Offering Memorandum

LLM Design worked closely with Anchor Line Partners to transform what had been a dark, cavernous warehouse into a light-filled, airy space that supports creativity and innovation. Our team rebranded the property as POST and repositioned it into an office environment that's like nothing else on the east coast. Giving a nod to the building's postal heritage, the brand identity was designed to combine a modern typeface with the postal stamped aesthetic to create a textured, contemporary feel. The marketing campaign continues this authentic look and feel across a range of materials including the website, film, renderings, photography, presentations, brochure, and building signage.

On-site signage combined a vintage material treatment with modern Ipe woods and type treatment. Before the space was finished, it was completely leased to Boston Dynamics the industry leader in robotics.







DIVERSE COMMUNITY PUBLIC / NON-PROFIT COMMUNICATION DESIGN

DESIGN MUSEUM MAGAZINE

WE DESIGN: Diversity in Design Special Edition

BOSTON, MA

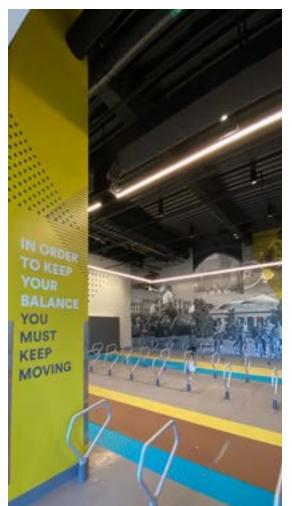
Editorial Copy Publication Design Custom Illustration Content creation Print management

For the special issue of the Design Museum's Magazine on diversity in design, LLM Design took on the challenge of reimagining the magazine's look from cover to cover. The content highlighted designers from a variety of under represented communities. We organized this rich content into thematic categories - denoted through a system of vibrant color coding. Within each of these themes were featured profiles of individuals, case studies of companies, essays and interviews. Each had their own unique look and feel, while still keeping consistent to the overall magazine's creative direction.

After each chapter an Activity page suggests active involvement through thoughtful exercises and questions about this important subject matter. We invite our readers to participate in the conversation and strengthen their perspective.

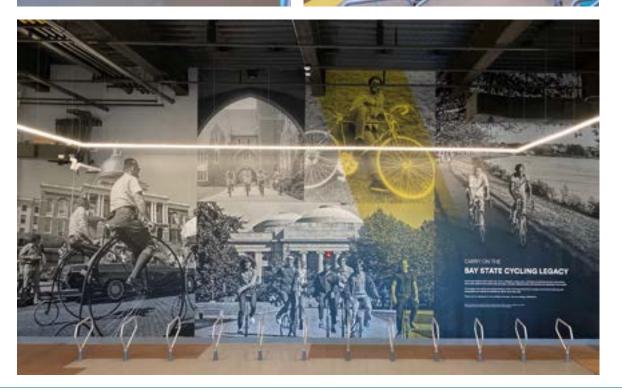
When tasked with designing a new cover, our team at LLM Design felt strongly that the artwork should be the "hero" with minimal text. After multiple concepts and conversations about how to visualize the topic, we circled back to that prevalent image of the skin tone palette. But that was too static, too simple for the complexity of the subject. The final artwork was made from a moving scan of the palette grid. No two scans were ever the same. Peaks and valleys, overlapping transparencies, new colors, and happy surprises were all part of

Leila Mitchell served as the content editor, while the team served as copy quality control.









PUBLIC / NON-PROFIT

BOSTON BASED

DIVERSE COMMUNITY

CAMBRIDGE CROSSING

DIVCOWEST

CAMBRIDGE, MA

Vehicle Wrap Scrim Signage Bike Room Graphics **Retail Window**

DivcoWest commissioned LLM Design to invigorate the public areas of a new mixed-use development in Cambridge, MA through large-scale imagery and graphics. It was important that any public signage not only reflect the developer's goals of an innovative commercial district, but a 24-hour neighborhood.

The illustration style and playful colors of the scrim signage visualize the innovation community in East Cambridge, purposefully designed to reflect the diverse and inclusive community that they hope to create by bringing people together in this authentic, modern neighborhood experience. The bright, bold color palette in turn reflects the modern multiculturalism of Cambridge, as well as diversity of people. The graphic style of saturated colors in a swirling, abstract pattern intentionally leave details up to the viewer's imagination to connect themselves to the imagery.

Additional large scale graphics and signage were placed in bike rooms including the MBTA new green line stop highlighting the historical Cambridge biking community and black activist Kittie Knox.











COMMUNITY

BOSTON BASED

PUBLIC / NON-PROFIT

CRAFT FOOD HALL

WALTHAM/LEXINGTON/LOWELL, MA (5 LOCATIONS)

Brand Identity & Graphics Environmental Graphics

Menu Design Signage Custom Illustration Interior Design

Craft Food Hall is a restaurant concept that houses multiple cuisines within a shared space. Three distinctive brand identities were created to reflect the unique characteristics of each food choice. Project X Street Pizza personifies the grittiness of the Beastie Boys and boldness of Shepard Fairey. Vessel is a brand that focuses on a holistic approach to balanced food combinations good for the body, mind, and spirit. Sousviderie brings the science and visual artistry of sous vide cooking to everyday offerings that are both delicious and healthy.

These brands are translated into site specific spaces throughout Greater Boston. Signage, information graphics, and photographic illustrations transform the spaces in which they reside. Inspired from the street culture convention of torn, layered show posters in hip club venues, we used this textured depth to reflect the mix of various cuisines all happening in the same place. We have translated this brand aesthetic into a number of physical spaces for Craft Food Hall including Revolution Hall in Lexington and Fifth Avenue at CityPoint in Waltham. At Revolution Hall, LLM created a custom g raphic from America's pivotal revolutionary moments often overlooked.









LARGE ORG BRAND

BOSTON BASED

STRATEGY + SYSTEMS

THE SKATING CLUB OF BOSTON THE SKATING CLUB OF BOSTON AND NORTHSTAR NORWOOD, MA

Brand Refinement Environmental Graphics

Signage Wayfinding

During the summer of 2020, The Skating Club of Boston began a new chapter by personifying the future of The Club with a new facility in Norwood, Massachusetts. The LLM team enthusiastically accepted the task to thread the history and tradition of the brand into a wayfinding signage system with fresh environmental graphics—for the contemporary expansion of the new facility.

Our approach was to integrate the brand and the environmental graphics into the new structure and architecture with energy, clarity, and continuity. Many audiences will call the new facility their home—and that brings the challenge of orchestrating family-friendly visuals and large venue wayfinding fused with historic archives into the theatre of the professional world of figure skating. In close collaboration with the Skating Club of Boston and the facility's architect, Studio Troika, we refined the visual identity and designed a system of signage and wayfinding that brings this classic brand to life in contemporary form throughout the facility. With the blend of color, typography, image, and the historic and global recognition of The Club, we are, in essence, adding structure to the brand while we shift it towards the Club's next generation.

The original brand mark was born from historic figure skating forms—continuous lines with specific moves. The signage included a red line that mimicked this continuity into the future.











LARGE ORG BRAND

STRATEGY + SYSTEMS

DIVERSE COMMUNITY

CUNA MUTUAL GROUP

MADISON, WI

Brand Strategy Environmental Graphics Room Naming Exterior and Interior Signage Wayfinding Media content programming

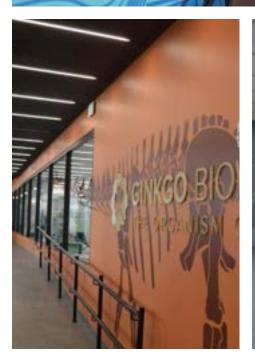
CUNA Mutual Group engaged LLM Design to bring their brand to life within their new 100,000 SF headquarters space. Intentionally designed with a neutral palette, the building needed texture and color to truly reflect the company's mission and vision. Working from CUNA Mutual Group's brand to bring a brighter financial future to everyone, we focused on using light as a design element in the placemaking moments throughout their space.

In the elevator alcoves, perforated metal emits light through an organic texture of circles implying the lights from a satellite image of the earth - a visual that we are all together. Each floor has its own dedicated color and specific perforation pattern: the higher the floor, the more perforations and therefore the more light shining through. It was important for the organization that the environmental brand graphics reflected their values in practice. One way we tell their story is through installation art pieces built upon a rail system on which you can hang panels from. The panels and the system were designed to be inexpensive and flexible to accommodate frequent updates and changes. A custom light installation features small acrylic squares with dichroic film externally lit at a variety of angles washing a rays of color along the wall.











BOSTON BASED

STRATEGY + SYSTEMS

DIVERSE COMMUNITY

GINKGO BIOWORKS

BOSTON, MA CAMBRIDGE, MA WEST SACRAMENTO, CALIFORNIA

Environmental Graphics Interior Design

Signage Wayfinding

Custom Illustrations

Ginkgo Bioworks is a fast-growing biotech company head quartered in Boston, designing custom microbes for customers across multiple markets. To integrate the Ginkgo brand throughout its new space, we created a masterplan program for wayfinding and environmental graphics that was designed from recognizable scientific elements. The system, based off "Powers of Ten" begins at the molecular level and moves along the variations of biology including cellular, sea, terrain, woodland, etc. Their workplace is made of a series of adjoining office and lab space each with their distinctive identity. The different pods each have a lab, workspace, and conference rooms for which graphics were created, and the entry area of each boasts a vibrant "social media worthy" feature wall. While they are visually distinct, each pod's environmental graphics and wayfinding complements the overall Ginkgo Bioworks brand and helps to reinforce the company's bold, pioneering identity throughout its workspace.

We continue to work with Ginkgo Bioworks to design environmental graphics and implement the masterplan for new office and lab locations in California and in Cambridge, MA.











LARGE ORG BRAND

BOSTON BASED

STRATEGY + SYSTEMS

YMCA OF GREATER BOSTON

BOSTON, MA

Strategic Workshops Systems Design

Auditing Interior Design Standards

Looking to create a more systematic approach to the facilities improvement process, The YMCA of Greater Boston worked with LLM Design to evaluate their 12 branches, multiple departments, and current brand system. We held a number of virtual workshops with prompted questions asking all departments to provide feedback on historical challenges and needs for the future. Along with this information and walkthroughs of each branch, we developed an Executive Summary of findings and our suggestions on strategy.

Our team developed a creative approach to a facilities system that is guided by theme based interior packages and divided into multiple room types, all of which are accessed in the comprehensive Interior Standards package. From flooring to lighting, paint colors and tile, lobby to child development furniture, our team researched all materials suggested in the package.

Although materials and furniture were chosen for durability in heavy traffic spaces, we specifically found color, textures, and forms that accentuated the creative theme to elevate the visitor and employee experience. Through this system each branch can have their own identity through choice selection, but the standards system creates the tied sense of cohesiveness that they are all part of The Y.





Serving as the content editor (Leila Mitchell) and design team, LLM Design recently redesigned the special edition of Design Museum Magazine's The WE Design Issue highlighting diversity in design.





WE CARE ABOUT BUILDING COMMUNITY

Although much of our portfolio is made of projects for traditional institutional clients—commercial real estate. academic, financial—the mission of the work revolved around communicating to various users with expansion beyond traditional communities. When a project's assignment is to build a diverse community in an arena that has the perception of being exclusive, it is important to translate the communication materials to be inviting and welcoming. Endicott, Skating Club of Boston, and Cambridge Crossing are examples of these types of projects.

At the same time, we've been honored to work with community based organizations such as YMCA of Greater Boston and Design Museum for their special edition of WE Design: Diversity in Design edition. We have experience in designing for community, environmental, humanitarian based organizations such as ASBN (American Sustainable Business Network), ASCNYC (Aids Service Center), NYC Medics and Feeding America.

We don't stop building community at our client work. LLM Design has an active program of volunteering and supporting employees with other community building efforts. We've donated our time at Commonwealth Kitchen holding a brand workshop for new entrepreneurs, Blue Hills trail maintenance, and Gifts to Give. Leila Mitchell and Shalini Prasad are Professors of Design at Wentworth and Lesley University and encourage all LLMers to take part in the next generation of designers through panel discussions and guest lectures. Check out our resumes for a list of other organizational work.

At LLM Design, we are a multi-cultural studio filled with fluent multi-lingual speakers including Vietnamese, Spanish, and Hindi.



DIVERSITY, EQUITY & INCLUSION

LLM Design's workplace diversity encourages creativity and innovation because every team member, from leadership to intern, brings their own unique backgrounds, experiences, and perspectives to the table. For us, cultural diversity in the workplace is about more than checking a box. With more than 60% female and more than 50% minority employees, we believe that our diverse backgrounds make our work all that much better.

As a woman of color in the design and real estate worlds, diversity in the workplace has always been of utmost importance to LLM Design's founder, Leila Mitchell. Neither the design profession nor the real estate industry is known for its diversity; simply existing as a minority within these structures has heightened the firm's awareness and appreciation of cultural diversity. LLM Design not only continuously seeks to hire from women and minority groups, but the firm is also active in promoting these efforts at a wider level in the community. Leila is an active leader in a number of organizations including as Chair of the Diversity Committee of Design Museum Everywhere, the Anti-Racism Working Group of

Mass Art's Alumni Leadership Council, and the Diversity Parent committee at Milton Public Schools. She also recently moderated a panel discussion about "Design and Social Responsibility" at AIGA Boston's Design of Business conference.

We believe strongly in the benefits of mentoring the next generation of designers, as evidenced by our internship and co-op program. We have hired students currently and previously from Wentworth, Lesley University, Bunker Hill Community College, Endicott College, and College of the Holy Cross and engaged them in a number of design initiatives, including semester-long workshops that focus on using the design process to address current societal issues.

LLM Design is certified as a **Women's Business Enterprise** by the Women's Business Enterprise National Council (WBE1801274). We are also certified as MBE / WBE / SLBE in the City of Boston and in Massachusetts.





DEI IN PRACTICE

It's always strange to stop and think about a plan of action for including diversity into our work. We live this effort and incorporate it in how we think and what we do. However, just like exercise and healthy living, one must always stop and evaluate the effectiveness of the work and the actions we make.

At LLM Design, both inside and outside the studio, we have continued training and exposure to DEI methodologies and practices—especially when it comes to design thinking. Meaningful sessions from Dr. Kira Hudson Banks of the Institute for Healing Justice & Equity, Angela Park Equity Training, and Diversity in Disability turn into welcome conversations during studio hours as we discuss how to translate the learned content into actions.

Working on meaningful projects such as the We Design: Diversity in Design issue or collaborating with a local BIPOC or LGBTIQA+ artist communities on a client project, are practices of inclusion that are a steady part of our process. We have a network of external consultants that are experts in their field. We call this network the LLM Design Collective. As we look for the print vendor, photographers or any additional efforts needed for this project, we will reach within our extensive Collective network with a DEI lens.

Throughout the project process, we will be conducting and evaluating the work done with sensitivity to inclusiveness. These objectives should be laid out at the beginning of the project together with the OEOI team. These will be our tenants that we hold up for all decisions made and ways of engaging. This will ensure that communities and voices are not overlooked at each step. For example, as we set up any workshops, surveys, or outreach, we return back to our objectives as our guiding principles.



LEILA LEE MITCHELL

FOUNDER / CREATIVE DIRECTOR

MFA Design

Dynamic Media Institute Massachusetts College of Art & Design

BS Architecture

University of Virginia

With 30 years of design experience, Leila has worn many different hats including architect, graphic designer, and brand and marketing strategist. She is an expert at communicating identity and information to shape experiences that connect people to place. Leila is an active leader in a number of organizations including as Chair of the Diversity Committee of Design Museum Everywhere, the Anti-Racism Working Group of Mass Art's Alumni Leadership Council, and the Diversity Parent committee at Milton Public Schools. She believes strongly that the diverse, collective voice is what provides for the most effective and equitable design solutions and strives to bring these voices to the table in every project. Prior to founding her own company, Leila was an Associate Principal and Creative Director at Neoscape.

RELEVANT PROJECT EXPERIENCE

CUNA Mutual Group, *Madison, WI* — design and implementation of environmental brand experience including graphics, signage, and wayfinding, for a new 100,000 SF headquarters facility to capture the essence of the company culture through a well thought-out user experience.

Craft Food Hall, Anchor Line Partners, Waltham, MA — design of brand identity for three restaurant concepts as well as environmental graphics and signage for two restaurant locations that establish these new brands and provide uniquely branded dining experiences.

Nuance Communications, Burlington, MA — design of a branded workplace experience including wayfinding, environmental graphics, and a comprehensive standards toolkit to implement this branded environmental graphics system throughout a global portfolio of over 180 offices; environments were designed with a matrix of graphic patterns, information graphics, and brand text phrases.

Cross Point, Anchor Line Partners, Lowell, MA — interior design of office campus experience with focus on designing branded interiors and environmental graphic system for a dynamic tenant-focused experience; includes 5,000 SF fitness and gaming center, 9,000 SF servery and dining area, and 8,000 SF renovation and upgrades to a conference center with 500-seat auditorium.

The Skating Club of Boston, Northstar, Norwood, MA — design of environmental graphics, signage, and wayfinding for a new three-rink skating facility to strengthen the existing Club brand and create a unique and memorable experience for visitors, athletes, and the greater community as a whole.

Ginkgo Bioworks, Boston and Cambridge, MA and Oakland, CA — masterplan and design program for wayfinding and environmental graphics based on various scientific concepts to create distinctive identities for each lab unit with a cohesive connection. The environmental graphics were applied to feature walls, workspaces, labs, and conference rooms.

TEACHING EXPERIENCE

Associate Professor of Design

Design & Professional Practice: Wentworth Institute of Technology, Boston, MA; 2006, 2011 - Present

Communication and Graphic Design: Curry College, Milton MA: 2004 - 2006, 2011

Foundations in Graphic Design: Mass College of Art and Design, Boston MA; 2004 - 2006

AWARDS (PARTIAL LIST)

Indigo Design Award: Gold, Environmental Graphics for Ginkgo Bioworks; 2022

Indigo Design Award: Bronze, Wayfinding for The Skating Club of Boston; 2022

GDUSA, American Graphic Design Award: *Environmental* Graphics Design for The Skating Club of Boston; 2021

GDUSA, American Graphic Design Award: Environmental Graphics Design for Craft Food Hall; 2021

EXHIBITIONS, EVENTS, SPEAKING (PARTIAL LIST)

Panelist, **Bisnow**: Boston Placemaking Summit—Creating Authentic Destinations, Boston MA: 2019

Moderator, AIGA Boston, The Design of Business: Design and Social Responsibility, Cambridge, MA; 2019

Judge, MassChallenge Mexico, Boston, MA 2019

IDSA I AIGA Student Portfolio Events; 2006 - Present

AFFILIATIONS AND INTERESTS (PARTIAL LIST)

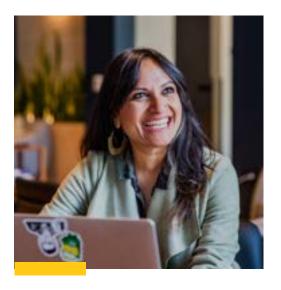
Vice Chair, Board of Directors, **Design Museum Everywhere**

Chair, Diversity Equity & Inclusion Committee, Design Museum Everywhere

Anti-Racism Working Group, Mass Art Alumni Leadership Council

Chair, Diversity Parent committee at Milton Public Schools Member, Alumni Leadership Council, Mass Art

LLMDesign



SHALINI PRASAD

DESIGN DIRECTOR

MS Visual Communication Design Herberger Institute of Design Arizona State University

BS Architecture

Sushant School of Art & Architecture New Delhi, India

Shalini's inclusive, adaptive and transdisciplinary approach enables her to seamlessly traverse multiple modalities of visual communication in both two and three dimension. With over twenty years of industry experience, a deep passion for story telling and an innate artistic and analytical sensibility, she works on a diverse range of creative solutions for brand identity, space, print, and web. She is also a Lesley University professor of graphic design and a mixed-media artist. Shalini recently joined LLM Design to help bring more dimension and perspectives in a variety of the studio's design projects.

RELEVANT PROJECT EXPERIENCE

prior to joining LLM Design

Millipore Sigma, Worldwide — Design of brand extension in the environment at multiple global sites, including application of brand graphics to design interior and exterior spaces, sign program, research, conceptual sketches and ideation, architectural drawings, messaging and content development. In collaboration with The Ten 8 Group and DCL Boston.

City of Olivette, MO — Ideation and design of brand identity and extension for the City of Olivette Parks and Recreation. including design of logo, print collateral, signage and police car graphics.

TD Garden, Boston, MA — Collaborated with the design build team at DCL Boston to conceptualize, program and design new signage and wayfinding systems for the Phase 2 expansion of TD Gardens; including preliminary planning and design strategy for intent package, conceptual ideation of defined spaces, with analysis of large scale site and map systems to advise on scale, quantity and signage placement to ensure user movement and comprehension.

College Board SAT — Rebranding and advertising messaging, with an extension from print, to web marketing, to exhibition and transportation graphics

Saint Louis Metro Rail System, St. Louis, MO — Designed and developed comprehensive signage system (including identification signs, directional signs, regulatory signs, code compliance signs etc), including ethnographic research. redesign of ticket vending machine and working drawings and implementation. In collaboration with The Ten 8 Group.

Larkspur Biosciences, Inc., Cambridge, MA — Brand strategy, identity and information graphics design, illustrations, print, investor deck, website design, signage, and interior consulting; adapted brand across multiple platforms from print to website design to space.

Dulles International Airport, *Dulles, VA* — Designed and developed signage and wayfinding systems for Dulles International Airport (DC) including comprehensive sign systems, in compliance with code, information graphics including architectural working drawings and on site circulation research. *In collaboration with The Ten 8 Group and DCL Boston*.

Fox Theatre, Atlanta, GA — Preliminary Design and ideation of signage and interpretive graphics, including study of theatre movement and guest experiences

AFFILIATIONS AND INTERESTS

Student Mentor, AIGA

Member. AIGA Boston

Member. **SEGD**

Board of Directors, Newton Theatre Company

Volunteer, **Newton Food Pantry**

Member, Newton Arts Council

Stage actor and director, **Newton Theatre Company**

Member, Newton Open Studio Arts Initiative

TEACHING EXPERIENCE

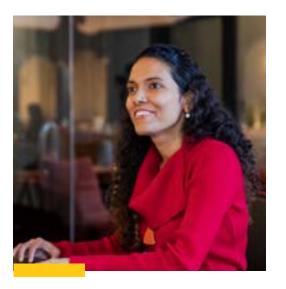
Assistant Professor of Design: Lesley University, College of Art + Design, Cambridge, MA; 2019 - Present

Integrative Design Consultant & Creative Advisor: 'Locker of Memory' Multimedia Memorial Project, an immersive, multi-university, collaborative project; 2021 - Present

Adjunct Faculty:, Department of Communication: Roger Williams University, Bristol, RI; 2020 - 2021

Guest Lecturer and Design Juror; May 2020 - Present Rhode Island School of Design

Amity School of Architecture and Planning, New Delhi, India ISDI, School of Design and Innovation, Mumbai, India



PRIYANKA PRABHAKAR

SENIOR DESIGNER

Graphic Design, Branding & Packaging School of Visual Arts

Applied Art Degree Sophia Polytechnic, Mumbai

HSC in Science R.D. National College, Mumbai

Born and raised in Mumbai, India. Priyanka attended Sophia Polytechnic College. Soon after graduating with a degree in Applied Arts, she joined as a creative partner at Creativeland Asia and received several awards for her work on various projects involving Advertising and Designing. Privanka believes that traveling, exploring, and observing different things is the best way for a designer to grow —at every moment we are surrounded by design and creativity. As Senior Designer, she is responsible for conceptualization and implementation of design solutions that meet strategic goals from concept to completion. She directs the design team's implementation of overall concept into specific designs.

RELEVANT PROJECT EXPERIENCE

Commonwealth Pier, Pembroke, *Boston, MA* — design of marketing center including large-format graphics, displays, and signage to promote mixed-use development in the Seaport.

CambridgeSide, New England Development, Cambridge, MA — marketing campaign for redevelopment of retail space into Class A office; deliverables include design of brand identity, pitch presentations, interactive brochure, e-blast, website, and marketing center.

One Post Office Square, JLL/Morgan Stanley, Boston, MA — repositioning of high-profile office tower including marketing strategy and design of marketing materials including brand identity and brand manual, proposal, presentation, e-blasts, website, photography, and film to attract tenants.

1180 Avenue of the Americas, Northwood Investors, New York, NY — marketing campaign to reposition existing office building as a modern Class A offering; services included brand strategy, brochure and presentation design, visual identity, environmental graphics, marketing center design, film, photography, e-blasts, and website.

Dock 51, Northwood Investors, Pittsburgh, PA — design of a brand identity and interactive brochure, as well as production of a marketing film, to introduce the redevelopment of a former Sears warehouse into 250,000 SF of office space on Pittsburgh's Robotics Row.

Pier 4, Tishman Speyer, Boston, MA — design of an interior wayfinding and signage package for all spaces within the 2-building property (Commercial and Residential) and garage using an established brand identity; includes 450 ADA compatible individual signs for interior spaces, elevator lobbies, stairwells, floor locators, automobile/pedestrian wayfinding.

Bella Sante Day Spa, Wellesley, MA — design of environmental graphics to update look of upscale beauty spa, including windows and interior floor and wall treatments.

Craft Food Hall Project, Waltham, MA — design of a brand identity system, environmental graphics, signage, and interiors for three related restaurant brand concepts.

AWARDS

GDUSA, American Graphic Design Award: Brand Identity + Program for Physicians Aesthetics Studio; 2022

Indigo Design Award: Silver, Illustration for Craft Food Hall; 2022

Indigo Design Award, Silver, Integrated Graphic Design for 1180 Avenue of the Americas; 2020

GDUSA, American Graphic Design Award: Brand Identity + Program for 1180 Avenue of the Americas; 2019

Nomination, Adfest Film Category: Cannes Lions International Advertising Festival—LMN (for Creativeland Asia); 2010

Silver Award, Film Category: Abbys—LMN (for Creativeland Asia); 2011

AFFILIATIONS AND INTERESTS

Indian classical dance - Bharatnatyam and Travelling



KELLY WILLIAMSON

PROJECT MANAGER

BA, Communications University of Hartford

Kelly is the communications hub and liaison between internal teams, clients, and agency partners. She's a process connoisseur with 15 years of experience leading creative development and marketing operations across different industries. Kelly focuses on optimization, planning, and scheduling to keep projects on track and running smoothly. Kelly is known for her efficiency and runs exceptional meetings (that people actually look forward to because they produce results). From the outset, she will be responsible for defining the scope of the project and aligning with stakeholders to set expectations. As Project Manager on this project, Kelly will maintain seamless and open communication between all team members to make sure there's a clear understanding of the critical path, the timeline, and the overall budget.

RELEVANT PROJECT EXPERIENCE

Station East, The RMR Group, Nashville, TN — brand development and marketing campaign for new mixed-use development that will activate an 8-acre parcel of land on Nashville's emerging East Bank; deliverables include design of brand identity, brochure, website, e-blasts, and video.

Rowes Wharf, JLL, Boston, MA — brand development and marketing campaign to reposition established threebuilding, waterfront office property into an elite, exclusive opportunity; scope includes brand refinement and messaging, marketing video, digital renderings, and VR nodes.

One Post Office Square, JLL, Boston, MA — repositioning of high-profile office tower including marketing strategy and design of marketing materials; recent deliverables include marketing center and visitor experience, fitness center brand development, and parking garage signage.

Revolution Labs, Greatland Realty Partners, Lexington, MA — brand development and environmental graphics design for new 180,000 SF Life Sciences building.

Physicians Aesthetics Studio, *Arlington*, *MA* — brand development for new medical aesthetics company; scope includes visual identity and key brand messaging.

Core at Crosby Building, Anchor Line Partners, Bedford, MA — brand development and marketing materials for new ground-up building on established Core at Crosby science campus; scope includes visual identity, brochure, e-blasts, and teaser video.

EXPERIENCE PRIOR TO JOINING LLM DESIGN

Senior Imagery Producer, Wayfair, Boston, MA — Lead Producer for 2D + 3D marketing and product imagery projects for Joss & Main and AllModern, delivering hundreds of assets per month through asset management system while effectively communicating within the vertical and to stakeholders regarding upcoming, immediate, and future deadlines for deliverables with a high-level of visibility so that all stakeholders remain informed and expectations were met.

Traffic Coordinator, Bluestem Brands, Inc., *Middleton, MA* — Sole Traffic Coordinator managing two top brands, Norm Thompson and Sahalie with full and oftentimes overlapping schedules.

ADDITIONAL RELEVANT EXPERIENCE

Co-Founder of True Scoops, Beverly, MA — Project Manager for all aspects of the shelf-stable, premium ice cream company including legal, manufacturing, marketing, product, pricing as well as driving daily stand up meetings with business partner to ensure tasks are completed on time and on budget.





GENESIS GONZALEZ PORRAS

DESIGNER / SOCIAL MEDIA MANAGER

AA, Graphic Design Bunker Hill Community College

Genesis is passionate about design communication because she is able to explore and combine different media, fully immerse herself in concepts, and completely impart her imagination. She likes to be bold, fearless, and clear in her designs. She enjoys mixing different mediums like photography, illustrations, and abstract elements in a whole cohesive piece without losing the message. Beyond a beautiful or aesthetically pleasing front, her interest comes from the inspiration behind an idea. The power to analyze, translate, create, and connect a story through color, images, graphics, words, and sounds that ultimately bring joy to the community. She believes that we have the responsibility to build a better world, addressing important social, political, and environmental problems.

RELEVANT PROJECT EXPERIENCE

One Post Office Square, JLL/Morgan Stanley, Boston, MA — repositioning of high-profile office tower including marketing strategy and design of marketing materials including brand identity and brand manual, proposal, presentation, e-blasts, website, photography, and film to attract tenants.

Rowes Wharf, JLL/Morgan Stanley, *Boston, MA* — repositioning of one of the most iconic office buildings on the Boston waterfront, including marketing strategy and redesign of brand identity and brand manual, photography, eblast campaign, and film to attract tenants.

Design Museum Magazine, Boston, MA — design and layout of the special edition WE Design: Diversity in Design including custom illustrations, copy layout, and print management.

Physicians Aesthetic Studio, South Shore, MA — new and identity for women owned medical aesthetics office.

LLM Design Social Media Marketing, Boston, MA — created new social media marketing strategy and implementation plan for design services industry. Design of all material and management of content and posts.

EXPERIENCE PRIOR TO JOINING LLM DESIGN

Space Entertainment, Boston, MA – Spearhead campaigns on social media platforms including Instagram and Facebook. Design layout of nightlife event flyers. Collect, edit and publish content that promotes events and interaction with the community, photography and videos. Monitor the Online presence of the company's brand and engage with users, strengthening customer relationships. Develop Online marketing campaigns, effectively increasing followers by 100+ per month and driving brand awareness.

VOLUNTEER

UNIBUDDY AMBASSADOR, BHCC, Charlestown, MA – Guide International Students around the world through the process of coming to study in the United States. Provide tips and resources with valuable information about Universities' deadlines and admission process.

A. C. E. MENTOR, Assistance to new students who are enrolled in BHCC's Learning Communities to make a successful transition to college. Collaboration with faculty in designing Learning Community curriculum and assignments, and cofacilitating class activities and discussions that promote community building and student success. Representation of the college as well as its program and services to new students professionally and respectfully.

AWARDS

GDUSA, American Graphic Design Award: Physicians Aesthetic Studio; 2022

HIGHEST HONOR, BHCC HACKATHON WINNER, BHCC

TECHNICAL CONSULTANTS

BONZ AND COMPANY, INC. Real Estate Advisors

BONZ AND COMPANY, INC.

Real Estate Advisors

onz and Company, Inc. is based in Lexington, Massachusetts and provides comprehensive real estate advisory, consulting, and valuation services to financial institutions, public agencies, corporations, nonprofit organizations, investors, educational institutions, and developers in New England. With an approach that combines sophisticated analytical techniques with practical real estate experience, the firm provides clients with creative and pragmatic solutions to today's complex real estate and valuation problems. Our broad client base, diverse project experience, wide geographic coverage, and knowledgeable staff provide us with a unique perspective in key service areas: feasibility consulting, due diligence analysis, and the appraisal of all types of multi-family property. In this constantly changing real estate climate our experience, skill, and creativity enables our clients to maximize their real estate objectives.

Services of the Firm

Valuation and Appraisal Services – We specialize in the appraisal of multi-family residential properties, low, moderate, mixed-income and market rate housing and the valuation of federal and state agency funded properties including properties funded through the HUD MAP program as well as more traditional appraisals.

The firm has extensive experience with the completion and review of rent comparability studies, land valuations, valuations for tax abatement, for the redevelopment and repositioning of older affordable housing developments and the determination of equity distribution.

Our staff has completed appraisals and rent comparability studies throughout New England and are licensed in Massachusetts, Rhode Island, New Hampshire, Connecticut, Maine and Vermont.

Housing Studies – Bonz and Company undertakes market feasibility studies for affordable and market rate apartments and condominium developments. We have experience with all property types including high-rise, low and mid-rise apartments, new development, adaptive reuse of former industrial and institutional properties, and residential components of mixeduse developments.

The firm has also undertaken a wide variety of senior housing studies, which encompass housing products addressing the active empty nester and retiree markets such as service enriched housing, independent living facilities and congregate housing.

Our market studies comply with the requirements of the Model Content Standards for Market Studies for Rental Housing provided by the National Council of Housing Market Analysts (NCHMA). We are Peer Certified by the National Council of Housing Market Analysts (NCHMA).

114 Waltham Street - Suite G4 Lexington, Massachusetts 02421 T 781.862.4860 T 781.862.4861 www.bonzandcompany.com

Rent Comparability Studies – Bonz and Company has prepared Rent Comparability Studies for affordable apartment developments throughout New England. Joanne Shelton is the Review Appraiser for all RCS's submitted to Rhode Island Housing.

Feasibility Consulting – Bonz and Company provides a variety of feasibility services from market analyses and economic studies to detailed financial analyses of complex multi-family projects. Our feasibility studies have a common thread of thorough research, sophisticated analysis, an understanding of real estate trends, an objective evaluation of future conditions, and pragmatic real estate judgment. Our objective is to identify the likely market niche, strategy, and conditions necessary to maximize the clients' objectives while minimizing the attendant risks.

Professional Staff

The professional staff combines sophisticated analytic approaches with practical real estate experience in finance, market analyses, due diligence services, urban planning, economic and feasibility analyses and valuation and investment analyses to provide our clients with the ability to solve a wide range of real estate problems.

Joanne F. Shelton – Director/Principal

Ms. Shelton is a real estate professional with over 20 years of experience in commercial real estate appraisal, financial analysis, and market feasibility. She holds a Bachelor of Science in Estate Management (Real Estate Studies), from the University of Ulster, Jordanstown, Northern Ireland. She has also completed extensive appraisal courses and seminars offered by the Appraisal Institute as well as real estate financial classes at Boston area universities. Ms. Shelton is a Massachusetts, Rhode Island and Maine licensed Certified General Real Estate Appraiser and is MAP Certified and HUD Approved for appraisals and market studies completed as part of the financing requirements for HUD's Multi-Family Accelerated Processing. She is also Peer Certified by the National Council of Housing Market Analysts (NCHMA).

Ms. Shelton real estate experience encompasses: commercial properties Housing and related development assignments, including market-rate, low, moderate, and mixed income housing ranging from town-house development to high-rise condominiums and rental apartments; suburban and downtown office buildings, shopping centers, box retail facilities, mixed-use developments, and related properties; Industrial and Special Purpose Properties such as institutional facilities, theaters and schools.

Contact Information

Office – 781-862-4861

Email – jshelton@bonzandcompany.com

Robert S. Salisbury – Director/Principal

For the past 25 years, Mr. Salisbury has served as a real estate project manager, consultant and appraiser to a wide variety of private and public clients throughout New England and California. In Mr. Salisbury's valuation and consulting experience, he has undertaken detailed market and feasibly studies, highest and best use and most profitable use analyses, land planning and development strategies, financial analysis of real estate portfolios, market surveys of commercial and industrial space, regional office market studies, and has participated in appraisals and valuation studies for urban and rural properties, He has worked on a full range of property types, including, office, industrial, retail, residential, historical rehabilitation, hotels, and major mixed-use developments, with a primary focus on market rate, mixed-income, and affordable multi-family development.

Mr. Salisbury holds the degree of Bachelor of Arts from the University of Wisconsin at Madison, Wisconsin and a Master's In Public Policy from the Kennedy School of Government at Harvard University in Cambridge, Massachusetts. He has completed extensive real estate and appraisal courses and related seminars offered by the Appraisal Institute as well as real estate financial classes at Boston area universities. Mr. Salisbury is a Massachusetts and Connecticut licensed Certified General Real Estate Appraiser and is MAP Certified and HUD Approved for appraisals and market studies completed as part of the financing requirements for HUD's Multi-Family Accelerated Processing

Contact Information

Office – 781-862-4860 Email – rsalisbury@bonzandcompany.com

Clients of the Firm

Bonz and Company, Inc. serves a diverse constituency of clients.

- Educational and Other Institutions
- Developers and Real Estate Companies
- Financial Institutions/Mortgage Brokers
- Public Agencies/Government Agencies
- Non-Profit Entities

BONZ AND COMPANY, INC. Real Estate Advisors

BONZ AND COMPANY, INC. Real Estate Advisors

TECHNICAL CONSULTANTS





Avenue Development brings onthe-ground experience and perspective from across sectors to provide a multi-faceted and thoughtful approach to community development real estate.

Loryn Sheffner, Founder and Principal of Avenue, brings 20 years of experience as a practitioner addressing complex planning, policy, financing and real estate challenges. She formed Avenue Development, a MAcertified Women Business Enterprise, in 2018.

Ms. Sheffner's direct project management portfolio features over 600 units of mixed-income housing and \$225 million of mixeduse construction, frequently on master development sites with a strong public private partnership component.

Ms. Sheffner served as Associate Director, Public Private Partnerships for the City of Detroit, Housing and Revitalization Department, where her responsibilities included coordinating public land disposition strategies with neighborhood plans throughout the City. She subsequently managed public private development strategies for two large properties owned by the Commonwealth of Massachusetts.

Ms. Sheffner formerly held senior positions at Madison Park Development Corporation, Banc of America Community Development Corporation, and GLC Development.

Ms. Sheffner is a graduate of Brown University and the Princeton School of Public and International Affairs.

lsheffner@avedevel.com • 617.669.3775 • avedevel.com

Representative Experience

Madison Tropical Parcel 10 (Roxbury, MA)

Master Site Planning Tax Credit Finance (HTC, LIHTC)

Implementation of 165,000 SF multi-phase master development strategy on land owned by the Boston Redevelopment Authority and MassDOT. (While at Madison Park Development Corporation.)



Rehabilitation of former Tropical Foods building Roxbury, MA

Soldiers' Home in Chelsea (Chelsea, MA)

Public Land Tax Credit Finance (HTC, LIHTC)

Preparation of public RFP for 8acre historic complex that will be redeveloped for modernized Veterans' housing and services. (While at DCAMM.)

Hamilton Crossing (Lowell, MA)

Master Site Planning Tax Credit Finance (HTC, NMTC)

Site assembly, master planning, permitting and development partnerships for 400,000 SF mill complex. (While at Bank of America CDC.)

Isheffner@avedevel.com • 617.669.3775 • avedevel.com

Loryn Sheffner

Isheffner@avedevel.com

- Experienced manager of complex community planning, real estate, and financing challenges.
- Concept-to-completion success on high-impact, award-winning development projects.
- Leader of internal and external teams across the public, private and non-profit sectors.

Professional

Avenue Development LLC, Cambridge, MA, 2018 to present

Founder and Principal

Community development real estate advisory services with a financing focus. Representative assignments:

Food Bank of Western Massachusetts

New Market Tax Credit advisory services for development of \$25.0 million headquarters facility.

Boston Neighborhood Community Land Trust - Real estate advisory services.

Arts & Business Council of Greater Boston/ Creative Hub Worcester, Worcester, MA Financial structuring and project strategy for 33,000 SF multi-use community arts and childcare

Conservation Law Foundation/ Healthy Neighborhoods Equity Fund

Feasibility assessment for geographic expansion of a triple-bottom-line investment product.

Lynn Shelter Association, Lynn, MA - Historic Tax Credit advisory services.

Kuehn Fellowship, Kuehn Charitable Foundation, 2021-present

Executive Director

Part-time director of a two-year Boston-based Fellowship program for early career professionals interested in affordable housing development.

Commonwealth of Massachusetts, Division of Capital Asset Management & Maintenance, 2019 to 2021

Contractor, Office of Real Estate

Preparation of select public sites for long-term lease and redevelopment through public private partnership. Real estate assessment, program development, RFP preparation and development team

The Chelsea Soldiers' Home domiciliary campus is an 8-acre historic complex that will be redeveloped for 220+ Veterans' preference housing units.

The 13-acre Shattuck Hospital at Morton Street campus will be redeveloped for a continuum of integrated health services, recovery and shelter beds, and supportive housing.

City of Detroit, Housing and Revitalization Department, 2016 to 2018

Associate Director for Public Private Partnerships

Long-term interim director of a 14-person division within Housing and Revitalization that encompassed Housing Development and Policy functions, providing leadership during a time of departmental reorganization and growth. Mentoring and management for a diverse PPP team whose portfolio included City-wide housing policy; private housing market activity; public land parcel RFPs; property tax incentives; and 'opportunity site' analysis for neighborhood planning throughout the City. Division budgeting and reporting, recruitment and hiring.

Madison Park Development Corporation (MPDC), Boston, MA, 2013 to 2016 Senior Project Manager

Principal on real estate projects for MPDC, one of Boston's largest neighborhood-based Community Development Corporations, with primary responsibility for the multi-phase Madison Tropical Parcel 10 project. The 165,000 SF master plan at a highly visible intersection included a new supermarket, retail and office space, and mixed-income housing on a combination of Boston Redevelopment Authority, MA Department of Transportation, and privately held land. Responsible for management of all development activities including financing and funding, design and construction, legal and permitting, and site assembly and leasing.

Bank of America Community Development Corporation (BACDC), Boston, MA, 2007 to 2013 Senior Vice President

New England regional manager for nationwide community development corporation wholly owned by Bank of America Merrill Lynch. Identify and secure select real estate investment opportunities for active equity partnership. Negotiate acquisition, sale, lease and partnership agreements. Direct professional team through all phases of development. Monitor and manage investment portfolio.

Washington Mills Building #1, Lawrence, MA. 155 units, \$43.0 million. Adaptive reuse of 1880s mill property for 155 market rate apartments. Largest private investment in City of Lawrence historic district in two decades. Honor Award, National Trust for Historic Preservation

Hamilton Crossing, Lowell, MA. 400,000 SF mill complex spanning the Hamilton Canal and prominently located in City of Lowell's Jackson-Appleton-Middlesex urban renewal area.

GLC Development Resources LLC, Boston, MA, 1998-2006

Project Executive

Diverse consulting assignments on behalf of public, private and not-for-profit clients. Representative projects:

Project Management and Financial Structuring:

Fenway Community Health, Inc./ New Facility, Boston, MA. 100,000 SF new construction. Financial structuring and closing for a first-of-its-kind tax-exempt bond and New Market Tax Credit financing.

YWCA Boston/140 Clarendon Street headquarters, Boston, MA. \$55 million renovation: 144 mixed-income residential units, commercial space, and 40-unit boutique hotel.

Gravestar, Inc./ Porter Square Shopping Center, Cambridge, MA. Renovation and repositioning of neighborhood shopping center. Tenant and community relations, public art.

Advisory and Planning:

Boston Redevelopment Authority/ West Fenway Boylston Rezoning, Boston, MA. Real estate analysis in preparation for rezoning.

Voluntary and Affiliations

AHF Boston; Board of Directors Cambridge Boat Club; Board of Directors

Education

Princeton School of Public and International Affairs, Princeton University

Master of Public Policy and Urban and Regional Planning

Brown University, Providence, RI, Bachelor of Arts with Honors in International Relations



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AUSTIN STREET PARKING LOTS -- Request for Proposals (RFP)

Firm Overview

Goulston & Storrs is an Am Law 200 firm with offices in Boston, New York, and Washington, D.C. We have one of the largest, most diverse, and most highly acclaimed real estate practices in the United States, including a top tier ranking in Massachusetts by Chambers and Partners for over twenty consecutive years. With nearly 250 lawyers across multiple disciplines, we are a real estate powerhouse, with leadingedge development, land use, zoning, permitting, affordable housing, and environmental capabilities.

Real Estate: Zoning/Land Use - City of Boston

We are especially familiar with regulatory programs unique to the City of Boston. We have helped guide countless projects through Large Project Review under Article 80B of the Boston Zoning Code, including associated mitigation requirements and public benefit expectations, as well as Planned Development Area approval under Article 80C of the Boston Zoning Code. Our experience extends to green building requirements and climate resilience; diversity, equity, and inclusion; environmental justice; transportation; sewer infrastructure; public realm and open space improvements; and design review. We appear regularly before the Boston Planning & Development Agency, Zoning Board of Appeal, Zoning Commission, Public Improvement Commission, Landmarks Commission, and other municipal bodies.

Affordable Housing

We have broad and deep affordable and mixed income housing experience, representing for-profit and nonprofit developers, owners, lenders, investors, syndicators, and public agencies. We counsel our clients in all aspects of their affordable housing and economic development projects across the nation, including: deal structuring that maximizes tax benefits and complies with applicable regulatory systems; assessing potential sources of government financing and applying for and negotiating the terms of these federal, state, and local funds; applying for tax credit allocations, identifying investors, negotiating partnership terms, and meeting ongoing compliance requirements; permitting projects through both traditional and inclusionary zoning mechanisms and taking the lead on any related appeals; negotiating design, construction and environmental related matters and agreements; structuring condominiums to meet project needs; and drafting and negotiating construction, bridge and permanent loans.

Real Estate - Massachusetts

With 130+ lawyers, Goulston & Storrs has the largest commercial real estate practice in the Commonwealth Massachusetts, one of the largest on the East Coast, and among the top 10 practices in the US. We represent clients ranging from private local investors to the largest public REITs on the full lifecycle of acquisitions, sales, developments, JVs, financings, leases, and environmental matters, on deals involving every asset class, scale, and level of complexity. While we have advised on projects in virtually every community in Eastern Massachusetts, we also do deals in every US state and internationally.

Social Commitment: Diversity, Equity, and Inclusion

At Goulston & Storrs, diversity, equity, and inclusion (DE&I) are the cornerstones of our collaborative work environment and central to the effectiveness of our legal counsel. Creating and maintaining such a

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culture requires continuous self-evaluation and rededication to our core values, and we systematically pursue opportunities to enhance DE&I in all aspects of the firm.

Our inclusion efforts are led by a 20+ member Inclusion Advisory Committee (IAC) comprised of our comanaging directors, directors, associates, and professional staff. The IAC is headed by Christian Regnier, Real Estate Director, and Kerry Spindler, Private Client Director. Working closely with Ayeshah Johnson, Senior Director of DE&I, the IAC provides strategic leadership on DE&I including recruiting, retention, effective mentoring and professional development, and leadership responsibility for the advancement of these efforts within the firm. From our support of pipeline programs like CLEO (Council on Legal Education Opportunity, Inc.), to our partnerships with various law school affinity groups, to skill development opportunities, our integrated approach is the basis of our progress and ultimate success.

Because Goulston & Storrs is committed to advancing DE&I in our firm and in the profession, we partner with several organizations that support our attorneys and challenge us to stay true to our commitments.

Boston Lawyers Group. The mission of the Boston Lawyers Group (BLG) is to support the efforts of its member organizations to identify, recruit, advance, and retain attorneys of color. Goulston & Storrs has partnered with BLG since its inception over 35 years ago. Our membership supports participation in BLG events, collaboration opportunities, job postings targeted to BLG's diverse group of students, and the ability to participate in their flagship Annual Diversity Job Fair, Ayeshah Johnson, our Senior Director of DE&I, is Chair of the BLG board charged with reinvigorating the BLG as it becomes a hub for the community of Black and Brown law students and attorneys in Boston.

Leadership Council on Legal Diversity (LCLD). LCLD is an organization of corporate general counsel and law firm leaders who work together and individually to promote a more diverse legal profession. Each year, we participate in LCLD's programs, which are designed to help lawyers from underrepresented groups ascend to positions of leadership. We nominate high-achieving directors and associates for both the LCLD Fellows and Pathfinders Programs, and the firm sponsors their participation in ongoing LCLD leadership training and relationship-building programs each year. Most recently, our co-Managing Directors, Bill Dillon and Marty Fantozzi, signed an LCLD pledge making personal and organizational commitments to advance diversity and inclusion within the firm.

Mansfield Rule Certification Plus. The Mansfield Rule, inspired by a winning idea at the 2016 Women in Law Hackathon, measures whether law firms have affirmatively considered at least 30% women, lawyers of color, LGBTQ+ lawyers, and lawyers with disabilities for leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior lateral positions. The goal of the Mansfield Rule is to boost the representation of diverse lawyers in law firm leadership by broadening the pool of candidates considered for these opportunities. As a result of our sustained efforts to create and maintain a diverse workplace, Goulston & Storrs has earned Mansfield Rule Plus Certification consistently since 2019.

HRC Corporate Equality Index (CEI). The Human Rights Campaign Foundation's Corporate Equality Index is the national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees. Since 2020, Goulston & Storrs continues to receive a 100% score and qualifying as a Best Place to Work for LGBTQ employees.

Building EquityTM. Goulston & Storrs is committed to advancing diversity, equity, and inclusion in Boston's development community. We launched Building EquityTM in January 2023 to help create opportunities for access, education, employment, financing, and partnership for people from underrepresented groups in the City of Boston such as people of color, women, and members of the LGBTQ+ community, including certified Minority-Owned Businesses (MBEs), Women-Owned Business Enterprises (WBEs), and LGBTBE-certified businesses. Recognizing that people from underrepresented groups often face unique and persistent hurdles in accessing capital, connecting with influential mentors,

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bidding on development sites, partnering with top-tier professional services firms, and expanding their businesses, Building EquityTM is focused on access, through providing introductions to increase access to debt/equity capital and business opportunities; counsel, through deploying creative fee arrangements to help participants manage legal costs while growing their businesses; education, through launching a programming series dedicated to expanding participants' knowledge and expertise; and mentorship, through fostering opportunities for mentorship, networking, and sponsorship. We are collaborating across a range of stakeholders in real estate development—not only emerging real estate professionals and private firms, but also public agencies, trade groups, and nonprofits, as well as architects, bankers, contractors, brokers, and other professionals—to help move our city into the future.

Our Team

Matthew J. Kiefer

Matthew Kiefer is a real estate development and land use lawyer whose practice is at the nexus of private initiative and public policy, focusing on obtaining parcel dispositions and entitlements from public agencies for complex urban projects. These include market-oriented, mixed-income and affordable housing; commercial and mixed-use projects; and facilities and master plans for universities, cultural institutions, and other nonprofits. In addition to his law practice, Matthew is a thought-leader in land use planning, design, and development in Boston and teaches in the Master in Real Estate program at the Harvard Graduate School of Design.

David Linhart

David Linhart is a real estate attorney who counsels developers on project approvals and financing, as well as other commercial real estate matters. David helps clients to develop mixed-use, multifamily, and other commercial properties. Prior to joining the firm, David assisted in the Office of the Lieutenant Governor of Massachusetts as part of the Interagency Council on Housing and Homelessness, where he initiated a statewide supportive housing inventory examining resident services funding. David was also a Rappaport Fellow in Law and Public Policy at a national affordable housing developer, where he drafted contracts related to mixed-income housing development.

Andrew Baldizon

Andrew Baldizon is a real estate attorney whose practice involves transactional and land use matters including acquisitions, dispositions, joint ventures, financing, and permitting. During law school, Andrew served as a judicial intern to the Hon. David A. Lowy of the Massachusetts Supreme Judicial Court. He also practiced as a certified student attorney through the Northeastern University Prisoners' Rights Clinic. Prior to his legal career, Andrew worked as a neighborhood liaison in the office of a Boston City Councilor, where he focused on constituent services, real estate permitting, and food and beverage

Work Highlights: Charlestown (Boston)

Goulston & Storrs, with the involvement of the above attorneys, is actively engaged in the following Charlestown development projects:

Leggat McCall Properties in the Bunker Hill Housing Redevelopment ("One Charlestown"), which involves the redevelopment of the Boston Housing Authority's Bunker Hill public housing community. The project scope includes the demolition of the existing 1,100-unit BHA site and the construction of 2,699 mixed-income residential units, approx. 73,000 square feet of retail/civic, off-street parking, and new public open space.

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Bunker Hill Community College in Asset Management Board approval for an innovative disposition process for the re-envisioning and redevelopment of the college's 32-acre campus through a publicprivate partnership with a third-party developer. To deliver on its mission for the next generation of learners, the College seeks to construct new facilities that provide flexible, collaborative, technologyenabled spaces to deliver education in a more interdisciplinary, compact footprint.

New England Development in connection with 201 Rutherford Avenue, a proposed redevelopment of a one-acre portion of the Bunker Hill Mall. The proposed program consists of approx. 240 residential units together with residential amenities, surface and structured parking, and landscaping improvements.

Planning Office for Urban Affairs in connection with Constitution Inn (150 Third Avenue) in the Charlestown Navy Yard, owned by the BPDA and ground-leased to the YMCA of Greater Boston for use as a fitness center and inn known as the Constitution Inn. The Planning Office for Urban Affairs and Saint Francis House propose to redevelop approximately 90,647 square feet of the 111,388 square foot building into approximately 126 units of permanent affordable rental housing and related services to residents. Our client also intends to lease back approximately 20,747 square feet of the building to the YMCA for it to continue operation of its fitness center.

Work Highlights: Affordable and Mixed-Income Housing

As part of our Boston real estate and land use practice, Goulston & Storrs is currently engaged in the following project representations:

Centre Street Partners, designated by the Boston Housing Authority to redevelop Phase One of the Mildred C. Hailey Apartments in Jamaica Plain. Phase One comprises approximately 690 apartments, which will include the one-to-one replacement of the existing 253 public housing units and the construction of approximately 435 new affordable and upper-middle-income apartments. Our work has included obtaining zoning and property tax approvals under Chapter 121A.

Nuestra Comunidad Development Corporation, designated by the MBTA in connection with Bartlett Place Development, a multi-phase project including rental and homeownership housing and retail, commercial, and other community uses, a public plaza and enhanced pedestrian walkways and infrastructure in Roxbury's Nubian Square.

Codman Square Neighborhood Development Corporation in obtaining a precedent-setting win for low-income renters in Dorchester and Mattapan. Fifty-nine homes in this area are now preserved as affordable housing after a federal bankruptcy judge ruled that Codman Square Neighborhood Development Corporation (CSNDC) could purchase the properties located at 91-101 Waldeck St. and 25-35 Orlando St. from the bankrupt landlord.

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TECHNICAL CONSULTANTS



Timothy Fraser is Counsel at Dain, Torpy, Le Ray, Wiest & Garner, P.C., bringing over 20 years' experience in real estate development, corporate & real estate transactions, litigation & administrative law, and the food and beverage industries. He represents clients on a variety of real estate development matters, including zoning, licensing, permitting, and transactions.

Attorney Fraser graduated from Hampton University in Hampton, VA with a B.S. in Marketing, and received his Juris Doctor in Taxation from Suffolk University Law School in Boston. While in law school, he worked full-time as a legal assistant at a Boston law firm, and also served as Regional Representative of the Northeast Black Law Students Association and Content Editor of the Suffolk Journal of High Technology Law.

Attorney Fraser began his legal career specializing in corporate mergers & acquisitions with global consulting firms. During this time, Attorney Fraser concentrated his practice on the purchase, sale, and other transactions involving companies in the food, beverage, apparel, and lifestyle industries. After law school, Tim also studied film and media production at Emerson College in Boston. During this time, he wrote, directed, and produced several short films, participated in various film festivals, and was selected as a finalist in the Directors Guild of America's prestigious DGA Trainee Program. An accomplished home-chef, Tim also launched and operated Cameo Macaron, a Boston-based, French macaron food

Attorney Fraser now applies his well-rounded expertise in corporate transactions, administrative law, real estate development, film & entertainment, and the food & beverage industries to provide legal counsel to corporate, individual, and non-profit clients. His practice primarily includes real estate transactions, real estate development, and zoning, licensing & permitting. He has significant experience representing clients before state and local administrative bodies such as the City of Boston's Zoning Board of Appeal, Boston Planning & Development Agency (BPDA), Inspectional Services Department (ISD), and Licensing Board, the Commonwealth of Massachusetts' Alcoholic Beverages Control Commission (ABCC), the Cannabis Control Commission, and the Consumer Affairs Division. In addition, he has represented clients in litigation in the Massachusetts Superior Court, District courts, Probate Court, Land Court, and the U.S. District Court of Massachusetts.

RECENT REPRESENTATIVE MATTERS

- Represented a Boston-based multi-franchisee of Papa John's Pizza restaurants to obtain permits from the Licensing Board to open and operate two new restaurant locations in Boston. Continued to represent the client in renegotiating the lease for one location.
- Represented a national KFC multi-franchisee on several zoning and licensing matters related to its new and existing locations in the City of Boston.
- Represented a Boston restaurateur as he grew his establishment, upgrading the restaurant's beer and wine license to obtain a full alcoholic beverages license from the Licensing Board, securing intellectual property rights (trademark & tradename), then negotiating a co-packing agreement for the restaurant's popular sauces with a national manufacturer, and ultimately representing the owner on the sale of the business.
- Represented a Burger King multi-franchisee in a \$6.4m refinance of its multi-state restaurant real estate holdings, and the subsequent purchase of additional restaurant locations.
- Represented a Boston-based preparer and distributor of sausages and other cured meats on all corporate aspects, including contracting, securing intellectual property rights (trademark & tradename), and real estate matters, as well as ultimately representing the owners on the sale of the business.

- Served as zoning counsel to a Boston-based community development corporation in connection with its proposed development of a four-story affordable condominium development with firstfloor commercial space. The project included BPDA's Article 80 Large Project Review and obtaining 14 Zoning Code variances required to combine the lots and make use of the unique project site.
- Served as zoning counsel and finance counsel to a Boston-based developer constructing a \$34 million mixed-use, mixed-income development with 60,000 square feet of housing and commercial space in Roxbury. Navigated the BPDA's Article 80 Large Project Review process and addressed the complexities of a unique project site that combined property owned by the City of Boston's Department of Neighborhood Development (DND) with privately owned property.
- Represented a Boston-based franchisee in opening the first U.S. location of a Taiwanese fast-food restaurant in the Back Bay. The project, which was delayed by the COVID-19 construction moratorium, involved securing building permits from ISD for the renovation and build-out, as well as obtaining zoning relief for a change in occupancy from the Board of Appeal, food service permits from the Licensing Board, health permits from ISD, and exterior design and signage approval from the Back Bay Architectural Commission.
- Represented a national chain of self-storage facilities in obtaining a permit to build-out an "onsite manager" apartment at one of its Boston-area facilities. Sought and successfully obtained zoning relief from the Board of Appeal to allow the apartment in an industrial area where residential uses are forbidden.
- Represent a Boston-based developer in the zoning and permitting process for a proposed construction of a new 23-story mixed-use residential and commercial building in Everett. Project includes obtaining a Special Permit from the City Planning Board and several variances from the City Zoning Board.
- Represent a national developer of logistics facilities in the zoning and permitting process for a proposed 880,000 sq. ft. logistic facility with 164 loading docks in Stoughton, MA. The approximately 71.9-acre site consists of seven parcels and includes obtaining site plan review and a Special Permit from the Planning Board, several variances from the Zoning Board, and seeking Town and county approval for the discontinuance of a public way.
- Represent a Boston-based developer in the zoning and permitting process for a proposed site redevelopment, which includes demolition of the existing restaurant structure and replacing it with a new, 257,940 sq. ft., 8-story life sciences building with three levels of below-grade parking. The project includes obtaining site plan review and a Special Permit from the City of Medford Planning Board and several variances from the City Zoning Board.
- Represent a Boston-based developer in a proposed two-phase mixed-use residential/commercial Project consisting of a 10-story building with 110 residential condominium units, a 6-story building consisting of 60 residential rental units and ground-level commercial space, and a 140space parking garage to service both Phases. The Project site consists of a 69,835 sq. ft. vacant City-owned lot in the Dudley Square Economic Development Area. The project included BPDA's Article 80 Large Project Review and obtaining several variances from the Zoning Board.
- Represent numerous small, medium, and first-time entrepreneurial developers to secure building permits and obtain necessary zoning relief for single and multi-family residential developments and condominium conversions.
- Represent various venues including restaurants, function halls, and fraternal lodges before the City of Boston Licensing Board for Entertainment License violations.

Represent multiple clients in fence/property-line encroachment issues. In one case, after securing summary judgment in the Land Court and after the defendant abutter violated the Court's order to remove the fence, successfully argued and obtained a writ of capias and a warrant for the abutter's arrest for his continued failure to remove the fence.

BAR & COURT ADMISSIONS

Attorney Fraser is admitted to practice law before the Supreme Judicial Court of Massachusetts and the U.S. District Court of Massachusetts.

EDUCATION

- B.S., Hampton University, Hampton, VA
- J.D., Suffolk University Law School, Boston MA (President, Suffolk Black Law Students Association; Regional Representative, Northeast Black Law Students Association; Content Editor, Suffolk Journal of High Technology Law)

PROFESSIONAL ACTIVITIES

For over ten years Attorney Fraser served as Board Secretary of the City of Chelsea Economic Development Board, overseeing and approving real estate development across the City's Economic Zone. He currently serves as a Board Member of the Hamilton-Garrett Music & Arts Academy.

MICHAEL W. PARKER



Direct Dial: 617-542-4810 MParker@daintorpy.com

Michael Parker is a real estate/environmental lawyer with extensive experience in complex real estate, land use, and environmental matters in nearly all of Boston's neighborhoods and the surrounding area. Michael started his legal career in the United States Environmental Protection Agency's Superfund program. He represents a wide range of clients in the acquisition, permitting, and development of real estate projects with a focus on large project review, permitting, and climate resiliency. He manages the environmental due diligence for significant real estate and corporate transactions, assist clients with responses to RFPs, and advises on the environmental aspects of projects. Michael has extensive experience in litigation of environmental remediation cost recovery, property damage claims, as well as state, local, and federal regulatory and enforcement matters. Michael also advises clients on federal and state Brownfields redevelopment, including Brownfields Tax Credits. Regulatory matters Michael has experience with include federal and state Superfund laws, Massachusetts Public Waterfront Act (Chapter 91), Wetlands Protection Act, Massachusetts Water Management Act, Massachusetts Chapter 21E, Clean Water Act, RCRA, TSCA, Clean Air Act and Residential Lead-Based Paint Hazard Reduction Act.

Publications and Presentations

- SJC clarifies c. 21 Property Damage Statute of Limitations: A Debrief on the Grand Manor Decision, Boston Bar Association Environmental Litigation Committee, March 28,
- Supreme Judicial Court's (SJC) decision in Grand Manor Condominium vs. City of Lowell, Real Estate Bar Association's (REBA) Condominium Law & Practice and Environmental Law Sections joint open meeting, March 7, 2018.
- Green Buildings, Massachusetts Continuing Legal Education,
- Redeveloping Brownfields, Boston Bar Association Continuing Legal Education, Co-Chair.
- Environmental Law Basics Plus, Massachusetts Continuing Legal Education.
- Commercial Real Estate Basics Plus, Massachusetts Continuing Legal Education.
- Massachusetts Land Use Monitor Contributor.



J.D., Cornell Law School, 1995 B.A., University of Colorado, Boulder, 1992

Bar & Court Admissions

Mr. Parker is admitted to the bar of



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MICHAEL W. PARKER

Professional Activities & Honors

- City of Boston Chair, Conservation Commission
- City of Boston Community Preservation Committee
- Bunker Hill Associates Member
- Boston Bar Association, Environmental Law Section Steering Committee
- Greater Boston Chamber of Commerce, Real Estate Council
- National Association of Industrial and Office Properties
- Friends of the Charlestown Navy Yard, Chair
- Logan Airport Citizens Advisory Committee
- Charlestown Neighborhood Council
- Save the Harbor Save the Bay
- Mayor Pro Tem, Nederland, Colorado
- The Skating Club of Boston, Board of Directors
- The Boston Latin School, School Parent Council
- Boston College Parent Leadership Council
- Michael has been named one of the top lawyers in Massachusetts in the Environmental category by Super Lawyers, a joint publication of Boston Magazine and Law & Politics. The Super Lawyers comprise

Recent Experience

- Represented a developer in obtaining all permitting for the construction of a 258,000 square foot, eight-story, life sciences building with three levels of below grade parking in Medford, MA. This engagement included appearances before the Community Development Board, the Zoning Board of Appeals, and the Conservation Commission.
- Represented a developer in obtaining all permitting for a 21-story mixed-use development with 624 market rate and affordable housing units, 18,400 square feet of indoor amenity space, 8,335 square feet of ground floor retail and 539 parking spaces, totaling 675,202 square feet in Everett, MA. This engagement included environmental due diligence, the potential use of Brownfields Tax Credits, and appearances before the Planning Board, Zoning Board of Appeals, and the Conservation Commission.
- · Represented developer in obtaining all permitting for a 70-unit residential building in West Roxbury. This engagement included multiple assignments of permits, negotiating amendments to Article 80 development and affordable housing agreements, zoning analysis, and preparation of a zoning opinion.



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Recent Experience, cont.

- · Ongoing representation of a national REIT in obtaining permitting for an approximately 1M square foot. Class A office tower and luxury hotel in the North Station area.
- · Ongoing representation of a development team in obtaining permitting for a multi-phase project proposed to include a total of 851 housing units, 200 hotel rooms, 1,749,000 square feet of office/lab and manufacturing uses, and 5.28 acres of new open public space in the Sullivan Square area of Charlestown.
- Ongoing representation of a developer in obtaining permitting for a 25-story residential tower proposed to include 639 market and affordable housing units, 11,000 square feet of retail space, totaling approximately 500,000 square feet in the Sullivan Square area of Charlestown.
- Represented 36 Lowell, MA condominium owners in an environmental lawsuit where recovery exceeded \$4M for reimbursement for remedial activities, environmental property damage, and attorney's fees. This engagement included two Superior Court jury trials, two successful Massachusetts Appeals Court appeals, and one successful appeal to the Massachusetts Supreme Judicial Court which established new statute of limitations precedent to Chapter 21E (Massachusetts Superfund Law).
- · Ongoing representation of a developer in obtaining permitting for 62,000 square foot life sciences building with a ground floor restaurant in the Charlestown Navy Yard.
- Represented a local nonprofit in obtaining permitting for a state of the art \$65M recreational facility in
- Represented a community development corporation in the preservation of 97 affordable housing units with expiring subsidies in the South End. This engagement included environmental due diligence and the use of Chapter 40T.
- Ongoing representation of a joint development between a church and affordable housing developer to build an affordable residential project in the Fenway. This engagement included the negotiation of a joint development agreement.
- Ongoing representation of Boston's largest affordable housing cooperative in Charlestown. This engagement includes representation of the Board of Directors in all aspects of operation, governance, and management.
- · Represented nonprofit developer in obtaining permitting, including Planned Development Area approval, for a \$240M affordable housing development which included rental and home ownership opportunities in Brighton.
- · Represented the buyer of a parking garage in Chinatown. This engagement included due diligence, obtaining City of Boston parking freeze permitting, assignment of existing permitting, financing, and leasing.



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Recent Experience, cont.

- Represented the nation's largest home builder in the development of a 289-unit residential building in Woburn, MA adjacent to the commuter rail station. This engagement included environmental due diligence and extensive negotiations with USEPA, MassDEP, and the parties performing the site remediation regarding remedial techniques and land use controls to allow for residential use.
- Represented the performing parties at the Industri-Plex Superfund Site in Woburn, MA on all aspects of the approximately \$200M environmental remediation activities, including maintenance and preservation of remediation infrastructure, and the imposition of state and federal land use controls.
- Drafted an amicus brief supporting the City of Boston's successful challenge to an appeal in the Massachusetts Supreme Judicial Court regarding the City's wetlands permitting needed to rebuild the Long Island Bridge.
- Representing a developer defending against challenges to permitting, primarily zoning relief. These engagements include settlement negotiations, challenges to standing and merits of the action, and subsequent litigation.





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DR. KARILYN **MICHELLE CROCKETT**

DEI Consultants W/MBE

KARILYN MICHELLE CROCKETT

719 Washington Street, #304 Dorchester, MA 02124 (781) 626-2028 kcrock@mit.edu

EDUCATION

2013	Doctor of Philosophy, American Studies, Yale University Dissertation: "'People before Highways': Reconsidering Routes to and from the Boston Anti-Highway Movement"
2010	Master of Philosophy, American Studies, Yale University
2006	Master of Art & Religion, Yale Divinity School
2004	Master of Science, Geography, London School of Economics
1995	Bachelor of Arts, Anthropology, Yale College

RESEARCH AREAS

Twentieth Century U.S. Urban History, Spatial Economics and Urban Planning, Economic Development Policy, Politics of Community Development, Cultural Memory of Space, Urbanism & Social Movement Studies, Race & Migration, Ethnography & Oral History

ACADEMIC EMPLOYMENT

July 2021-	MIT, Department of Urban Studies & Planning Assistant Professor of Urban History, Public Policy & Planning, Cambridge, MA
2018-2020	MIT, Department of Urban Studies & Planning Lecturer of Public Policy & Urban Planning, Cambridge, MA
2013-2014	MIT, Department of Urban Studies & Planning Martin Luther King, Jr. Visiting Scholar, Cambridge, MA
Sept 2007- June 2008	Mellon Mays & Bouchet Research Fellowship Coordinator, New Haven, CT Worked with Yale College Dean's Office to provide programmatic and leadership support for competitive undergraduate fellowship cohort. Independently planned and convened regional conference, "Scholars as Change-Makers: Creating Impact Within and Beyond the Academy."

PUBLIC SERVICE EMPLOYMENT

2020-2021 **Chief of Equity, City of Boston**

Appointed by Mayor Martin J. Walsh as the City of Boston's first Chief of Equity, a Cabinet-level position charged with embedding equity and racial justice into all City planning, operations, and work moving forward across 60 departments, 18,000

employees and \$3.6 billion operating budget. Portfolio focus includes directing the Equity & Inclusion Cabinet spanning six departments: the Offices of Immigrant Advancement, Women's Advancement, Resilience & Racial Equity, Language and Communications Access and the Boston Human Rights Commission.

2014-2018 Mayor's Office of Economic Development, City of Boston

Director of Economic Policy & Research & Director of Small Business Development Tasked to create an equity-driven policy framework for guiding Mayor Walsh's job creation, small business development, neighborhood revitalization and public procurement strategies. Created Office of Small Business Development and managed \$4million operating budget and 30-FTE staff.

1995-2003 Multicultural Youth Tour of What's Now (MYTOWN)

Founder & Executive Director, Boston, MA

Designed and delivered award-winning local history curriculum to corps of 50 teen guides, secured \$1 million, cultivated corporate, foundation and individual donors as well as government contracts. 250 youth jobs created, 7,000 toured. National Endowment for the Humanities White House commendation: "One of ten best Youth Humanities Programs in America" (2003).

July 2010-Collaborative for Educational Change

Oct 2011

Coordinator, Boston, MA

Led senior managers of six funding institutions (Barr, Merck, Schott, Mott, Miller & Nellie Mae Foundations) to formalize donor collaborative for district-level education policy reforms proposed by independent organizers. Secured \$70K national grant within first month of client engagement. Convened two regional donor education events for large and mid-sized foundations in NYC and Boston.

Summer 2009 Schools Office of the Diocese of Paterson

Education Pioneer Fellow, New York, NY

Created a strategic framework for recruiting and retaining school district's 800member Catholic teacher workforce. Designed multi-modal study including online survey, personal interviews and focus groups for 100 principals. Key recommendations implemented district-wide by Superintendent within 60 days of study close.

May 2006-Jan 2007

Yale-New Haven Teachers Institute

Development Researcher, New Haven, CT

Developed and maintained Atlanta and Bay Area research portfolios investigating individual and institutional funding prospects for Institute's national expansion effort Bay area research led directly to organization's attainment of \$500K private grant.

PUBLICATIONS

People before Highways: Boston Activists, Urban Planners and a New Movement for City Making, UMASS Press (2018).

New Foreword, A Decent Place to Live: From Columbia Point to Harbor Point: A Community History, by Jane Roessner, Humanities Open Book Edition (2019).

New Foreword, Chain of Change: Struggles of Black Community Development, by Mel King, Hugs Press (2018).

"See Yourself: Toward uncovering a New Boston that History almost Forgot," Journal of Urban History, 44/2 (March 2018): 318-323.

2 Crockett

"A City Invisible to Itself," ArchitectureBoston (March 2014).

"Street Smart: How Residents Stopped a Highway and Transformed a City," ArchitectureBoston (November 2012).

"Real Films to Believe In: Richard Broadman," Visual Studies, 27/1 (March 2012).

PUBLIC HISTORY PROJECTS ORIGINATED & LAUNCHED

Summer 2019 Hacking the Archive: Hacks & Maps

> Convener & research director, 10-week summer project to research and map greater Boston's community organizing histories from 1969 to the present. Led ten-student team to map a "fight genealogy" of historic, resident-led battles for economic equity, racial justice and devolved city planning.

May 2019 **Hacking the Archive Hackathon**

Convener & research director, multi-disciplinary public planning project to use historical archives of countercultural and anti-colonial social movements to support the production of activist-directed qualitative research for future movement building, direct action and healing. Originated project's three-part design: 1) an on-going, public hackathon to build a postcustodial aggregated activist archive for future progressive action and organizing; 2) a crossinstitutional advisory panel of archivists & activist organizations (15 participating organizations); and 3) an action team of university & high school student hack researchers, project managers and data designers.

July 2013 **Curating the City**

Convener & research director, resident-curated digital archive and research project of MYTOWN, Northeastern University, University of Massachusetts Boston, Roxbury Community College and Suffolk

University.

March 2011 Co-organizer, "The Inner Belt Symposia," Cambridge Historical

Society, Cambridge, MA.

August 2009 Convener & producer, "The People & Places of Bromley Heath," a

teen-narrated digital slide show, Bromley Heath Tenant Management

Corporation, Boston, MA.

Convener & producer, audio documentary, "Listening to the October 2006

Library: A Fight against Silence" Yale Visual Anthropology

Seminar (graduate project), New Haven, CT.

INVITED PAPERS AND PRESENTATIONS

Presenter, "Press Play: Power, Ethnography and the Politics of November 2018

Narrating Place" Ethnography Now: New Perspectives on

Interdisciplinarity, Oral History and Ethnography Caucus, American

Studies Association Conference, Atlanta, GA.

October 2018 Presenter, "Contemporary Protest Events, Conflicts & Spatiality," Association

of Collegiate Schools of Planning Conference, Buffalo, NY.

3 Crockett

November 2017	Featured panelist, "Building Beacons of Transformation in Boston and Northwest Ireland," Boston, MA.		Grant Makers, Boston, MA.
November 2017	Guest lecturer, "Housing & Community Economic Development," MIT, Cambridge, MA.	March 2014	Panel chair, "College Archives as Pedagogical Lab," New England Archivists' Spring Conference, Portsmouth, New Hampshire.
October 2017	Featured panelist, "Promoting Resilience & Racial Inclusion," Boston University, Boston, MA.	March 2014	Featured Speaker, "Filling in the Gaps," Old South Meeting House Midday Lecture Series, Boston, MA.
March 2017	Guest lecturer, "Equity & Inclusion: Beyond Public Procurement," Ash Center for Democratic Governance & Innovation, Harvard Kennedy School of Government, Cambridge, MA.	December 2013	Guest Lecturer, "Teaching Neighborhood History & Development," University of New Orleans, College of Education & Human Development, New Orleans, LA.
October 2017	Featured panelist, "Advise & Dissent? The Role of Public History in Modern Life," Massachusetts Historical Society, Boston, MA.	October 2013	Panelist, "Mayor John Collins & Making the New Boston," Suffolk University, Boston, MA.
October 2015	Presenter, "Listening as Resistance or Resistant to Listening? Ethnography, Oral History, Grounded Theory in American Studies," American Studies	June 2013	Panelist, "Whose Freedom is it anyway? The Freedom Trail as Concept and Conceit," Massachusetts Foundation for the Humanities Public History Conference, Holyoke, MA.
October 2015	Association Conference, Toronto, Canada. Keynote speaker, "People before Highways," Historic New England	January 2013	Featured Speaker, "Unveiling Hidden Archives: Toward New Social Movement Histories of Boston," Critical Encounters Series, Yale University, New Haven, CT.
October 2015	Lecture Series, Harrison Gray Otis House, Boston, MA. Presenter, "Transforming Boston from Basket Case to Innovation Hub" Part 2: Connecting Communities Back to the City, 1960-1990, Massachusetts	November 2012	Moderator, "Competing Roads to Democracy: Boston's Fight to Stop I-95," MIT, Cambridge, MA.
	Historical Society, Boston, MA.	April 2012	Moderator, "The Inner Belt Symposia – Legacy and Lessons," The Cambridge Historical Society, Cambridge, MA.
June 2015	Keynote speaker, Boston Summer Seminar, Massachusetts Historical Society, Boston, MA.	October 2011	Featured Speaker, "The Failure of Liberal Politics & Urban Renewal: Stopping I-95," Roxbury Community College Honors Program & MIT
May 2015	Keynote speaker, YWCA Init Youth Leadership Initiative, Boston, MA.		SPURS Program, Boston, MA.
April 2015	Speaker, "Boston as Land Policy Innovator," Biovision-World Life Sciences Forum, Lyon, France.	November 2010	Featured Speaker, "Beyond Bussing and the West End: Boston's Community Development Approaches," Eos Foundation Poverty Working Group, Boston, MA.
November 2014	Presenter, "The Politics of Displacement in the American City," Harvard Kennedy School, Ash Center for Democratic Governance and Innovation, Cambridge, MA.	October 2010	Guest Lecturer, "U.S. Public Housing and Documenting the Self: A Resident-Authored Photo Study of Bromley Heath," Yale University, Public Humanities Program, New Haven, CT.
September 2014	Facilitator, "People Matter: The Human Impacts of Planned Redevelopment" Symposium, MIT, Cambridge, MA.	October 2010	Panelist, "Double Vision: Black Radical Modernisms and Life after the Kerner Commission Report," Urban History Association, Transportation Panel,
September 2014	Presenter, "Maps, Newspapers, Press Releases and the Anxiety of Movement Building: Struggles within the Boston Anti-Highway Movement," Urban History Association Conference, University of Pennsylvania, Philadelphia, PA.	August 2010	University of Nevada, Las Vegas, NV. Panelist, "Roads, Roads and Roadblocks: Stopping I-95 in Boston," American Public Works Association International Conference, Boston, MA.
June 2014	Featured Speaker, "From Talking to Walking: Grassroots Self-Education Strategies," Massachusetts Association of Community Development Corporations (Mel King Institute), Boston, MA.	March 2010	Keynote Speaker, "Development Freeze: Warming up to Radical Youth Leadership Frameworks," BEST Initiative Youth Work Intensive Conference Boston, MA.
April 2014	Presenter, "Gentrification & Displacement in Greater Boston: New Challenges, Evolving Struggles," Displacement Research Action Network at MIT, Cambridge, MA.		
April 2014	Presenter, "Narrative Storytelling as Social Change Vehicle," Associated		

5 Crockett

FELLOWSHIPS & RESEARCH GRANTS

2019	The Boston Foundation, seed grant for "Hacking the Archive"
2014-2017	MIT Research Affiliate, Department of Urban Studies & Planning
2009	Yale University Dissertation Research Fellowship
2008	Radcliffe Institute for Advanced Study- Schlesinger Library Gender Seminar
2007	Paul Mellon Centre for Studies in British Art Travel Grant (England)
2006	University Chaplain Travel Grant (South Africa)
2005-2006	Yale Magee Fellow for Social Justice and Service Reflection
1995-1997	Echoing Green Foundation Public Service Fellow

AWARDS & HONORS

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2020	Rising History Maker Award, Massachusetts Historical Society
2020	Humanities, Arts and Social Sciences Fund Award, MIT School of Architecture & Planning
2020	Spaghetti Dinner Honoree, Women's Lunch Place
2004	National Endowment for the Humanities "Coming Up Taller" Award

TEACHING EXPERIENCE & INTERESTS

"(Un)Dead Geographies: The Afterlife of Urban Plans"	
"Equity & Inclusion: Policy-driven strategies for econ development and the Just City"	
"Introduction to Housing & Community Economic Development"	
"Making Public Policy"	

"Introduction to 20th-century U.S. Urban History" "U.S. Infrastructures: Race, Housing & Migration" "Urban Social Movements: Theories & Cases"

"Uses of Visual Culture & Narrative in Understanding Urban Social Movements"

Yale University Teaching Assistant Fellowships

Spring 2013	Race, Gender & American Literature (Birgit Rasmussen)
Spring 2012	American Studies Senior Essay Seminar (George Chauncey)
Spring 2009	Formation of Modern American Culture since 1920 (Matthew Jacobson)
Fall 2008	American Cultural Landscapes: An Introduction to the History of the
	Built Environment (Dolores Hayden)
Spring 2006	New Haven & the American City (Doug Rae)

BOARD APPOINTMENTS & SERVICE

Board Director, Historic Boston, Inc. Board Overseer, Massachusetts Historical Society Board Director, Old South Meeting House Board Director, Bostonian Society

Board Director, Opportunity Communities (OppCo) Board Director (fmr), Boston Public Library Associates Board Director (fmr), Metropolitan Area Planning Council Board Director (fmr), Massachusetts Budget & Policy Center Member, New York City Black Entrepreneurship Cabinet Member, Society for American City and Regional Planning History

Member, American Studies Association

Member, American Studies Association Ethnography & Oral History Caucus

Member, Association for Public Policy Analysis & Management

6 Crockett

Member, Association of Collegiate Schools of Planning Member, Barr Foundation Fellows Selection Committee Member, MIT Community Innovators Lab Faculty Council Volunteer, Committee to Elect Rachael Rollins (Suffolk County District Attorney) Volunteer, Committee to Elect Elizabeth Miranda (MA-5th Suffolk District)

Volunteer, South End Technology Center at Tent City

REFERENCES AVAILABLE UPON REQUEST

7 Crockett



MARION JONES, MPA FOUNDER AND CEO OF WORKTECH, LLC

MARION JONES, MPA IS THE FOUNDER AND CEO OF WORKTECH, LLC A CONSULTING COMPANY SPECIALIZING IN WORKFORCE DEVELOPMENT AND DIVERSITY, EQUITY, AND INCLUSION. JONES ALSO SERVES AS DIRECTOR OF WORKFORCE DEVELOPMENT & INDUSTRY INCLUSION FOR THE AS-SOCIATED GENERAL CONTRACTORS OF MA. IN THIS ROLE JONES IS RESPONSIBLE FOR PROMOTING VOCATIONAL AND EDUCATIONAL PATHWAYS FOR STUDENTS INTO THE COMMERCIAL CONSTRUC-TION INDUSTRY AND SUPPORTING STRATEGIC WORKFORCE DEVELOPMENT INITIATIVES FOR OVER 150 GENERAL CONTRACTOR MEMBER FIRMS ACROSS MASSACHUSETTS. SHE IS ALSO RESPONSIBLE FOR CREATING BRIDGES BETWEEN AGC MA MEMBERS, THE EDUCATION COMMUNITY, AND UN-DERREPRESENTED POPULATIONS AND PROMOTING DIVERSITY AND INCLUSION IN THE INDUSTRY BY UTILIZING THE VOICES OF THE COMMUNITY TO DEVELOP A PLAN FOR ATTRACTING PEOPLE OF ALL BACKGROUNDS, WHILE ALSO SUPPORTING THE ADVANCEMENT AND GROWTH OF WBES/ MBES, AND OTHER UNDERREPRESENTED BUSINESS ENTITIES. PRIOR TO JOINING AGC MA, JONES WAS A CHIEF WORKFORCE DEVELOPMENT PIONEER FOR EVERSOURCE ENERGY, OVERSEEING THE ELECTRIC POWER UTILITY TECHNOLOGY (EPUT) PROGRAM- A BEST-IN-CLASS PIPELINE TO EMPLOY-MENT PROGRAM RECOGNIZED BY THE BIDEN ADMINISTRATION DURING THE INFRASTRUCTURE CHALLENGE PIPELINE TALENT EVENT AS A MODEL WORKFORCE DEVELOPMENT INITIATIVE.

JONES' CAREER HISTORY INCLUDES 15 YEARS IN THE FIELD OF TRAINING, TALENT, AND WORK-FORCE DEVELOPMENT. AS A TRAINING AND TALENT DEVELOPMENT CONSULTANT, SHE HAS PART-NERED WITH CLIENTS ACROSS THE WORLD, INCLUDING FORTUNE 500 CORPORATIONS, SMALL BUSINESSES, GOVERNMENT AGENCIES AND NOT-FOR-PROFIT ORGANIZATIONS DELIVERING UPON INITIATIVES IN KEY ORGANIZATIONAL PERFORMANCE AND WORKFORCE DEVELOPMENT AREAS. SHE HOLDS A MASTER OF PUBLIC ADMINISTRATION (MPA) FROM BARUCH, CITY UNIVERSITY OF NEW YORK (CUNY) AND A BACHELOR OF ARTS IN COMMUNICATIONS.

TECHNICAL CONSULTANTS



NATASHA WHITE

857-207-7313 NATWHITE79@GMAIL.COM

EDUCATION:

Boston University, Boston MA May, 2019 Master of Urban Affairs Northeastern University, Boston, MA Apr, 2016 Graduate Certificate, Nonprofit Management Suffolk University, Boston, MA May, 2014 Master of Public Administration Northeastern University, Boston, MA May, 2008 Bachelor of Science, Leadership

CERTIFICATION:

Notary Public

December 2021-December 2027

Commonwealth of Massachusetts

EXPERIENCÉ:

MassHousing

Diverse Business Growth Manager

June 2022-October 2022

- Reviewed and maintain directory of Business Enterprises
- Ensured quality reporting of diverse business activity
- Assisted with expanding and maintaining the MassHousing of Minority and Women owned subcontractors and vendors
- Built and maintained relationships with new and known diverse business firms

Chief of Staff, Equity and Inclusion Cabinet

January 2021-May 2022

- Works closely with the Chief of Equity and the Senior Staff team to advance the goals of the Office of Equity and the Equity and Inclusion Cabinet by working collaboratively, and Strategically
- · Provides internal and external representation of the Office of Equity, including responding to constituent inquiries and meeting with businesses and advocates
- · Makes policy recommendations to Cabinet Chief and other city officials to remove any barriers or perceived barriers to contract and do business with the City of Boston
- Provide budget oversight for the Office of Equity
- Serve as thought-partner to the Cabinet Chief around operations of the office and the cabinet
- · Coordinates and attends high level meetings with Cabinet Chief, residents, business owners, residents, advocates, and other kev stakeholders
- · Collaborates and coordinates with Equity and Inclusion Cabinet department teams to ensure alignment with the Cabinet
- Develops and maintains strong internal and external relationships
- Provides supervision to Cabinet Chief's executive assistant
- · Representing the Office of Equity, sit on select grant review committees to ensure that equity is a core consideration when making grantee decisions

City of Boston

Management Analyst

October 2016-January 2021

- · Leveraged trend analysis and investment models to support the City of Boston's Budget Director in annual budget
- Managed the capital budget for the Parks Department, exceeding \$120M total investment in 61 largescale projects across the
- Served as the primary management analyst to Parks, Environment, Licensing, and Tourism departments, with over 250 total employees and \$25M in total annual operating expenses
- · Served as primary management analyst to the Economic Development and Civic Engagement cabinets with over 100 total employees and \$10M in total annual operating expenses
- · Led and provided project management of the OBM public budget engagement efforts for the FY20 Operating Budget and Capital, including coordinating cross-departmental collaboration with DoIT, Communications, ONS, and Mayors Office of New Urban Mechanics.
- · Coordinated design and procurement of new Budget Exhibit's and their presentation at annual Budget Breakfast and at Mayor Walsh 2020 spring coffee hour community meetings
- Performed monthly variance reports and ad hoc analysis, as needed
- Performed financial analysis, reviews and makes recommendations on projects related to the Community Preservation Act

NATASHA WHITE

857-207-7313 NATWHITE79@GMAIL.COM

Upham's Corner Health Center

Nov 2015 - Jun 2016

Project Manager

- · Worked with clinical and operational leadership to define business/clinical needs, develop project approach, scope, and work plan for various projects to meet system, operational, and organizational objectives
 Implemented projects to improve the health center's efficiency
 Enhanced and documented business processes and workflows

- Monitored employee and contractor work assignments to meet established timelines and quality standards
 Researched new and existing laws related to health center operations to ensure regulatory compliance
- Reviewed and addressed issues pertaining to contracting terms and conditions

Partners HealthCare

Apr 2013 - Apr 2015

- Application Analyst II

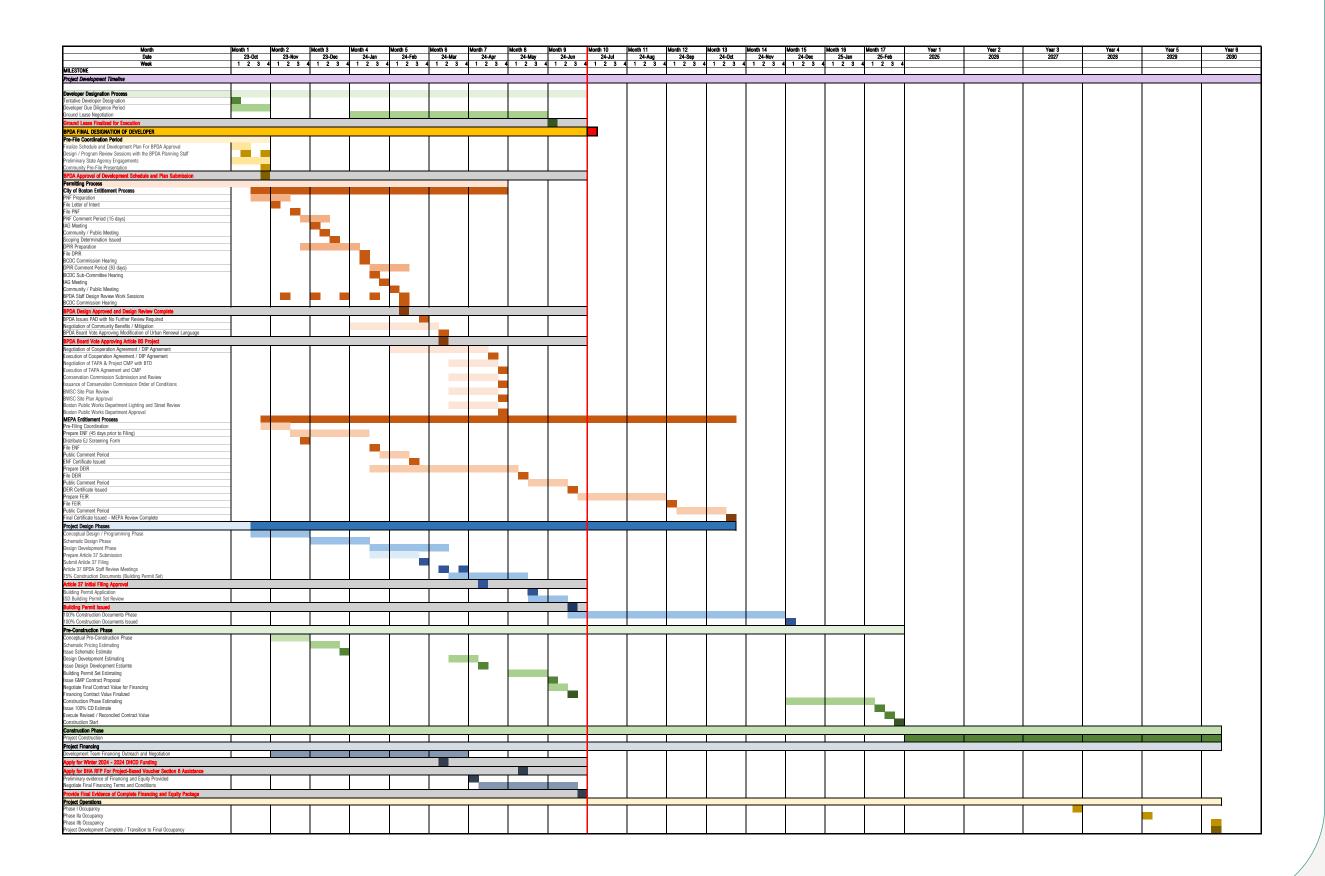
 Assisted IT leadership by defining project scope and objectives, developed implementation plans, status reporting tools, feasibility and cost benefit studies, and post-implementation support

 Collaborated with cross-functional teams to assist in audit preparation and software certification testing

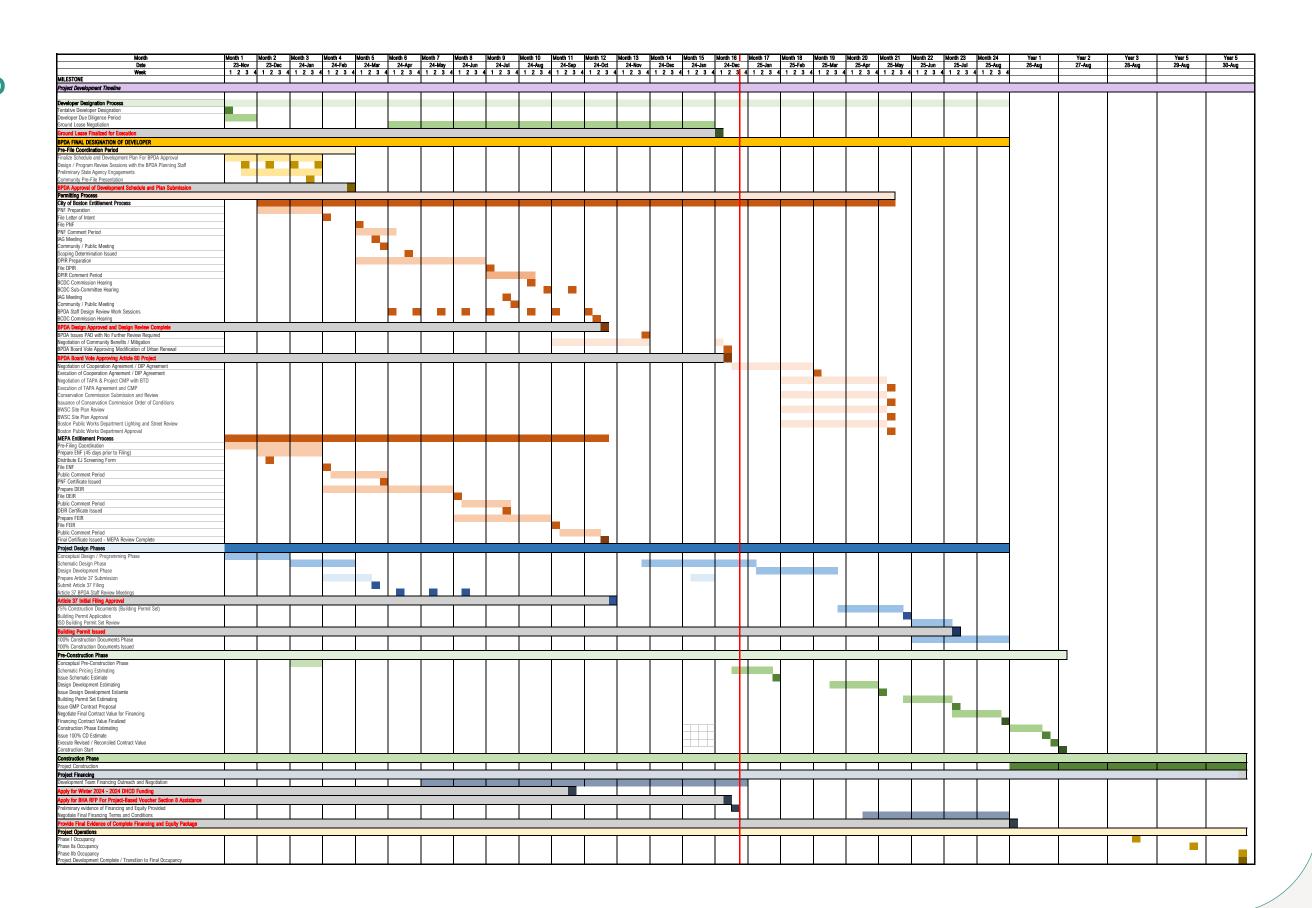
 - Served as training coordinator during go-live for a critical new computer application
 Performed workflow upgrades, system testing, and training for key users
 Participated in federal and state meaningful use attestation

DEVELOPMENT APPENDIX II TIMELINE

BPDA 9 MONTHS **SCHEDULE**



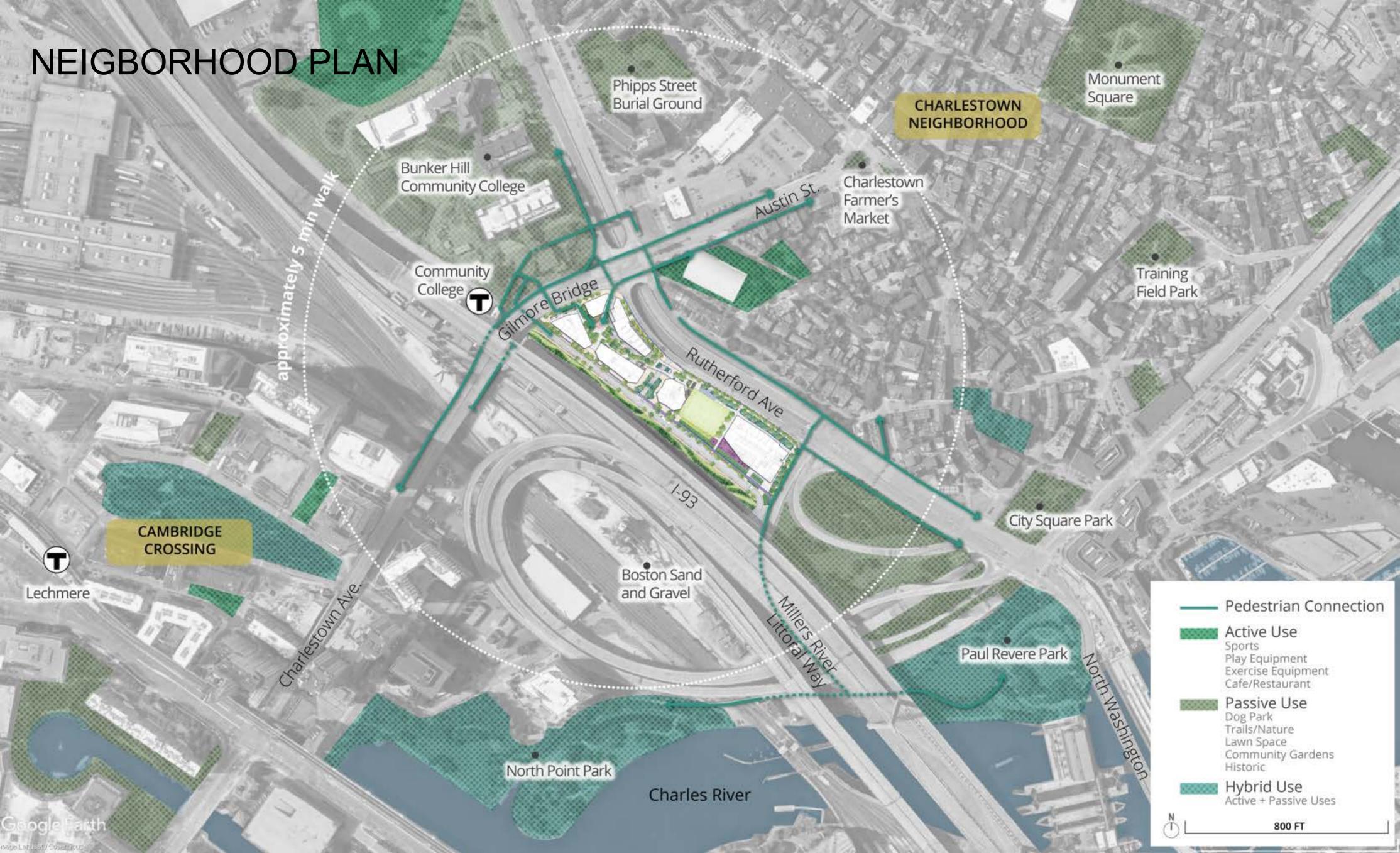
BPDA HYBRID SCHEDULE

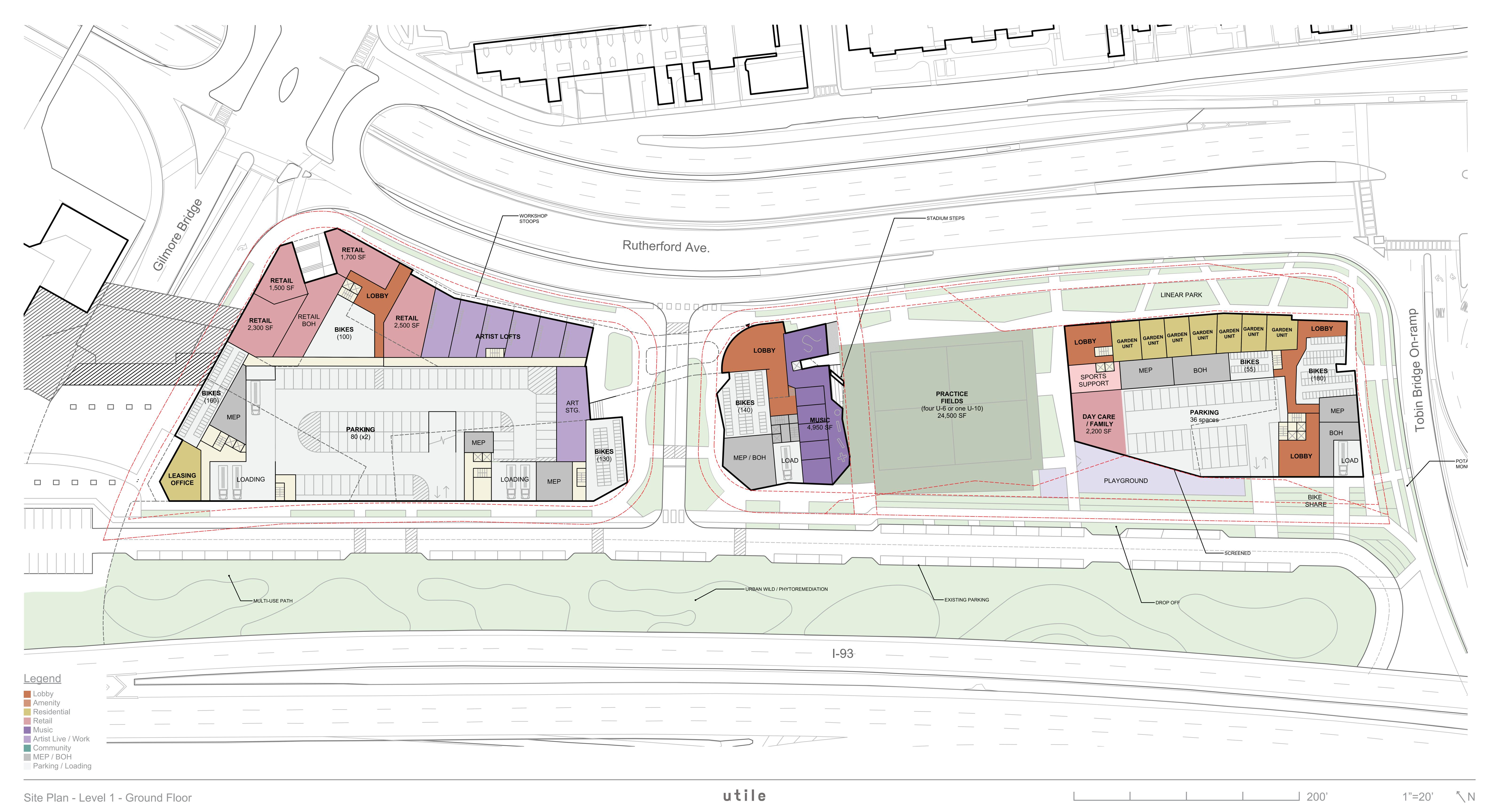




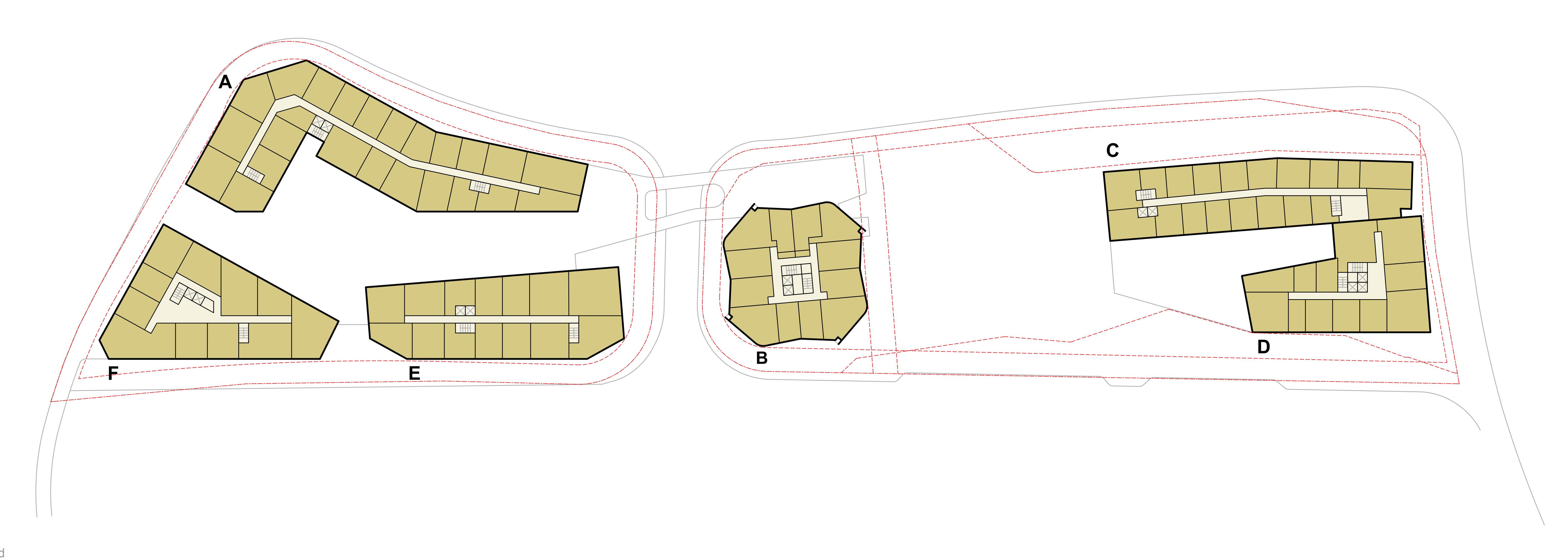
ENSEMBLE CHARLESTOWN

DESIGN DRAWINGS



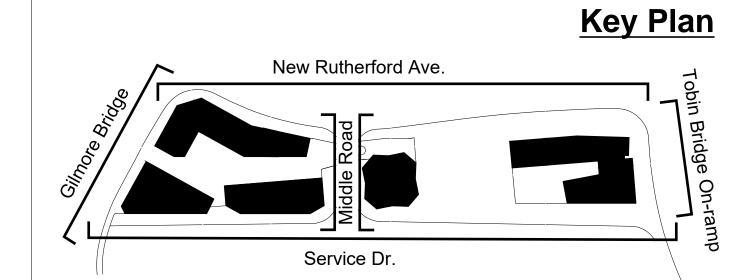


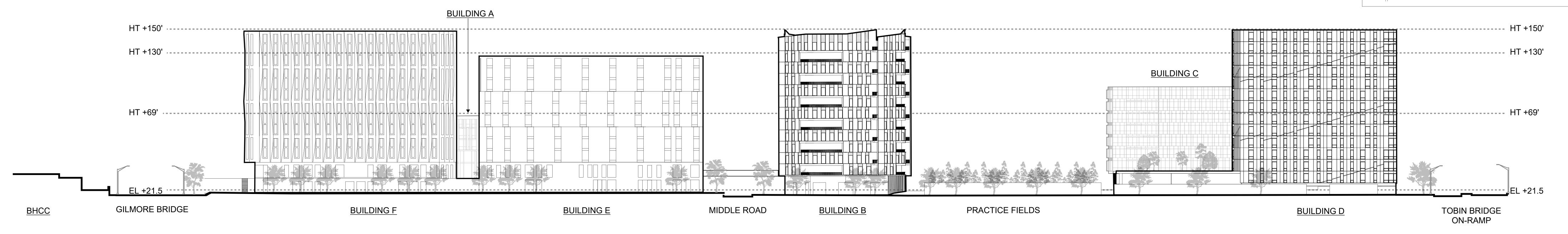




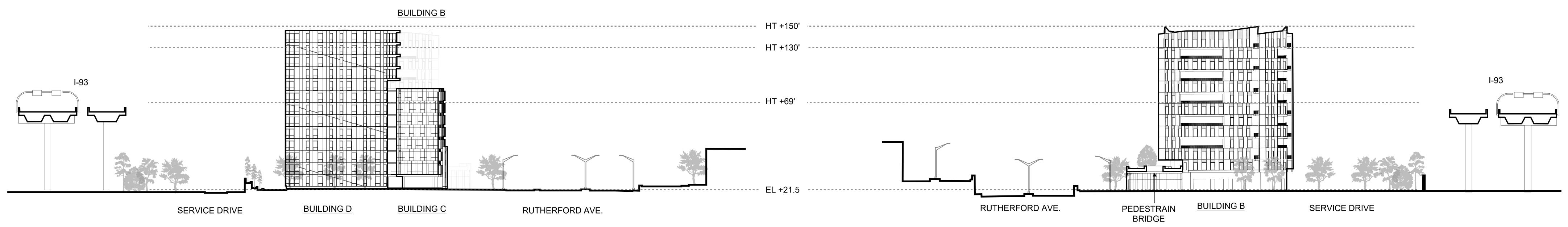
Legend

Lobby
Amenity
Residential
Retail
Music
Artist Live / Work
Community
MEP / BOH
Parking / Loading



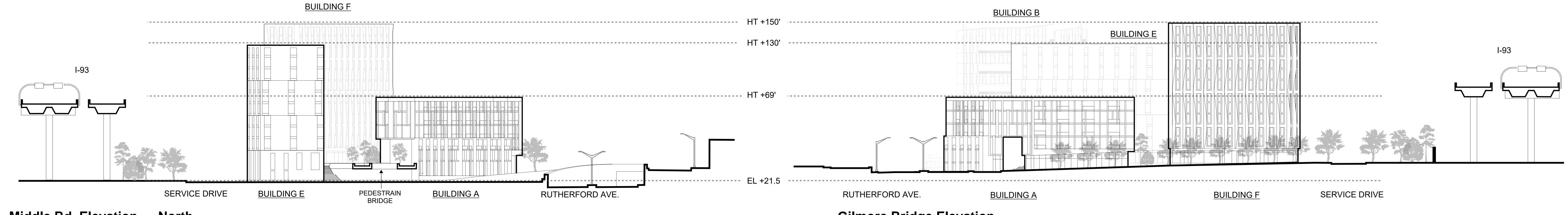


Service Dr. Elevation

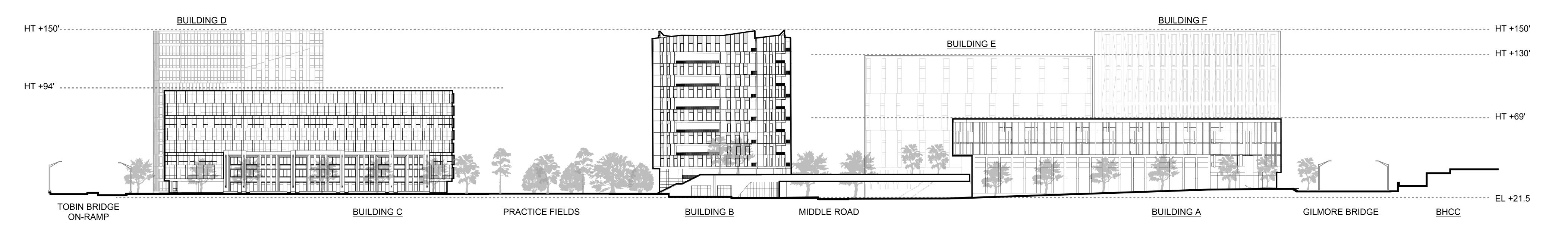




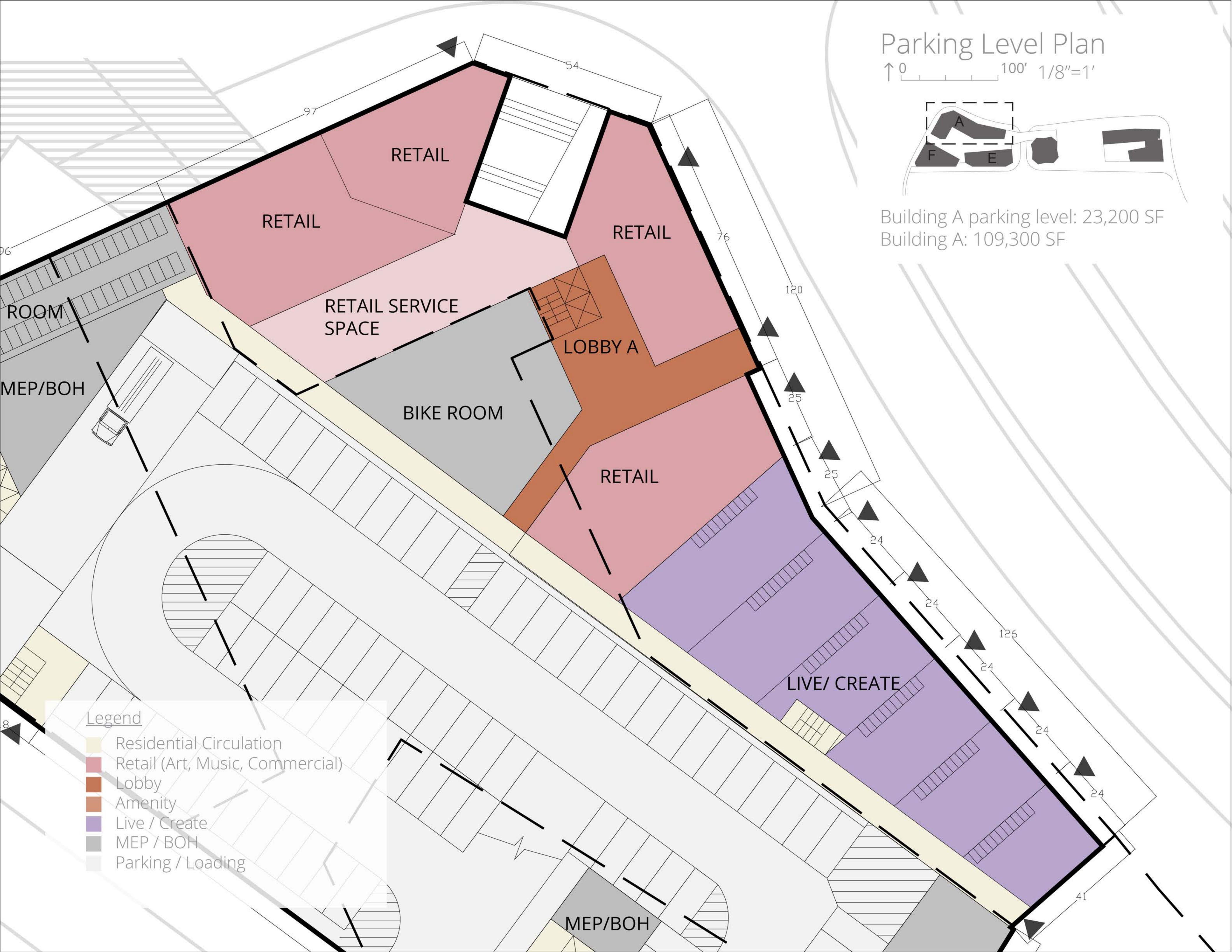




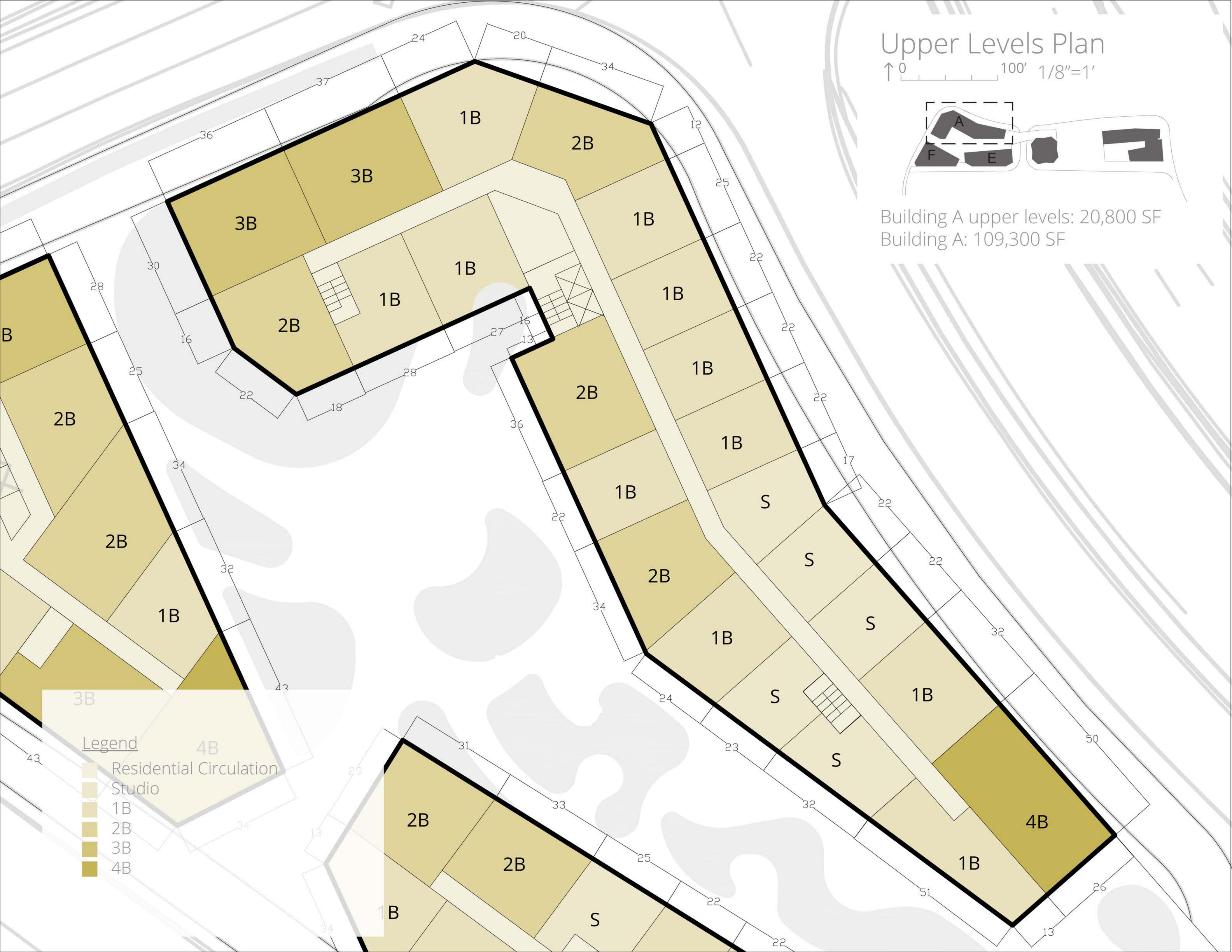
Middle Rd. Elevation — North

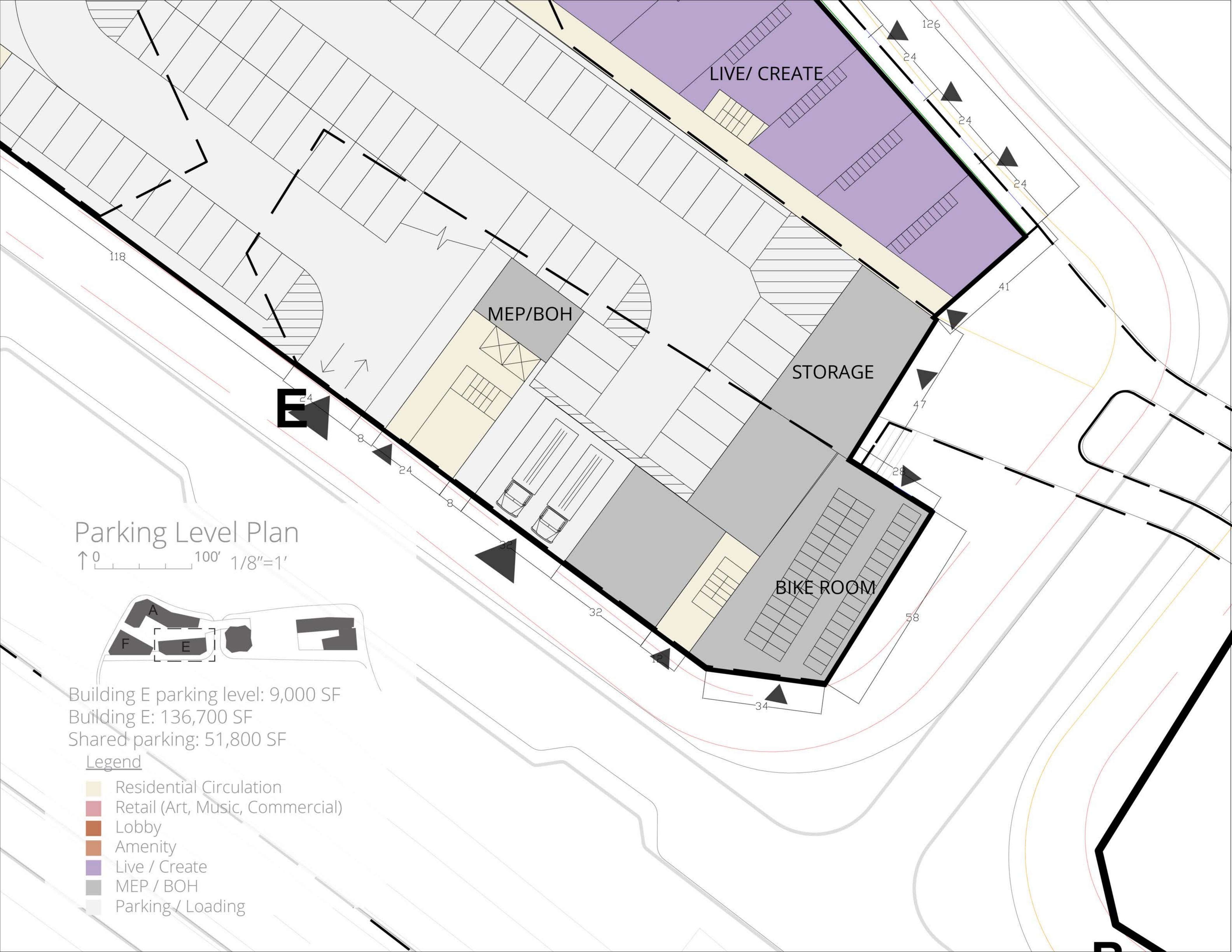


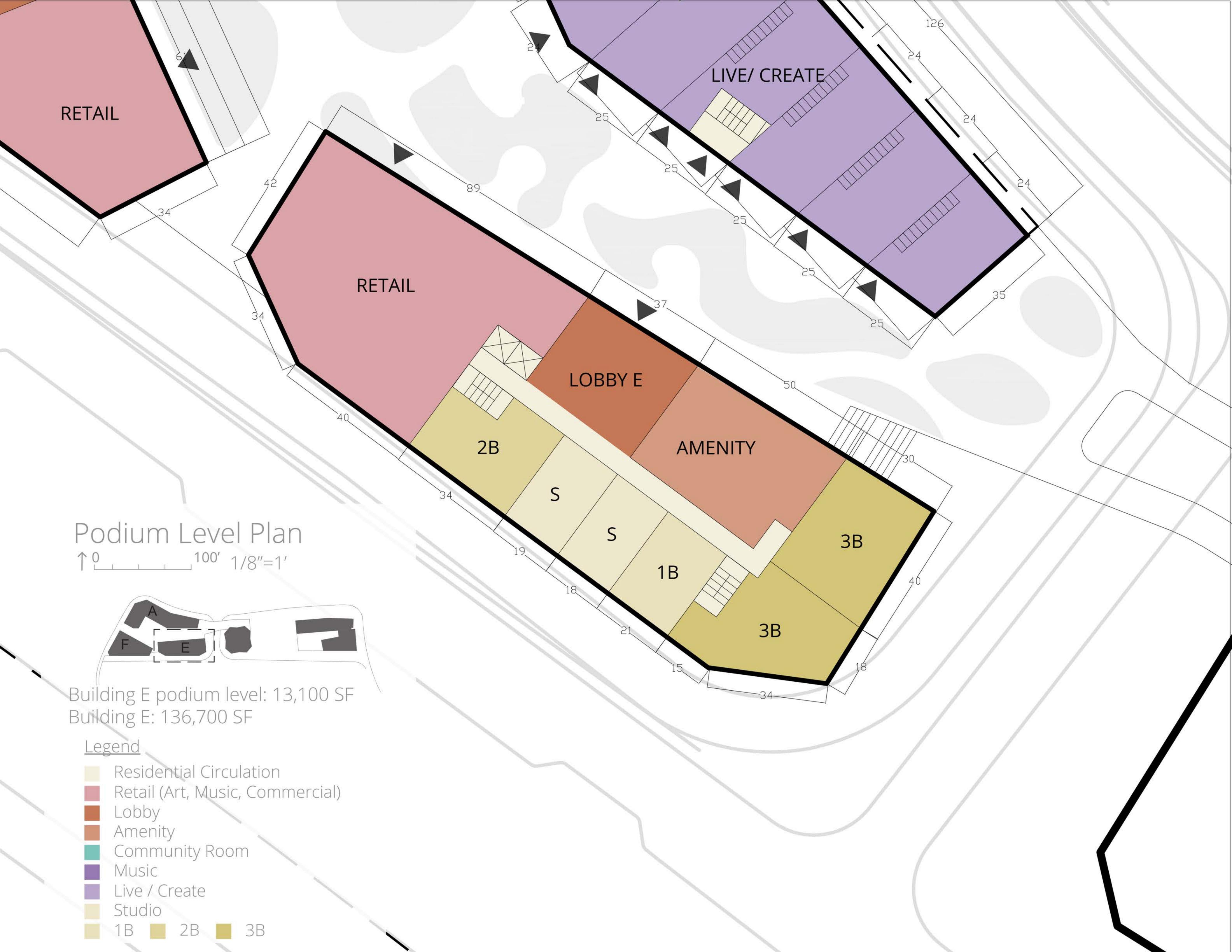
Rutherford Ave. Elevation

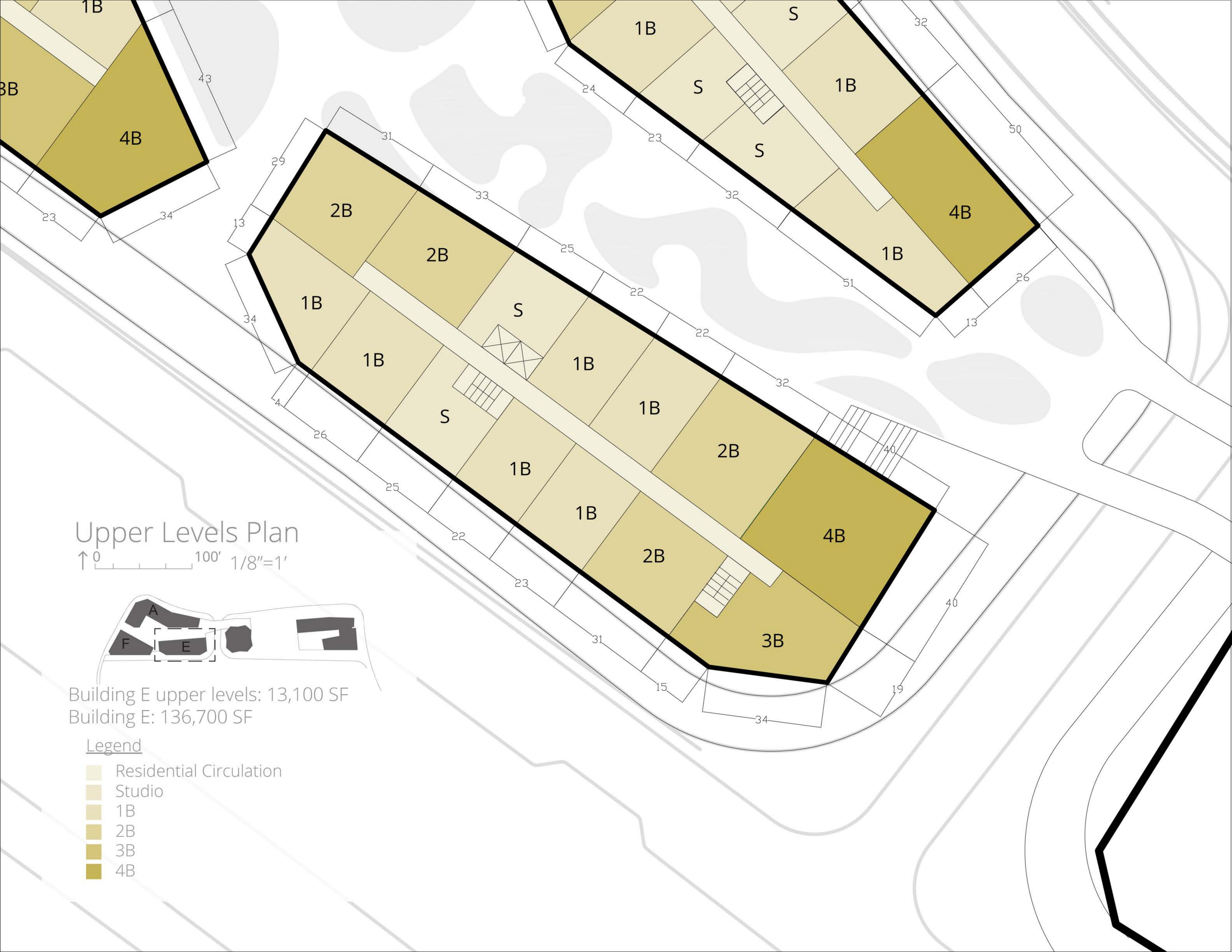








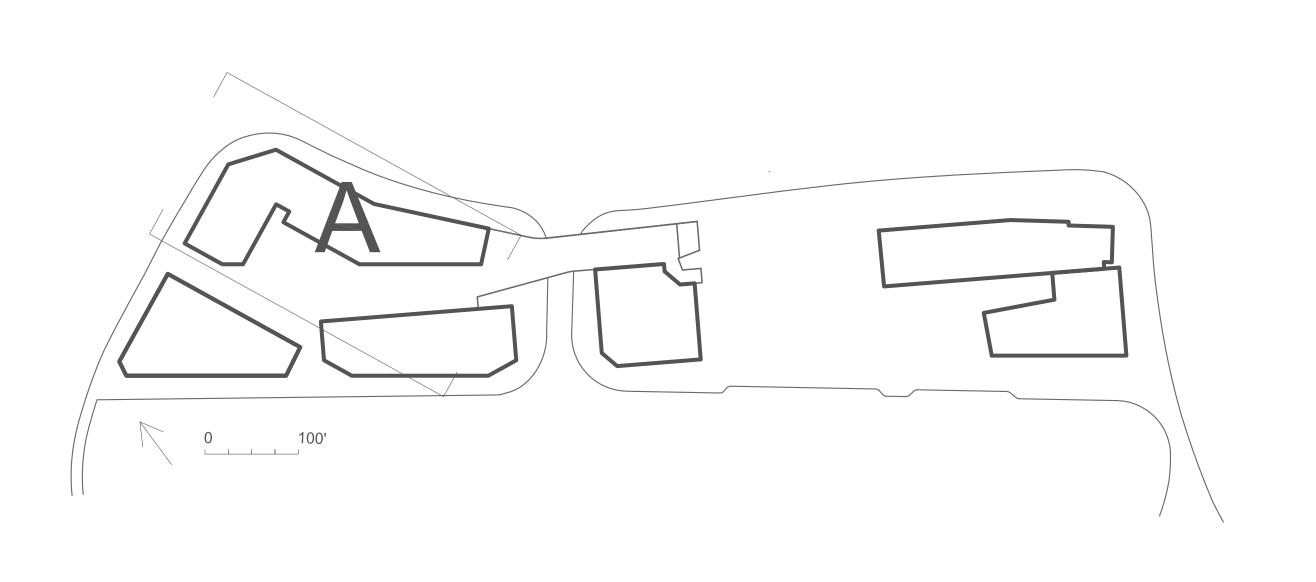


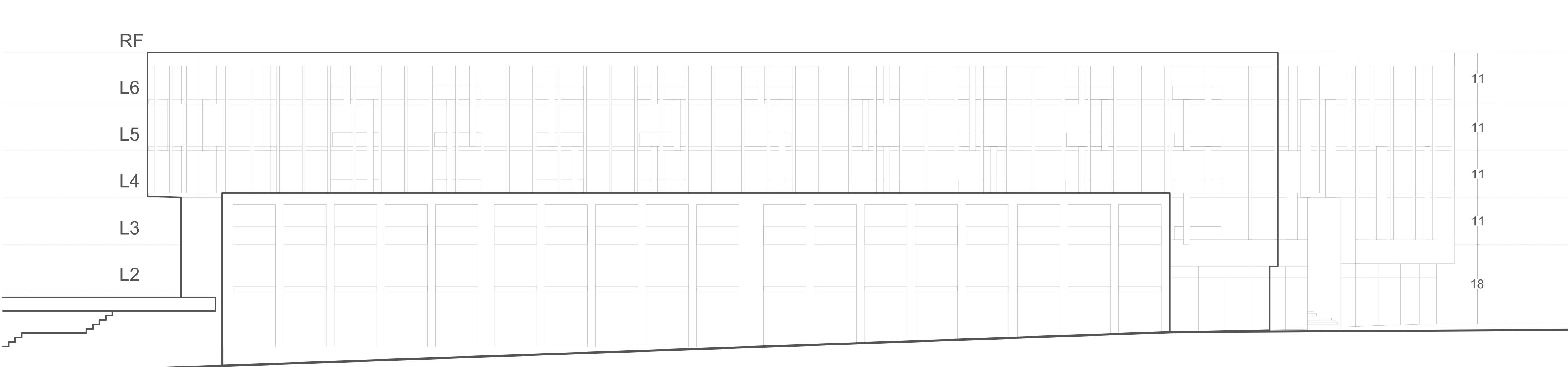




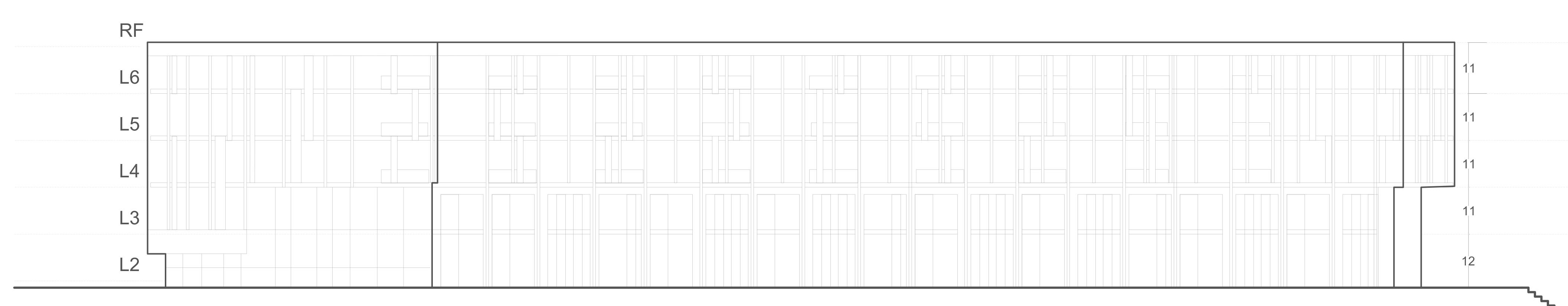


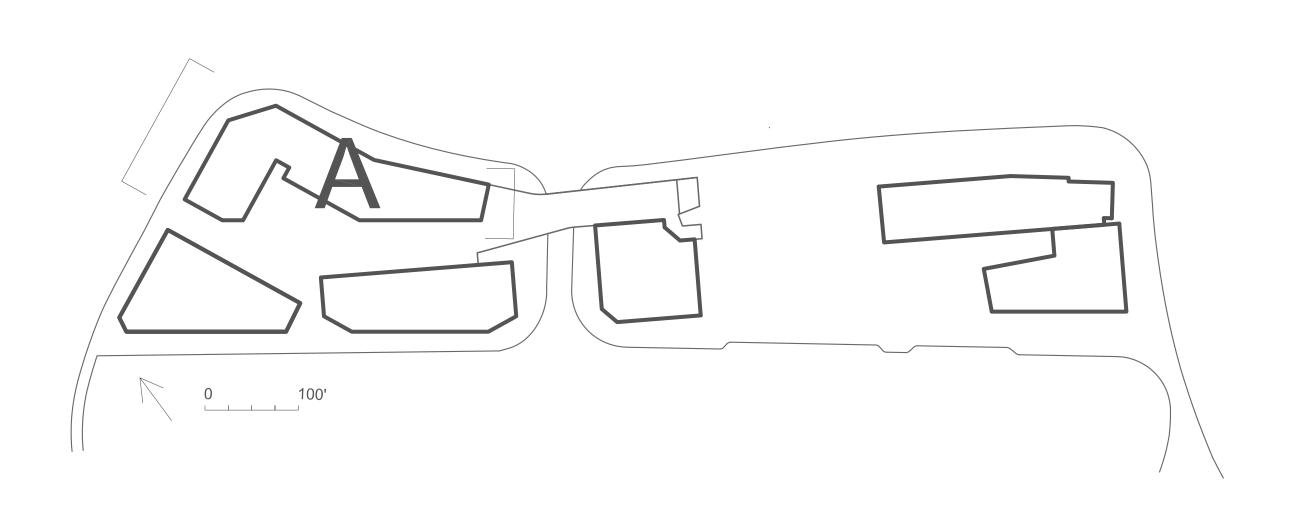






BUILDING A NE FACADE, 1/8" = 1'-0" scale

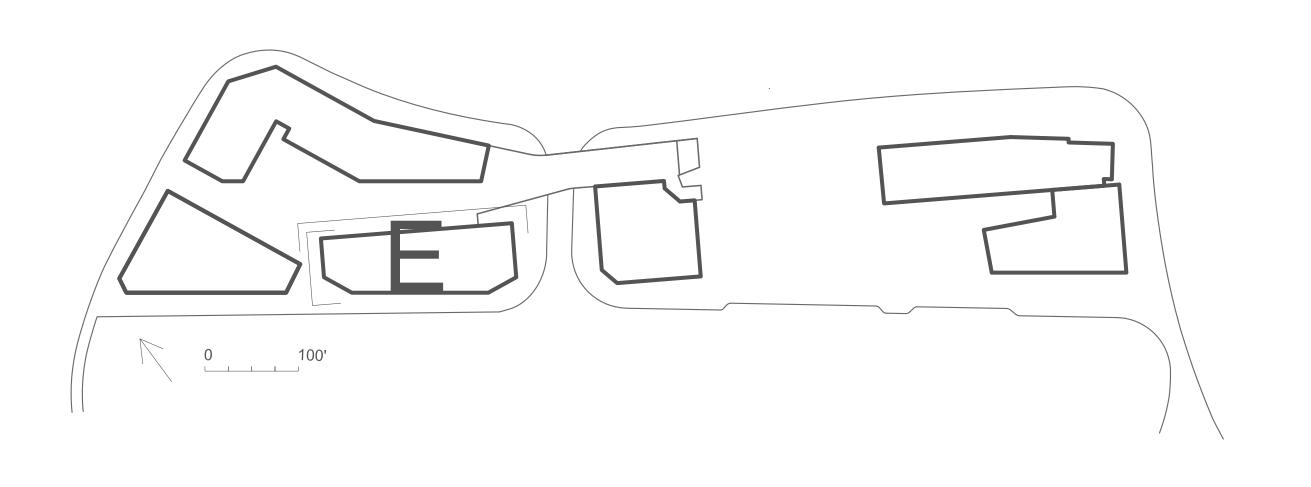


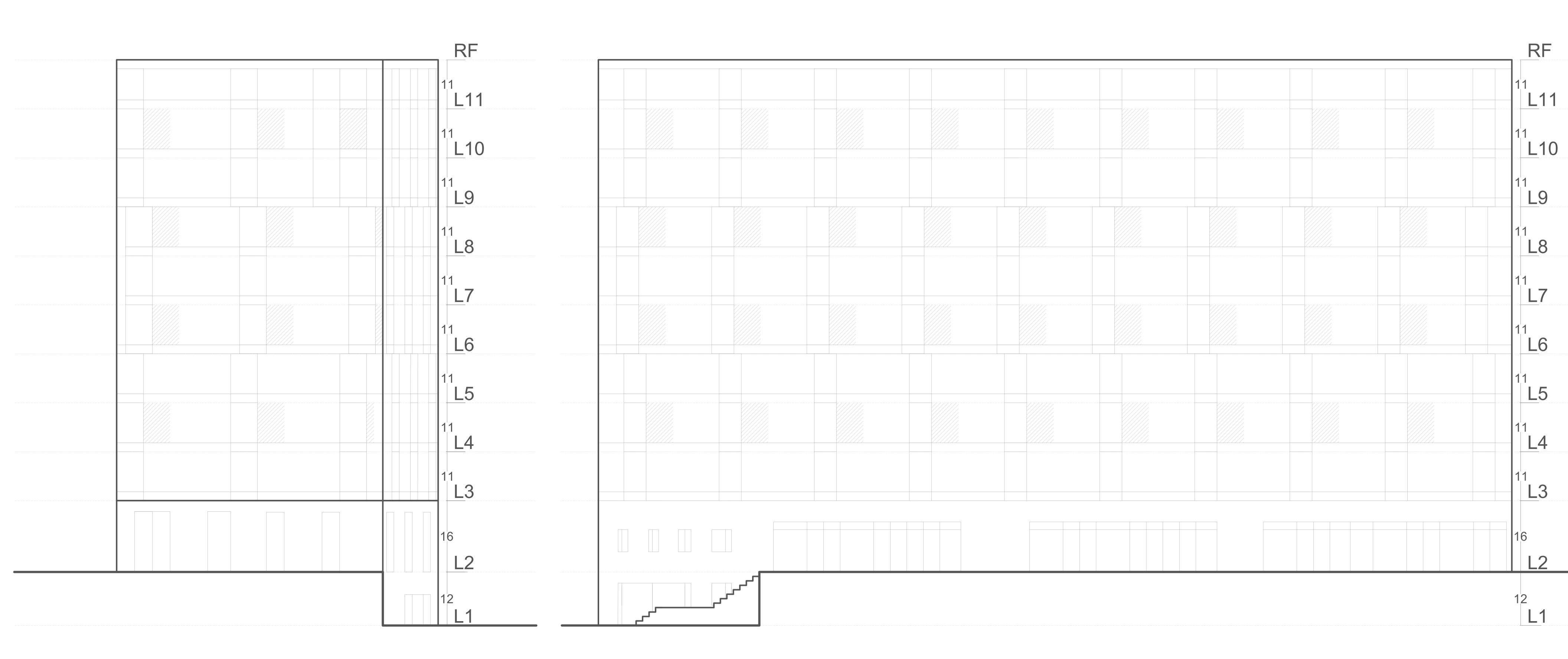




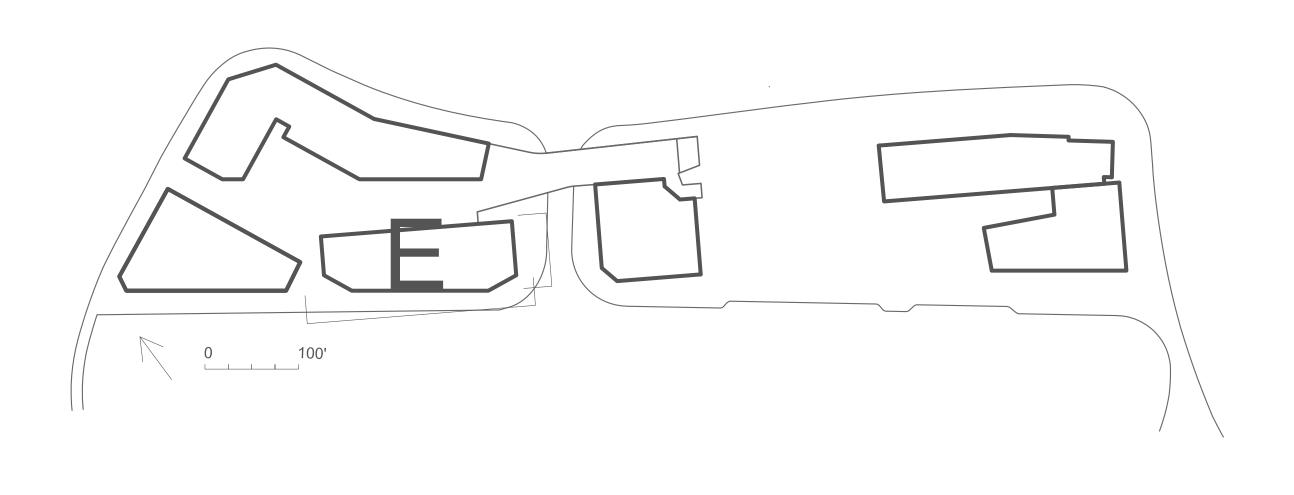
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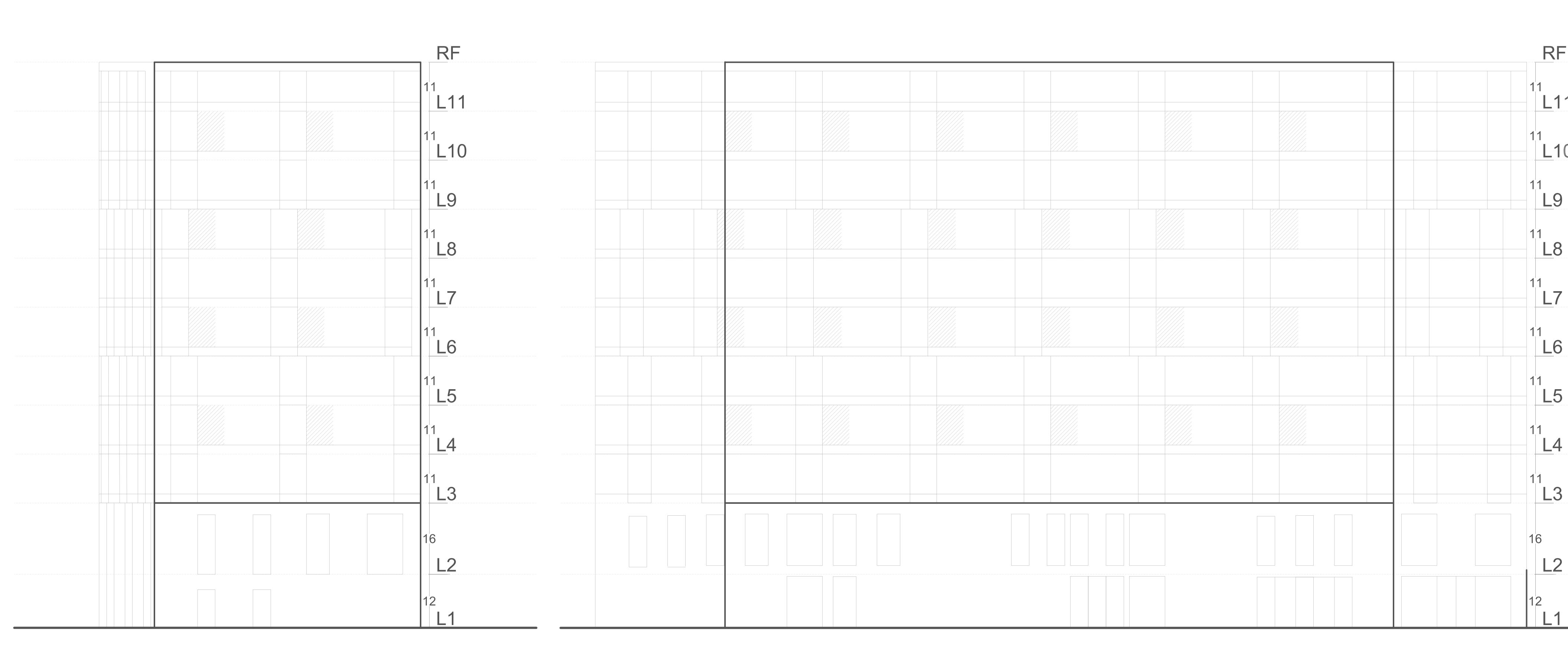
BUILDING A NW FACADE, 1/8" = 1'-0" scale





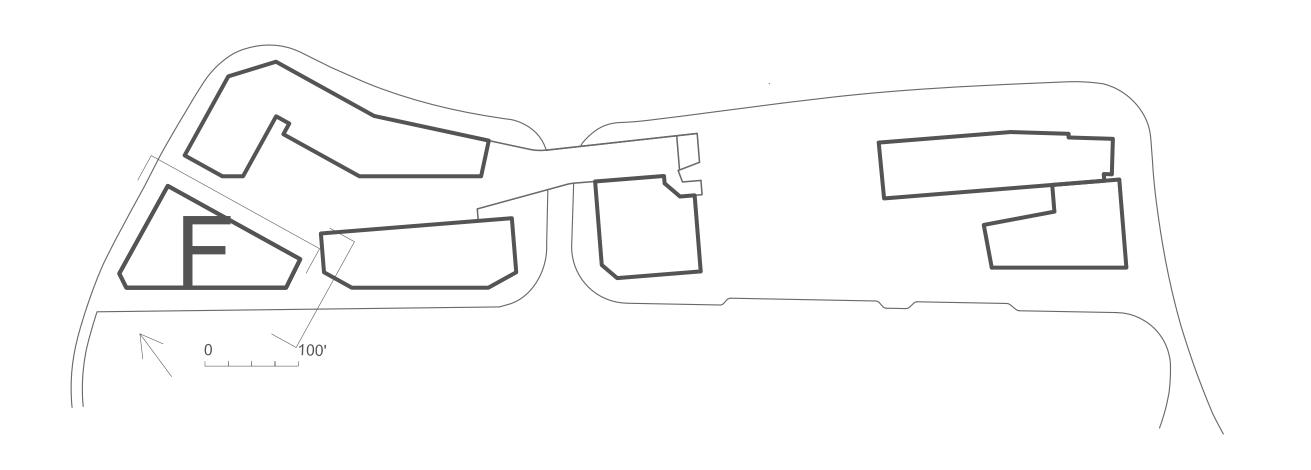
BUILDING E N FACADE, 1/8" = 1'-0" scale BUILDING E NW FACADE, 1/8" = 1'-0" scale

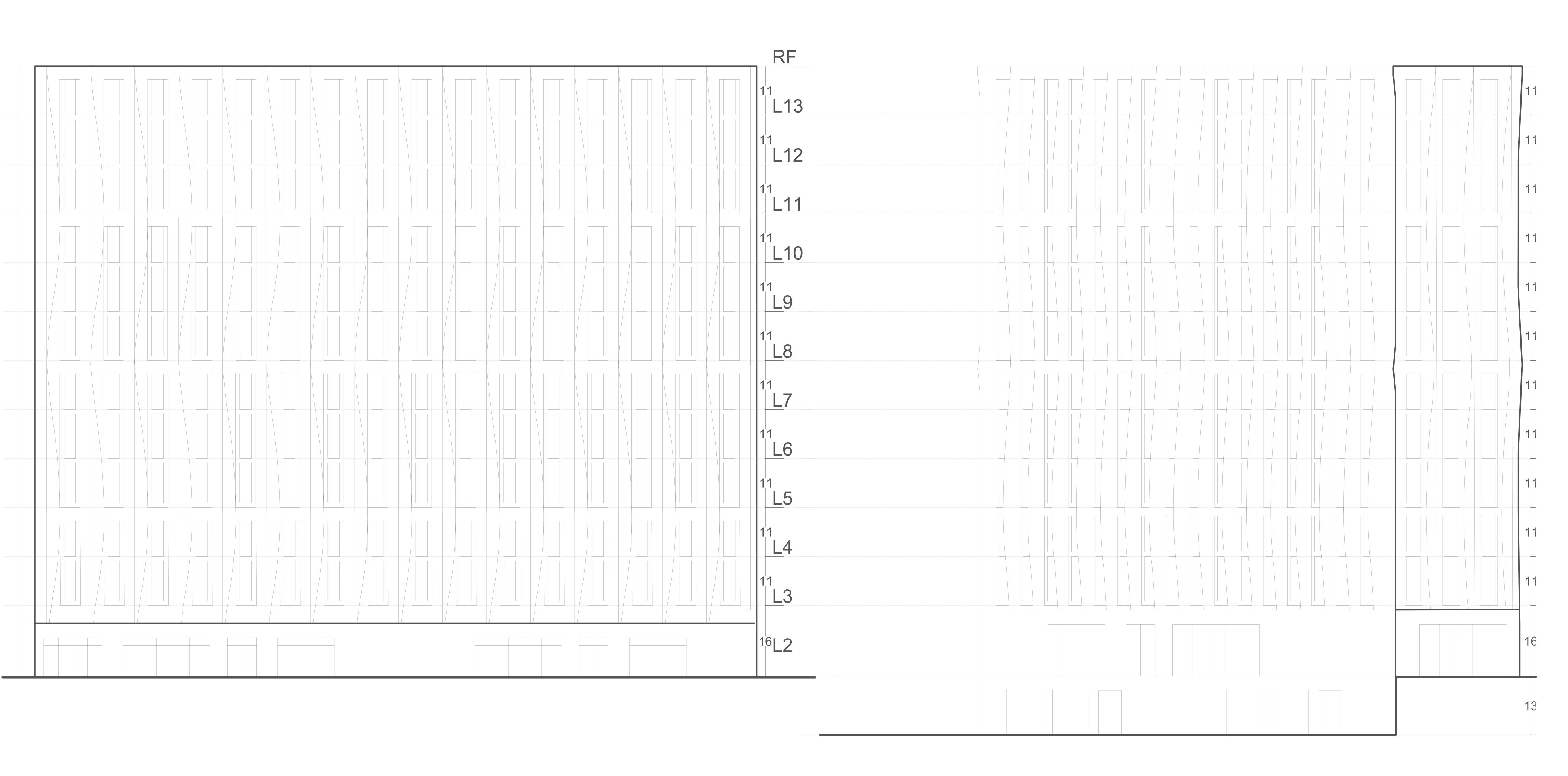


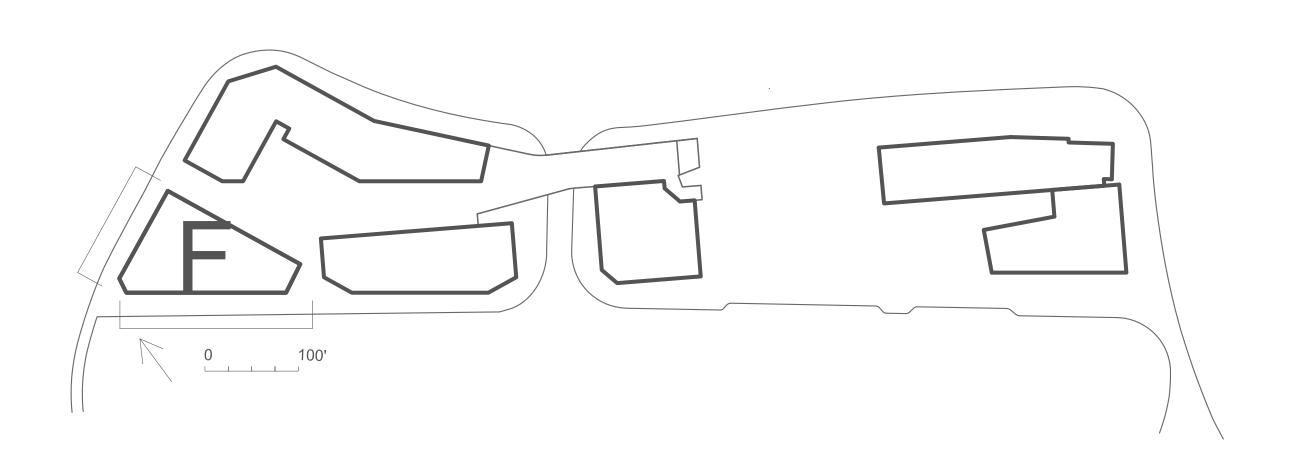


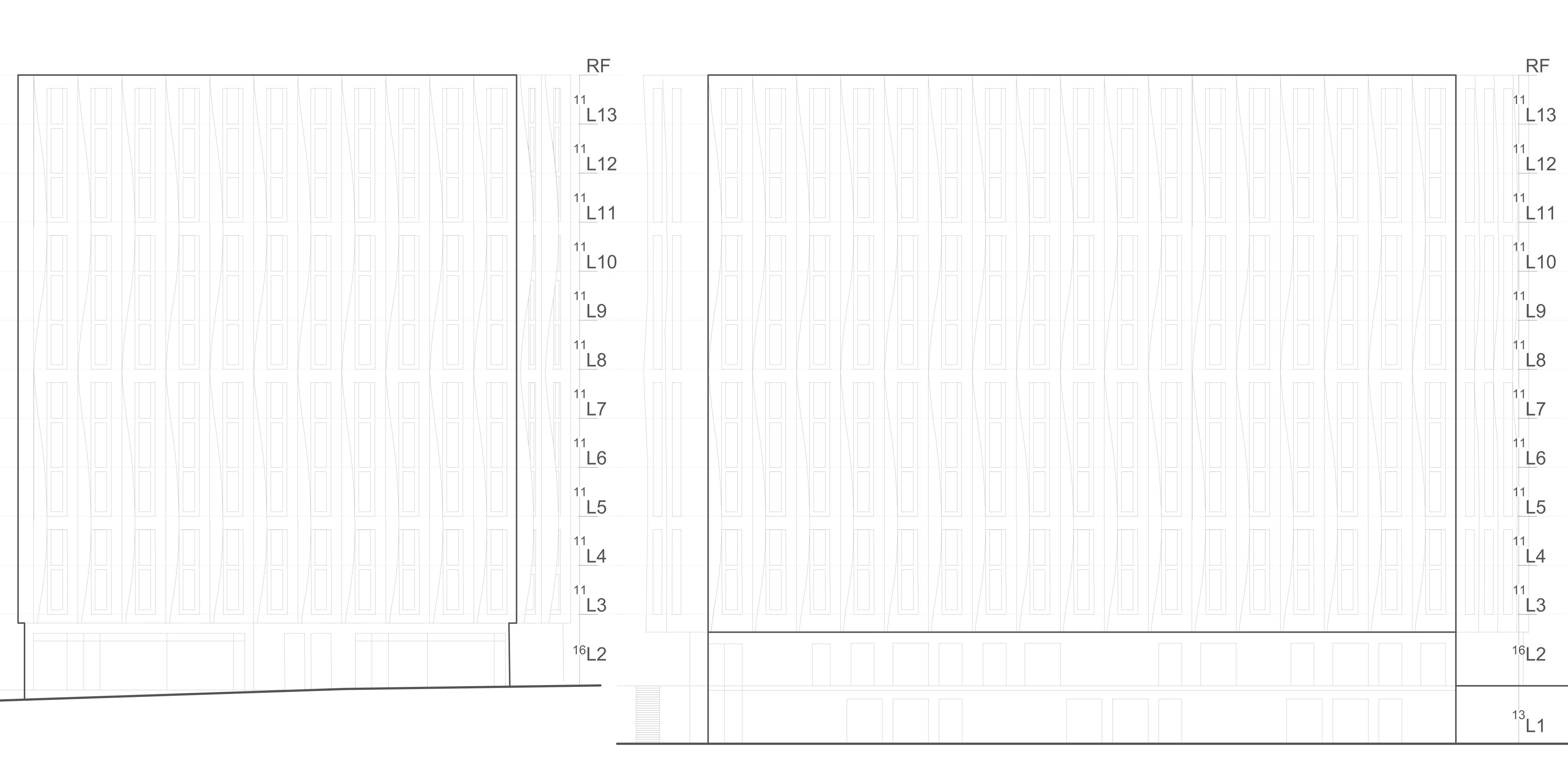
BUILDING E S FACADE, 1/8" = 1'-0" scale

BUILDING E SW FACADE, 1/8" = 1'-0" scale



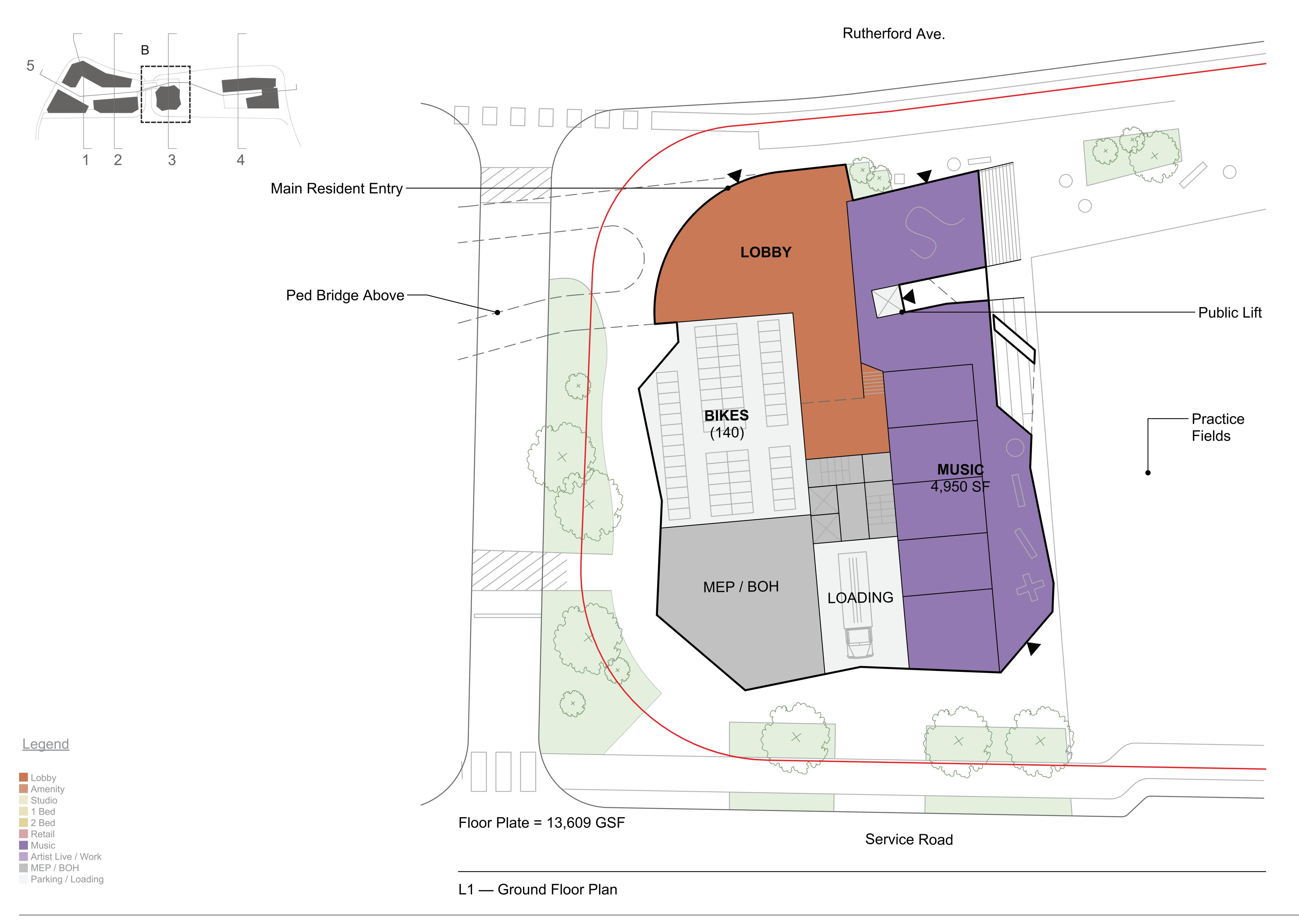


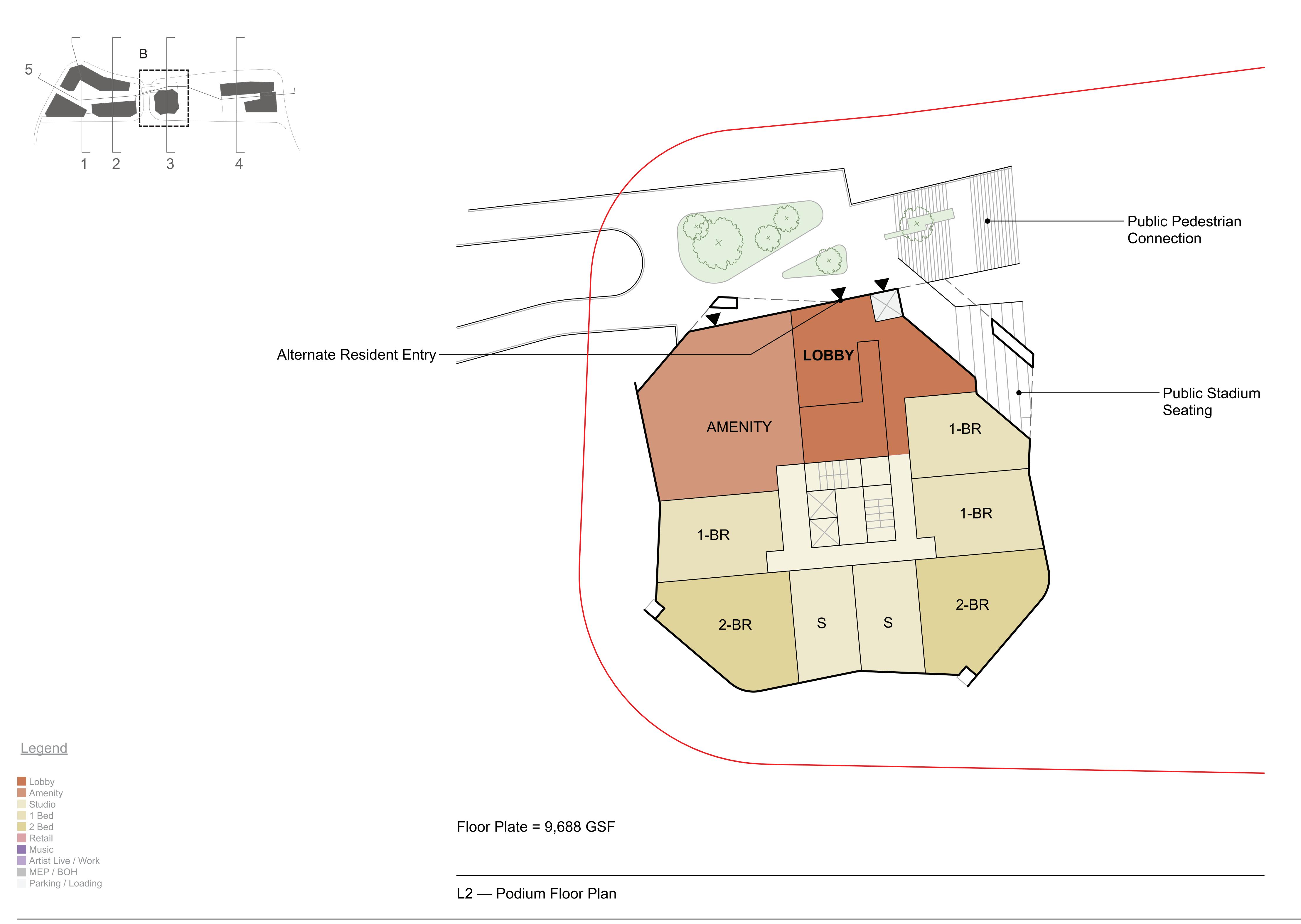




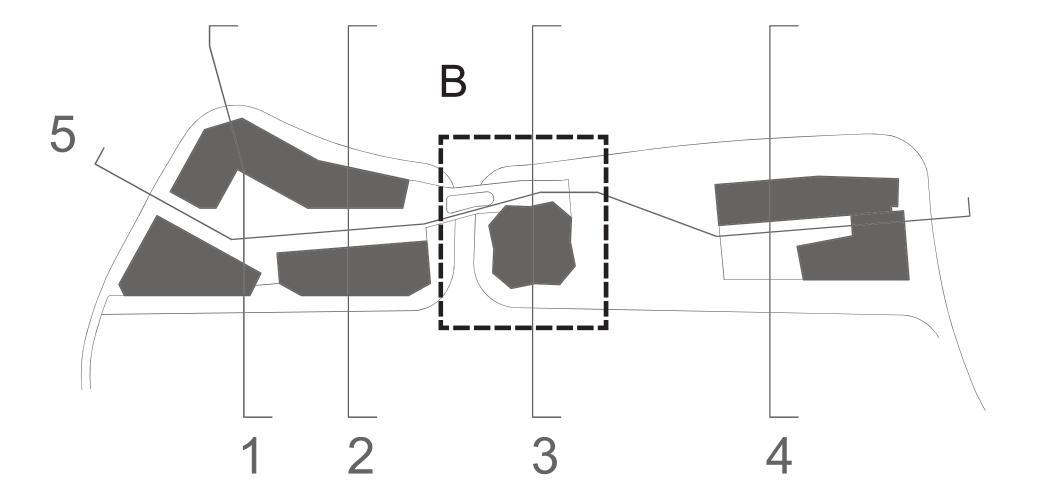
BUILDING F N FACADE, 1/8" = 1'-0" scale

BUILDING F SW FACADE, 1/8" = 1'-0" scale





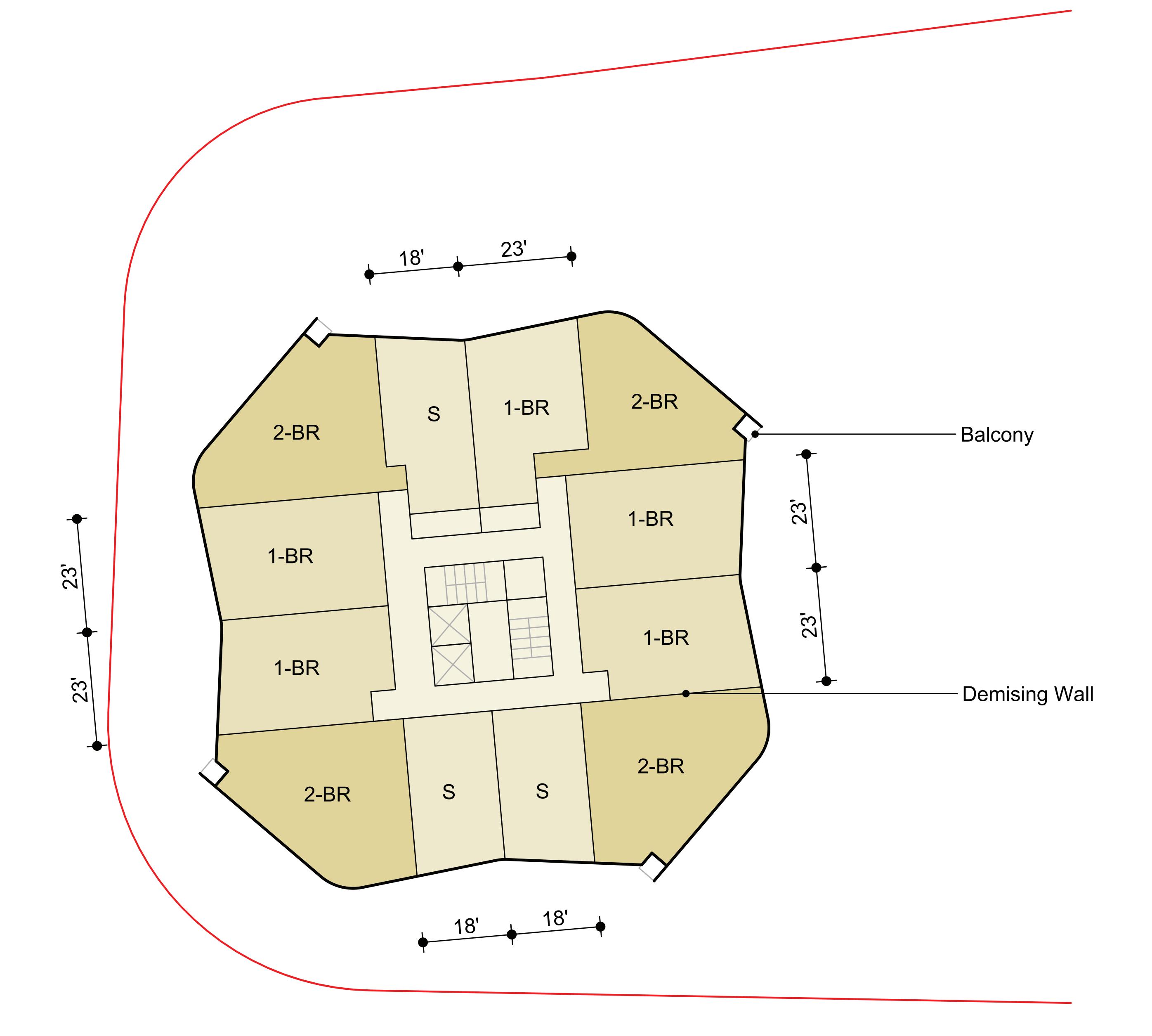
Key Plan





Lobby
Amenity
Studio
1 Bed
2 Bed
Retail
Music
Artist Live / Work
MEP / BOH

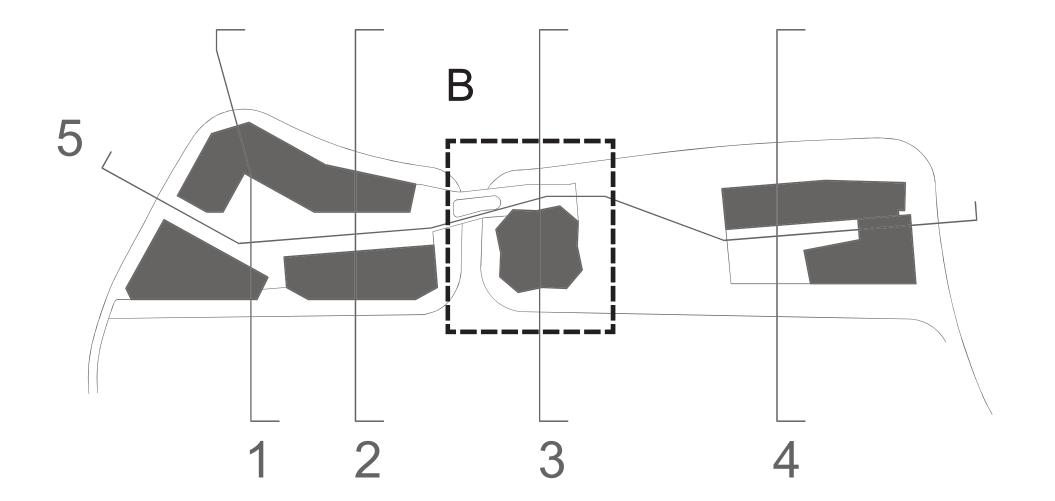
Parking / Loading



Floor Plate = 10,075 GSF

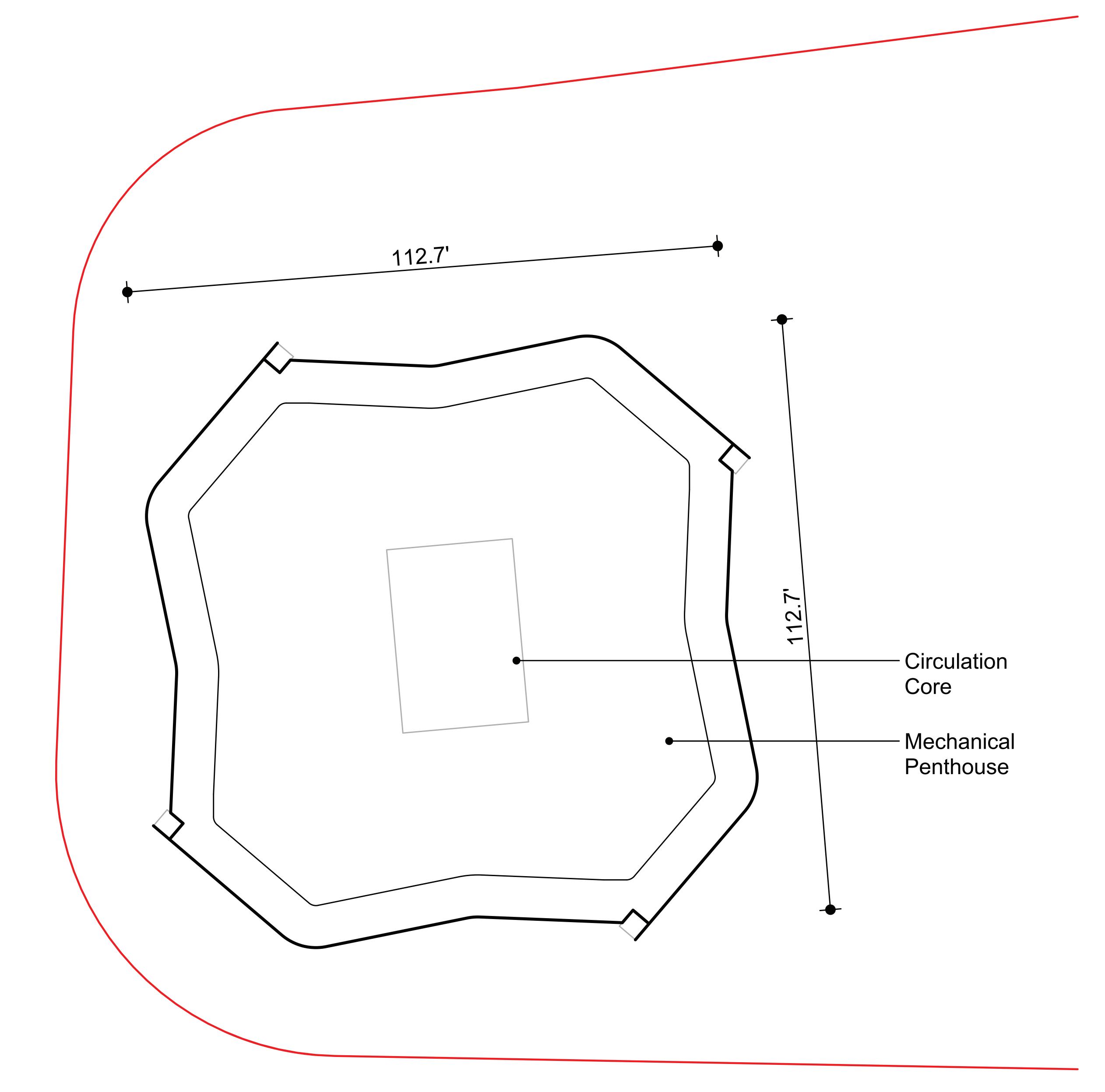
L5 — Typical Floor Plan

Key Plan



Legend

Lobby
Amenity
Studio
1 Bed
2 Bed
Retail
Music
Artist Live / Work
MEP / BOH
Parking / Loading



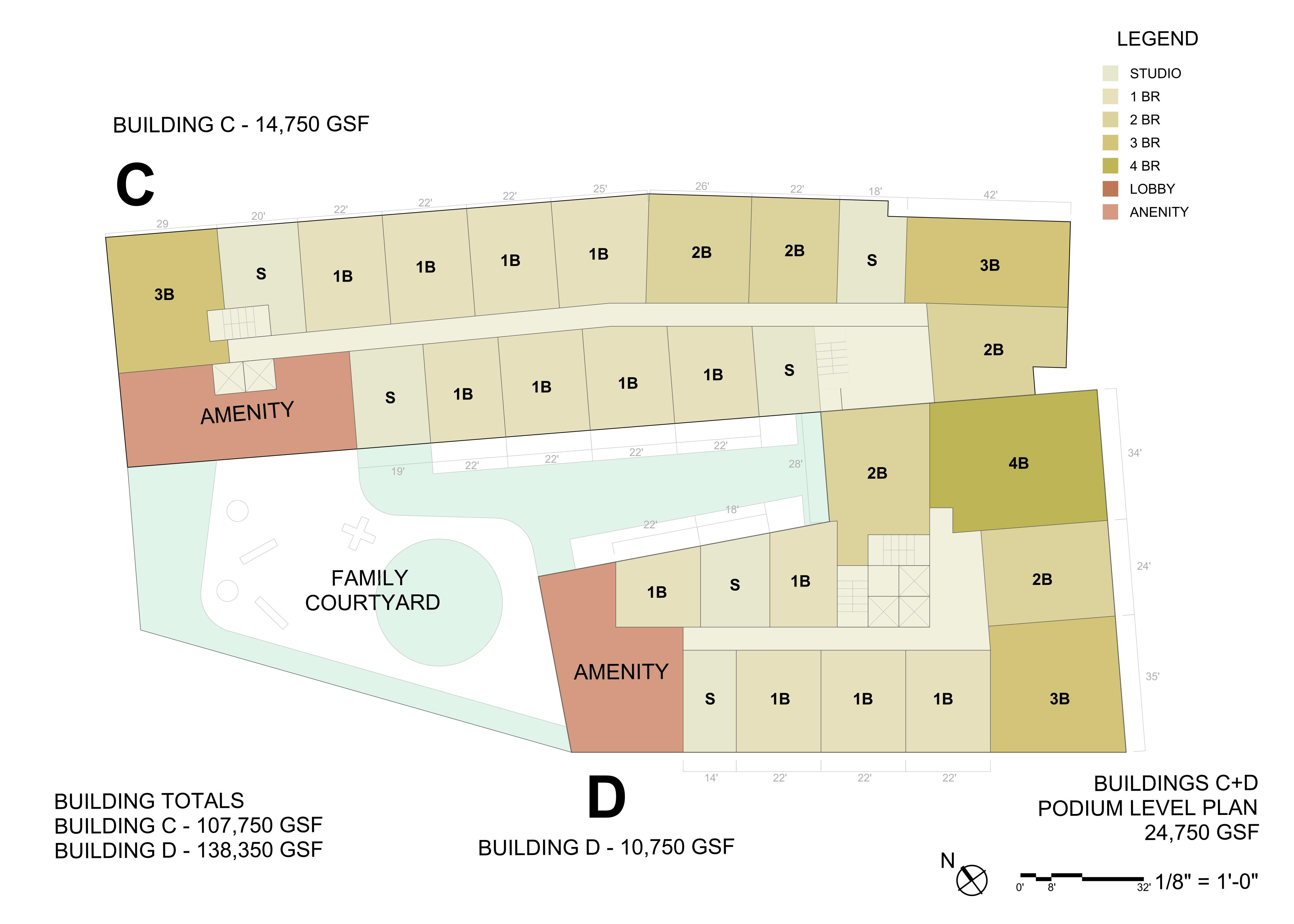
Roof Plan

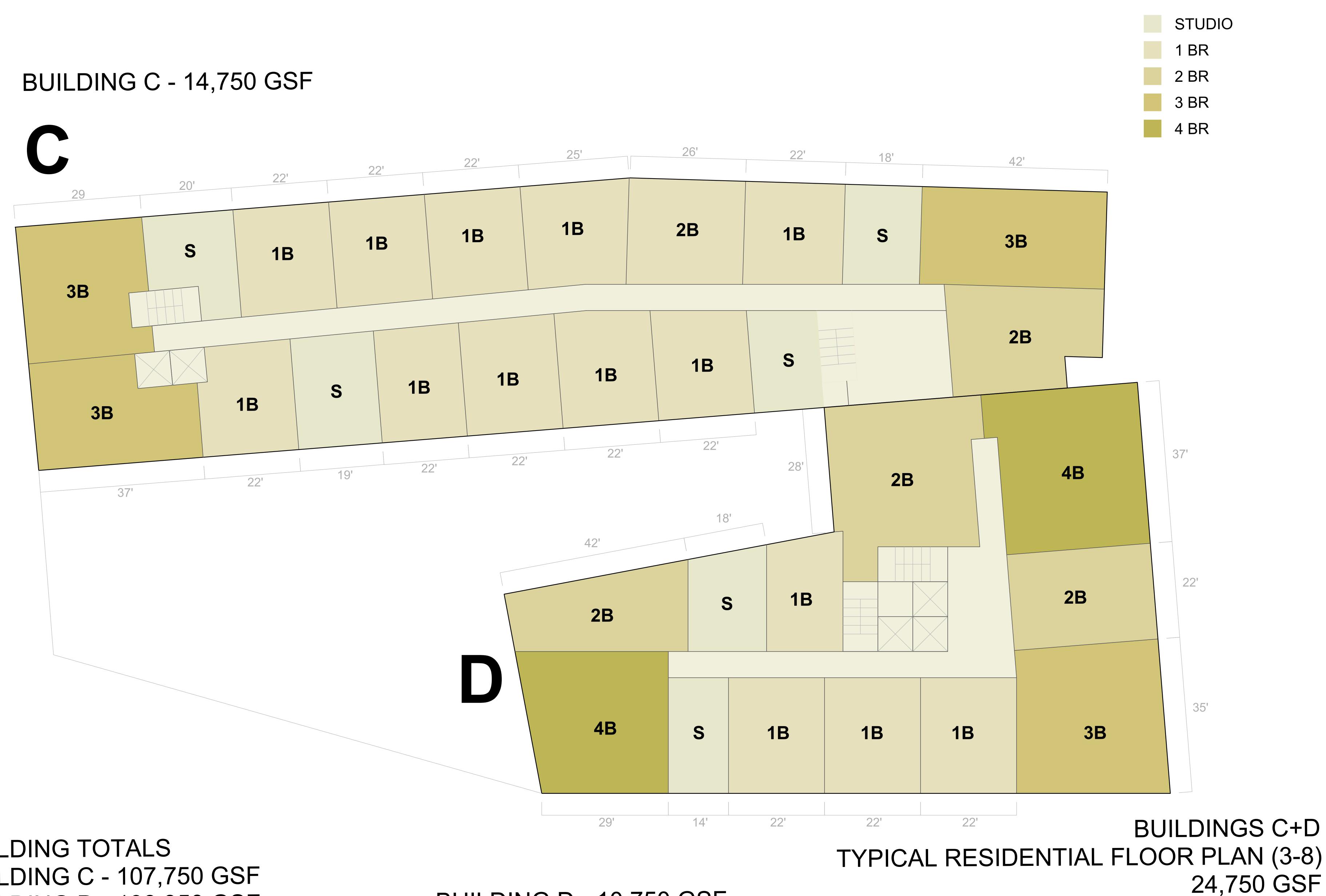








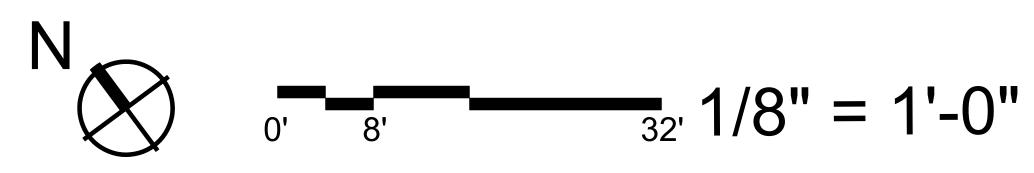




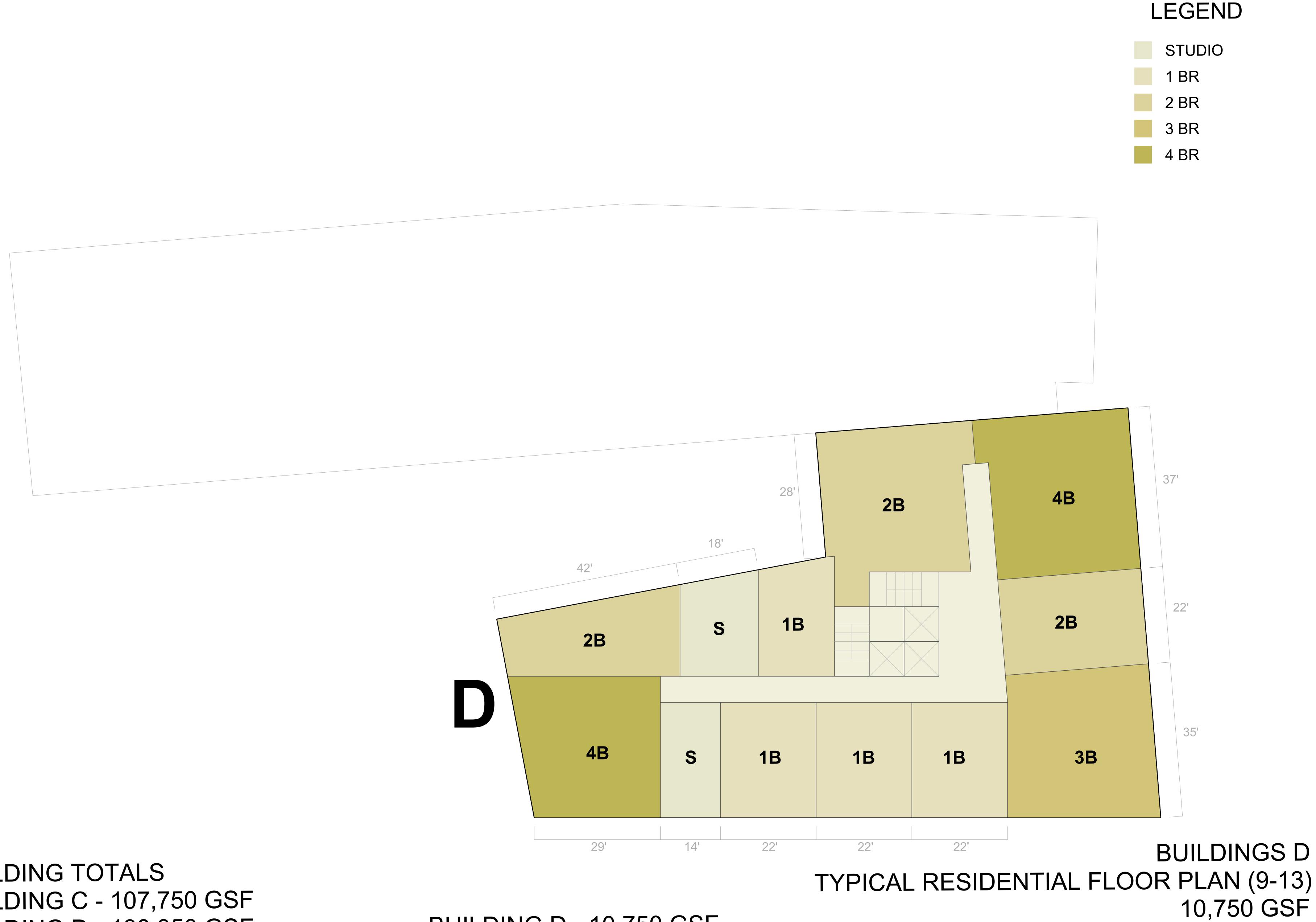
BUILDING TOTALS BUILDING C - 107,750 GSF BUILDING D - 138,350 GSF

BUILDING D - 10,750 GSF

TYPICAL RESIDENTIAL FLOOR PLAN (3-8) 24,750 GSF



LEGEND

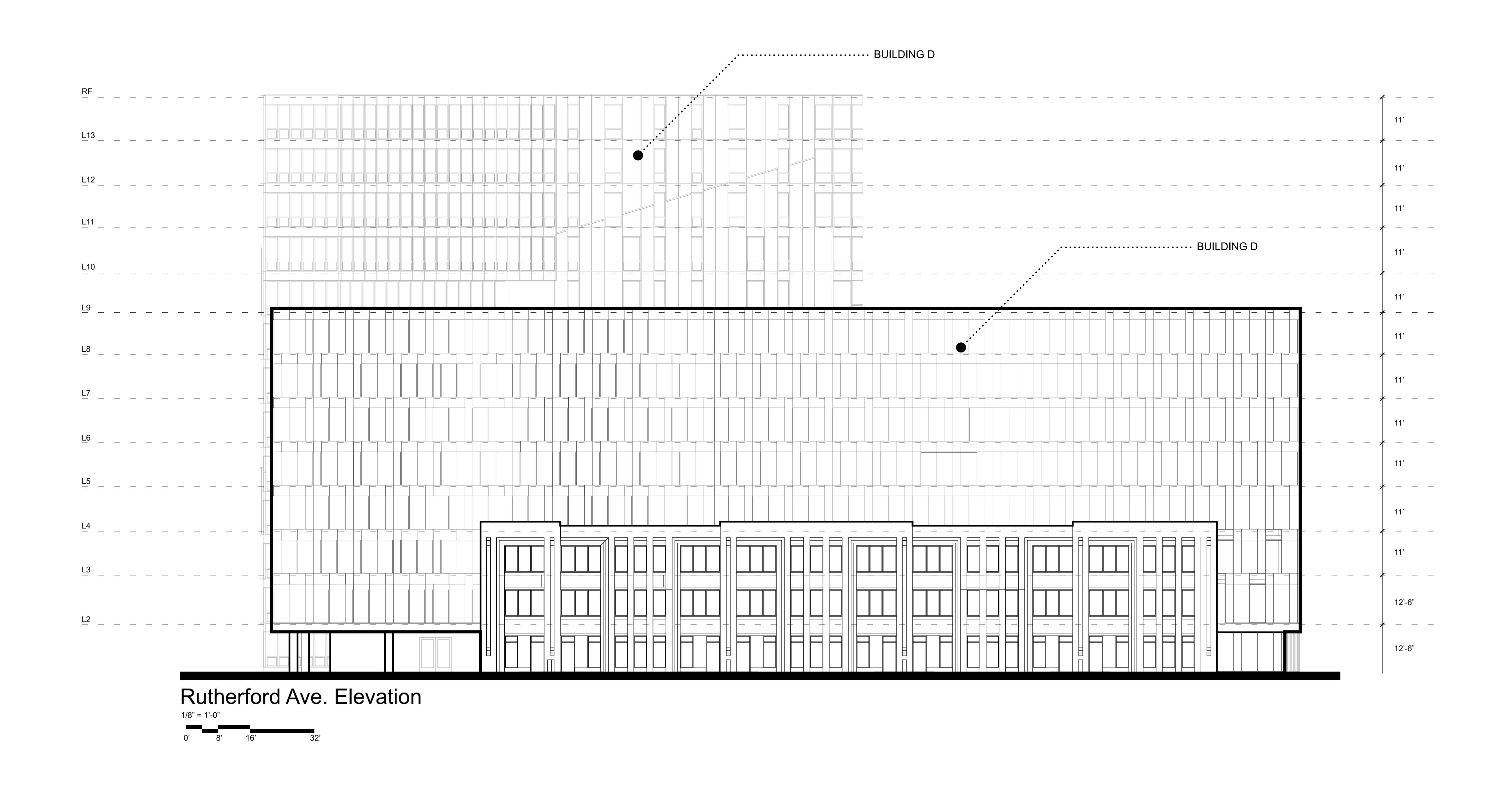


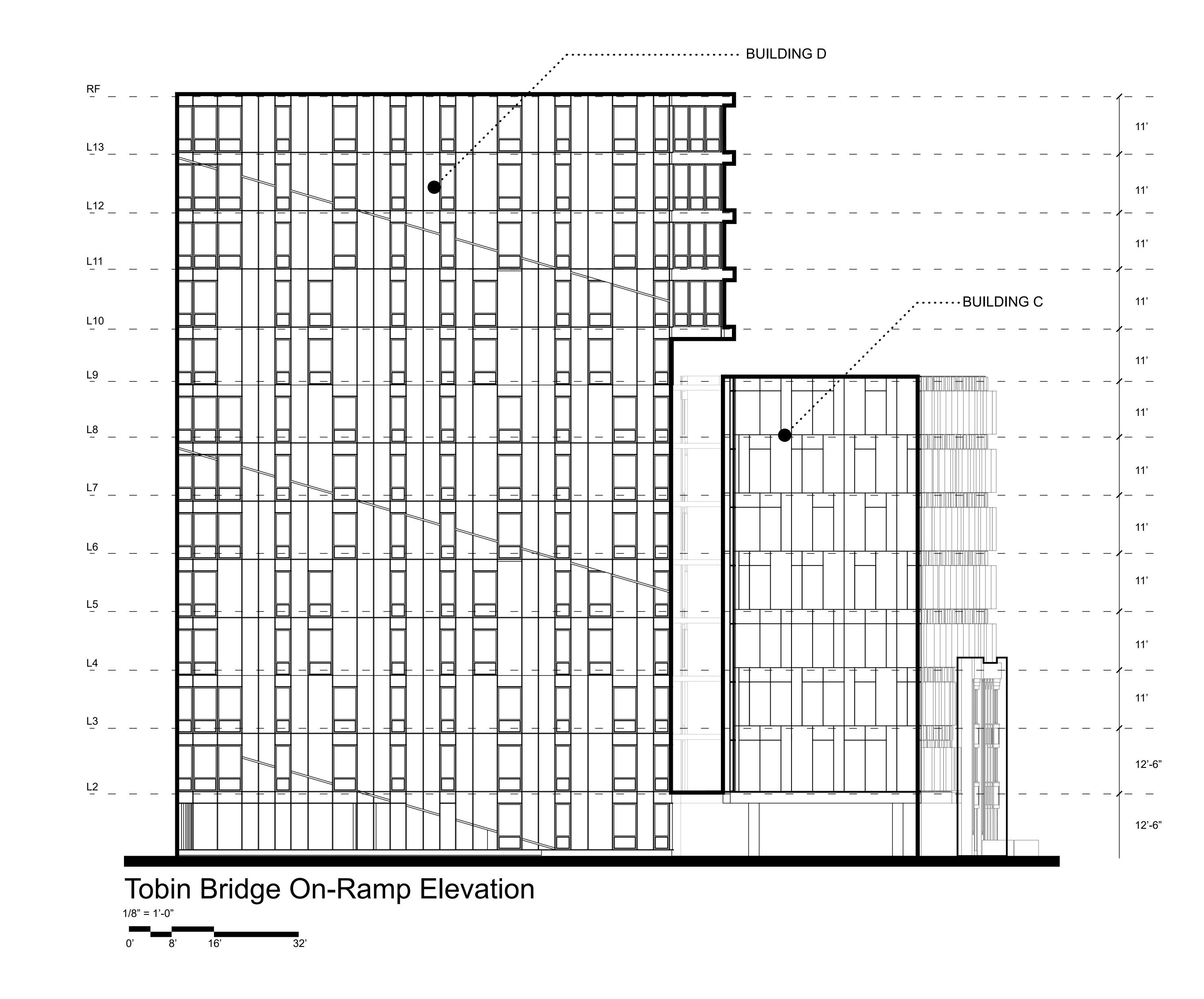
BUILDING TOTALS BUILDING C - 107,750 GSF BUILDING D - 138,350 GSF

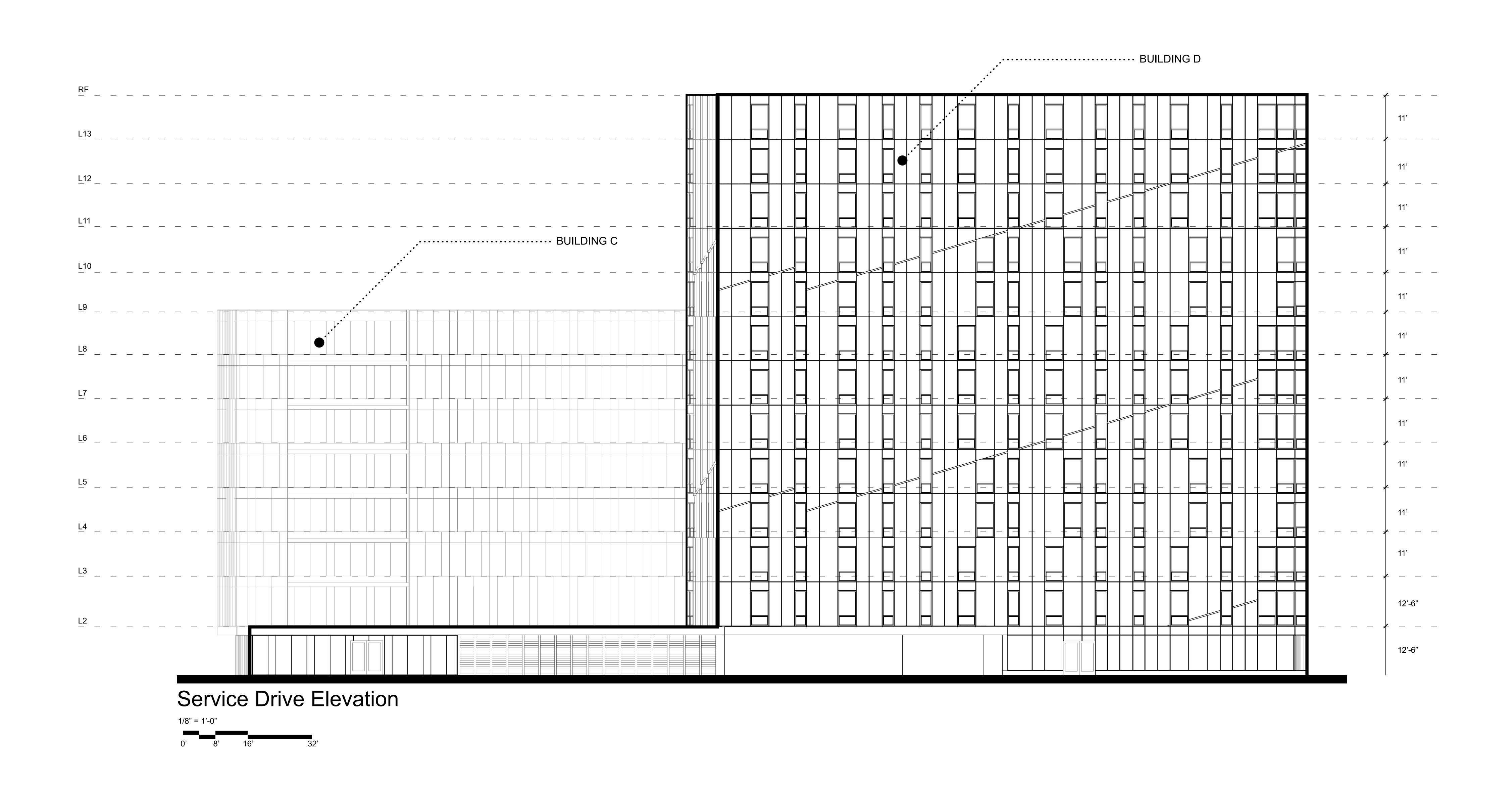
BUILDING D - 10,750 GSF

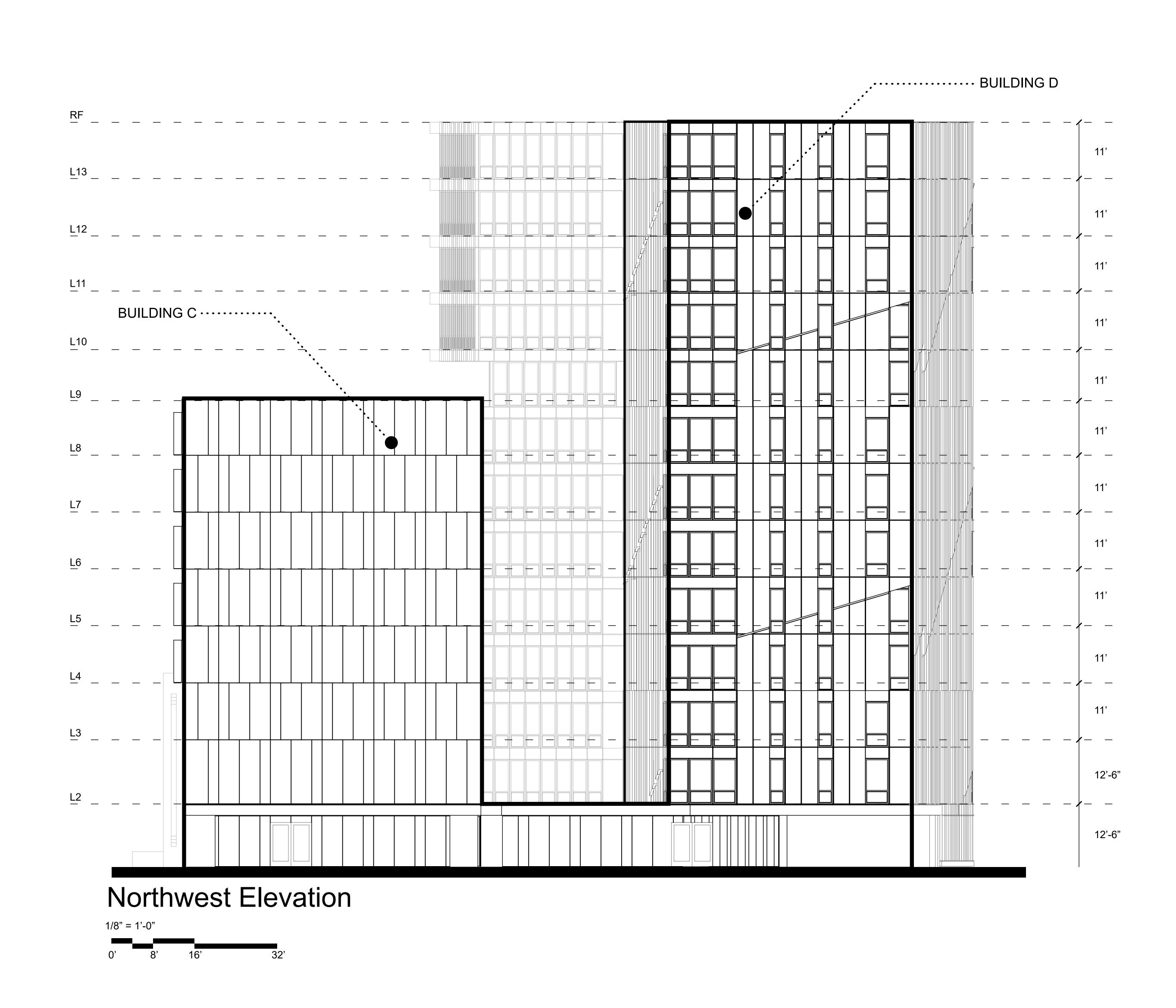
TYPICAL RESIDENTIAL FLOOR PLAN (9-13) 10,750 GSF











Building C +D Elevatrions









TABLE OF CONTENTS

DESIGN NARRATIVE	01
INTRODUCTION	02
SUMMARY OF PROJECT FEATURES	05
ILLUSTRATIVE PLAN	06
TYPICAL UNITS FLOOR PLANS	10
GROUND FLOOR PLAN	16
PODIUM FLOOR PLAN	17
TYPICAL UPPER FLOOR PLAN	18
SITE SECTIONS EAST-WEST	19
SITE SECTION NORTH-SOUTH	20
STREET ELEVATIONS	21
CONFORMANCE WITH PLAN: CHARLESTOWN & RFP GOALS	25
MBTA COMMITMENT	26
TRANSPORTATION	27
INFRASTRUCTURE	28
ZONING ANALYSIS	29
LANDSCAPE PROGRAM	30
ART AND MUSIC DESIGN INTEGRATION	37

SUSTAINABILITY NARRATIVE	46
ONYX/DREAM: ENVIRONMENTAL JUSTICE	47
ONYX/DREAM: SUSTAINABILITY	48
ONYX/DREAM: RESILIENCY	56
ONYX/DREAM: HEALTHY DEVELOPMENT	61
ONYX/DREAM: ON-SITE ENERGY GENERATION	66



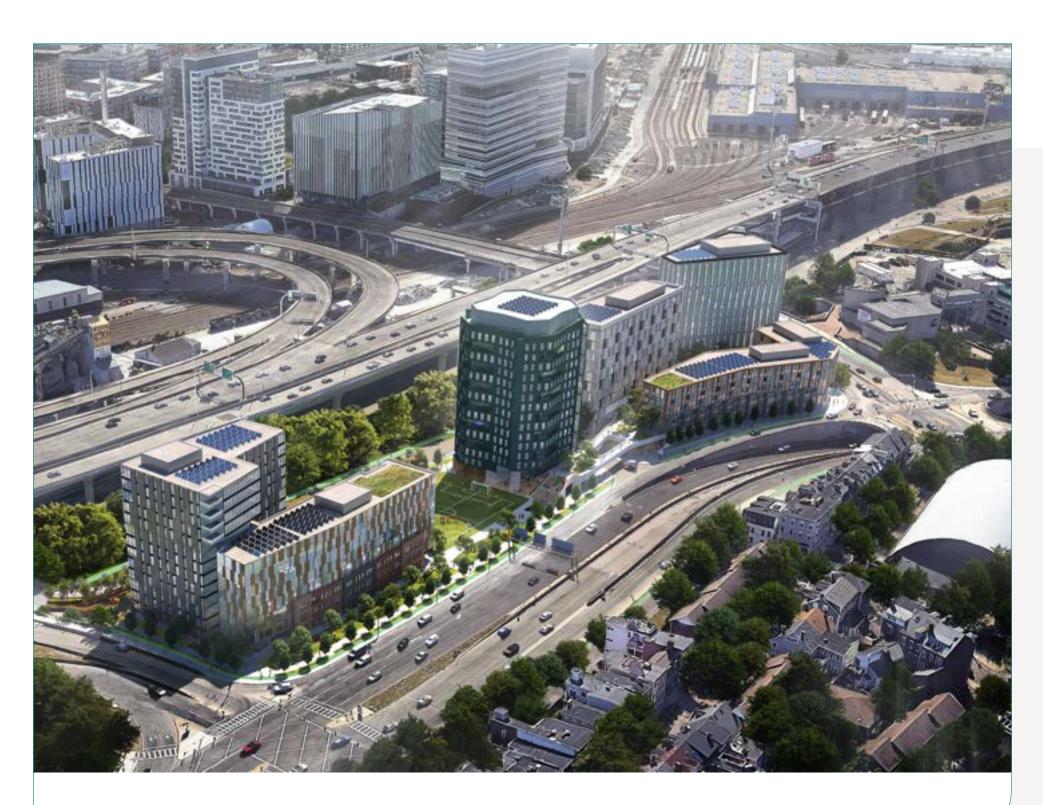
DESIGN

INTRODUCTION

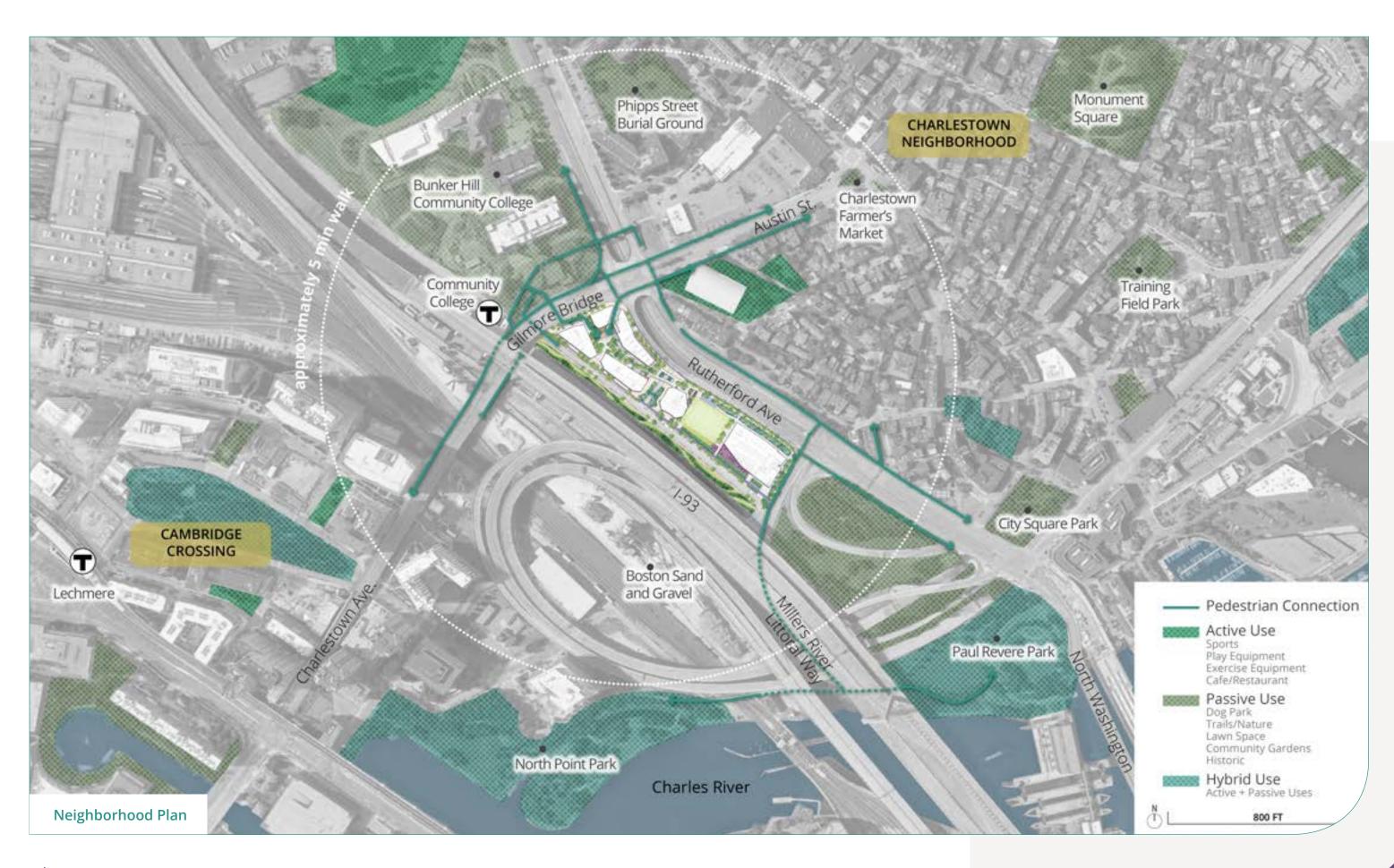
Ensemble Charlestown will be a transit-oriented development that will serve as a pedestrian-friendly gateway to Charlestown and a connecting link to neighborhood pedestrian and bicycle routes. With affordable housing and community cultural and recreation spaces, it will bring benefits and amenities to the larger Charlestown community. Thoughtful urban design will help connect and stitch this site back into its surroundings, overcoming the barriers and impacts of major transportation infrastructure.

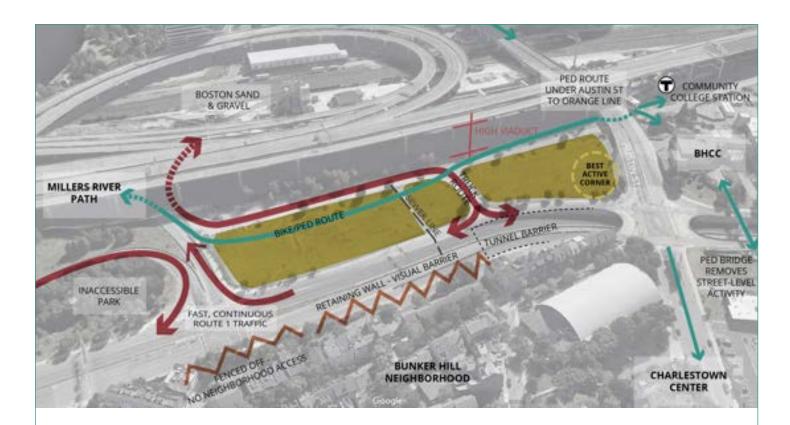
Buildings are unified by a common approach to the ground plane, with a necklace of tiered landscaped spaces connecting active ground-floor uses (retail, art, music, and community spaces) to form an inviting public realm. Building massing focuses taller heights to the rear of the site, closer to I-93, keeping the Rutherford Avenue frontage lower in scale to complement Charlestown's historic character, and blocking some of the highway and Rutherford Avenue noise and pollution from key, central pedestrian spaces. Buildings are modulated in massing and scale with setbacks and stepbacks, transparency is higher along street frontages, and orientations preserve porosity and views through the site. The buildings' design and material palette create an Ensemble of theme and variation.

Open spaces include a multi-purpose sports field, and quieter spaces for relaxation and people-watching. Plantings, including street trees and in-ground landscaping, provide phytoremediation to absorb particulate matter and chemicals from vehicle exhaust, protecting and cleansing ground-level spaces. Sports fields are located next to and visible from Rutherford, near the center of the site, equally convenient to access on foot from the south or north crossings proposed as part of the renovated Rutherford Avenue. The fields are framed by buildings with active uses and complementary features, including tiered seating walls and stairs that double as informal observation spots, sports-support uses such as restrooms and concession stands, and community-oriented music and art event spaces. With flexibility for various activities, the sports fields can be a multi-use space for festivals, performances, and other outdoor events.

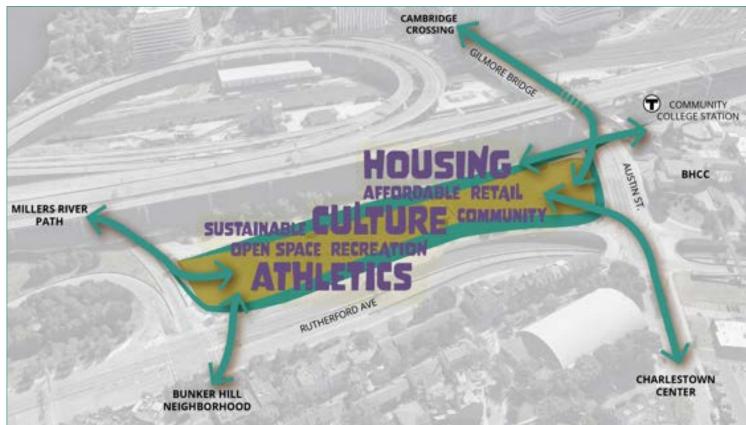


Birdseye view of the site, showing how the linear open space network draws pedestrians into the site, with the sports fields as a centerpiece





Ensemble Charlestown's design will mitigate the impacts of the surrounding heavy traffic and infrastructure obstructions. Publicly-accessible open spaces and sports fields, connected by extensive plantings, will greatly enhance the development and reduce the impacts of noise and pollution.



The design and uses will help to connect the site to the greater surroundings and invite Charlestown in to share in community spaces and activities.

The site will create an introduction to the Littoral Way bike/ped path along the Millers River, a connection point to North Point Park and into Boston.



SUMMARY OF PROJECT FEATURES

COMMUNITY AMENITIES AND THE PUBLIC REALM

Ensemble Charlestown has been thoughtfully conceived to improve connections to the Orange Line and the heart of Charlestown. The north end of the site transitions seamlessly to the sloping grade of the Gilmore bridge / Austin Street, with Buildings F and A framing a new western gateway into Charlestown. Active, inviting ground-floor uses in all buildings frame diverse, publicly-accessible spaces that benefit the residents of Charlestown. Community facilities are interwoven through the site, with exterior sports and exercise opportunities for physical health and varied arts and culture spaces. Artist live/create units, maker spaces, studios, and music rehearsal and performance spaces thread through the buildings, helping create active street frontages and complementing the network of linear open spaces. Locallyowned and minority-owned businesses will be a priority for the retail tenanting strategy, and arts and music spaces will include a range of sizes and affordability.

Austin Street at Rutherford Avenue is the "gateway corner" and offers the best opportunity to create an active retail frontage, extending the neighborhood retail experience from Main Street in Charlestown. A dramatic, prominent entry portico opens through **Building A** at this northeast corner and leads up, via a gentle grade of steps and ramps, into the central courtyard. This publicly-accessible space is lushly landscaped and enlivened with spillover exhibitions, workshops, and performance opportunities from adjoining artist live/create spaces. This linear courtyard forms the beginning of a public "ARTwalk" lined with visually-engaging cultural spaces. Triplex artist residences in Building A, with live/create space at the street level along Rutherford Avenue and flexible workshop / performance spaces opening onto the interior courtyard level, help activate building facades and create a sense of community.



Street view looking southwest towards the entry portico at Austin Street and Rutherford, showing the strong relationship to this important corner

ILLUSTRATIVE PLAN



Site design and amenities are intended to mitigate the impacts of the surrounding vehicular infrastructure and enhance the site's potential with green buffers, pedestrian-friendly streets, and a network of varied open spaces.

At the northwest corner (Gilmore Bridge and I-93), **Building F** includes a street level space that is envisioned to be programmed as a flexible community event space, providing activity and light where the rear service road passes under the bridge, leading to Bunker Hill Community College and the Community College T station. This Community Resource Space, together with the music and arts amenity areas, can also serve as a community cooling and warming space during times of need. A potential new atgrade crossing on Austin Street, coordinated with the traffic and intersection improvements, is proposed as part of the Rutherford Avenue renovation currently in design by BTD and MassDOT.

Additional arts and music spaces are provided in **Building E** at the rear of the courtyard. The courtyard linear open space extends over the existing commercial vehicle access road via an elevated pedestrian deck, removing the need to interact with truck traffic and tying the southern buildings and spaces more seamlessly to the north cluster.

The pedestrian deck transitions to street grade just southeast of **Building B**, located at the center of the development, with flexible tiered seating for spectators watching sports or other events on the new multi-purpose sports field. A public elevator provides full accessibility to all portions of the development site program. Building B includes a large space within the ground level, facing the sports fields, dedicated to music uses. A series of internal, soundproofed practice rooms, as well as glazed lobby / lounge areas and smaller performance spaces with roll-up or fold-away doors, will allow musical performances to spill out onto the fields during special events.

At the southern end of the site, **Buildings C and D** include more live/create units with stoops or front patios activating the linear park along Rutherford. On the podium level above the parking garage, a "family courtyard" provides a recreation space for families living in the generally-larger units design within Buildings C and D, and an appealing view down to the sports fields. Building C, along Rutherford, also includes complementary sports support spaces. A daycare center is planned within Building D, and a portion of the Chapter 91 lands at the rear of the southern block becomes a public playground.



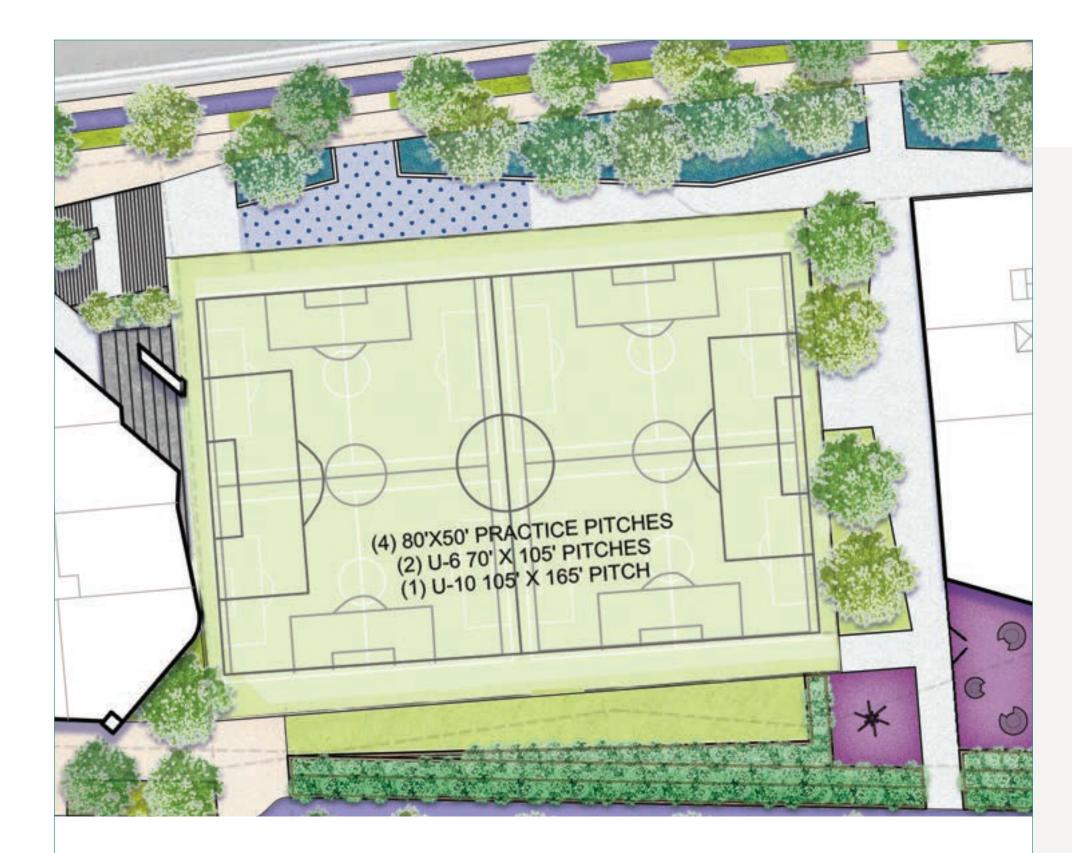
Sectional perspective showing how live/create units in Building A along Rutherford Avenue will create a townhouse-style massing that relates to Charlestown, while the rear podium level will include flexble spaces for music performance, makerspaces, and art studios

RECREATION & OPEN SPACES

Ensemble Charlestown features a network of public open spaces, both active sports fields and other landscaped and hardscape areas, that ties the site together and knits it back into the larger community context. At the center of the site, a large area is provided for athletic fields that can accommodate one (1) U-10 or four (4) U-6 soccer fields on a turf play surface. The central location places the fields at a reasonable walking distance from both the north and south pedestrian entry points to the site, at Austin Street and at the crosswalk at the south end of the site. Buildings frame the athletic fields, shielding them from heavy truck traffic and the Tobin Bridge ramp traffic. Ground-floor uses in surrounding buildings, coupled with inviting terraced staircases and seating areas, help make these sports fields into a wonderful community amenity that can also be used for festivals, concerts, and other activities.

A central, linear open space begins in the courtyard of the northern cluster and continues next to and south of the sports fields, where its location aligns with the utility easement and creates a shady oasis that draws pedestrians away from the noise of Rutherford and closer to the active, inviting building frontages. This linear open space links to a proposed new crossing of Rutherford Avenue aligned with Arrow and Lynde Streets, as part of the Rutherford Avenue redesign effort. At the south end of the site, the site leads to the Littoral Way, leading alongside the Millers River to North Point Park, the North Washington Street Bridge (currently being renovated), and the Gridley Locks Footpath into Boston.

The site will be lushly landscaped with trees and plantings that create a shady woodland-style environment. Much of the planting palette is geared towards providing phytoremediation benefits to cleanse airborne pollutants, as well as aesthetic and meditative benefits.



Ensemble Charlestown includes athletic fields with capacity for four (4) U6 practice pitches, two larger U6 pitches, or one (1) U10 pitch.

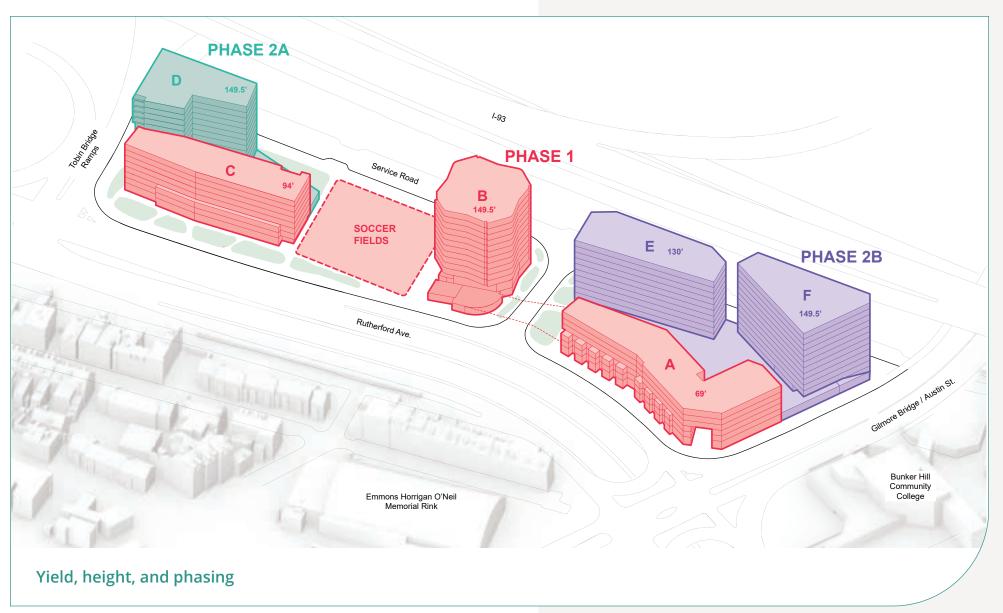
RESIDENTIAL YIELD, TENURE, & AFFORDABILITY

Ensemble Charlestown is proposed as 757 units of mixed income housing, including both rental and home ownership units, in six (6) buildings across the two parcels. The residential units range from 500 square foot studios to 1,200 square foot four (4) bedroom plus family units, with an average unit area of approximately 965 square feet. The proposed FAR is approximately 3.6.

The **Ensemble Charlestown** project creates the maximum opportunity for affordable housing at an appropriate depth of affordability, in conformance with the current MOH and DHCD guidelines. The proposed rental and ownership rates exceed the RFP minimum requirement of at least 60% of all units to be income restricted by proposing at least 65% of rental units and at least 80% of ownership units to be income-restricted, with a rental to-ownership split of 80% to 20%. In addition, 100 units, including the largest units with four bedrooms, will be reserved for Section 8 voucher holders. Market-rate and workforce housing units are also included.

YIELD	
Residential Units	757
Retail, SF	23,300
Arts, Music, SF	6,450
Civic / Community, SF	3,400
Sports Fields, SF	24,500
Bike Parking, spaces	765
Car Parking, Spaces	196
Car Parking Ratio	0.26
Total Site GSF	792,697
Site Area, SF	220,849
FAR	3.6





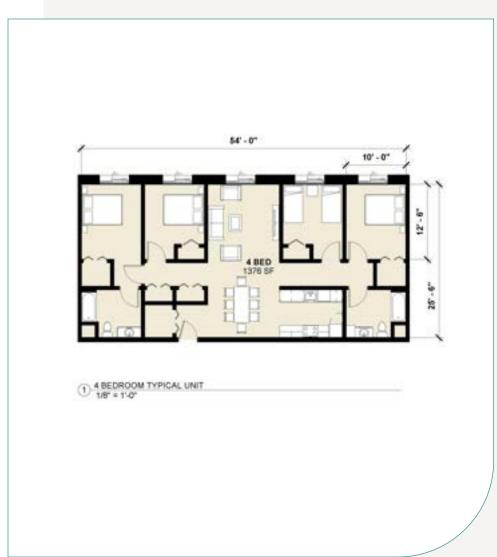
TYPICAL UNITS FLOOR PLANS







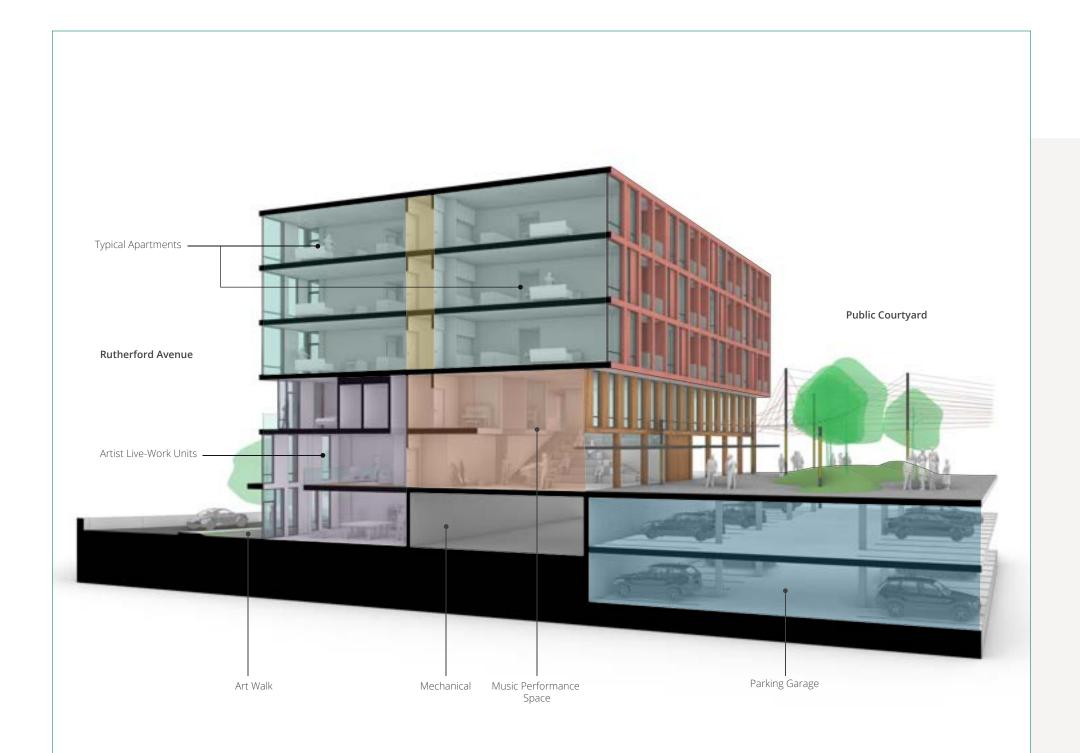




PARKING AND SITE GRADES

The development has proposed approximately 195 parking spaces, or a ratio of 0.26 spaces per unit. This ratio is approximately half of the current city parking policy recommendation in recognition of the adjacent public transportation options. The project also anticipates including Transportation Demand Management (TDM) strategies, regulation compliant indoor bicycle parking, and convenient connections to the surrounding bicycle path network, the MBTA Orange Line, and local MBTA bus routes, all of which will further reduce reliance on private automobiles.

The parking configuration takes advantage of the sloping grade of the site, withparking hidden behind active uses (duplex and triplex live/create units, residential lobbies and amenity areas, and music rehearsal and performance spaces) along Rutherford and other streets, and exposed at the lower, rear grades of the buildings. All residential parking is provided within two levels of parking under the podium at the north and south ends of the site. Building B at the center of the site has no parking, enabling its active uses to open directly onto the sports fields. All service, loading, and parking access is located on the west side of the development in order to eliminate any additional curb cuts along Rutherford Avenue. The project maintains the existing truck access road at the low point across the site, allowing building podiums and decks to provide a safe pedestrian path across the site.

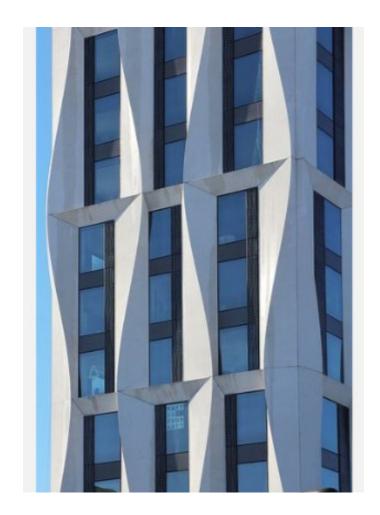


Sectional perspective of Building A, showing the artist live/work units along Rutherford Avenue on the left, and the parking garage on the right

BUILDING MASSING & ARCHITECTURAL STYLE

All six residential buildings are of moderate height, under 150 feet, with the taller buildings located along I-93 and closest to the Community College MBTA Station. Along Rutherford Avenue, lower-height buildings create a transition zone that relates to the scale and character of Charlestown to the east. The design of buildings throughout **Ensemble Charlestown** reflects a theme and variation approach, with certain design motifs and materials repeated across adjacent buildings to create a cohesive architectural style. Building massing and articulation is intended to preserve porosity and transparency through the site, maintain a human scale, and shape inviting ground-level facades.

Along the Rutherford / Gilmore lower floors, the sixstory massing of **Building A** is broken down into smaller components that better relate to the traditional rowhouse scale that predominates in Charlestown. The live/create units at street level along Rutherford Avenue are articulated as individual brick-clad "rowhouses" with bay projections. These units face a shared terrace area with tree plantings that buffer the units from the Rutherford traffic. These terraces can also double as exterior workspaces, shared social spaces where artists can connect with the community. Along the sloping Gilmore Bridge frontage, Building A includes a two-story base with planned retail spaces, reducing the apparent scale of the building and emphasizing the street experience as distinct from the residences above. Warm cladding materials, such as wood paneling, and colorful graphics and murals are planned to enliven this important linkage between the MBTA station and areas east.











Inspiration for Building A, E, and F

Building B is meant to stand tall within the middle of the site, surrounded by new landscape. The massing is made of four simple repetitive planes that contribute to an efficient point loaded tower. Secondary carving gestures provide movement within the massing, while also creating inset private outdoor terraces. Building B's architecture is meant to compliment the landscape approach. The building's green brick facade pays tribute to the new green plantings and trees, while the bronze detailing mimics the new wood and corten elements throughout the site. The primary detailing of the brick facade creates a framework which provides scale to the facade that can be seen at multiple vantage points, and creates added depth around the windows within the energy efficient envelope.

The facade of the lower-height **Building C** creates as an urban-scale frontage along Rutherford Avenue. Materials at lower, pedestrian-scale levels are primarily brick, echoing traditional stylings found along Harvard and Washington Streets; while upper levels have more contemporary, lighter interpretations that take cues from the historic color palette found on many traditional homes throughout the neighborhood. Sun shading devices break up the linear nature of the façade, while also helping to control glare and heat gain throughout the day. The amenity space on the corner creates visual permeability in the facade and helps to draw people into the site from across Rutherford Avenue.

Building D helps to screen the view of the 93 viaduct. Its design responds to the adjacent Cambridge Crossing neighborhood in both scale and materials. Its height and position relative to the rest of the site maintain views between Charlestown and Boston, and preserve a glimpse of the Zakim Bridge. Its parking garage is accessed from the west side of the building, keeping traffic away from major public spaces, and creating a garage-roof amenity courtyard and a vantage point to watch children's soccer and lacrosse games.





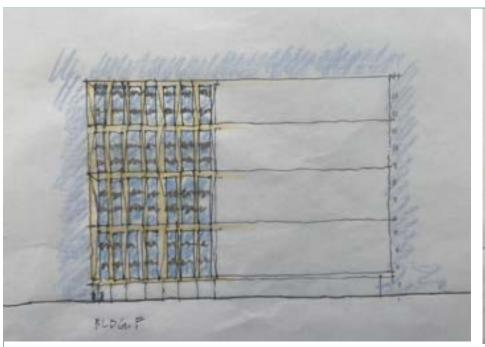
Building B character studies



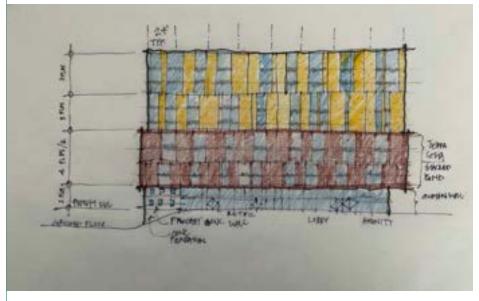


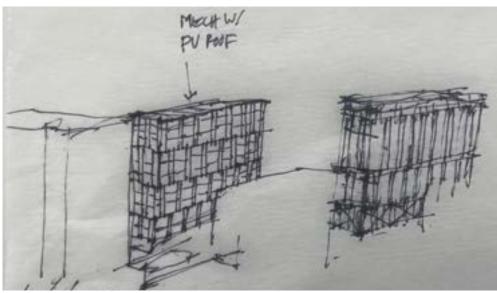
Building E also provides a scale transition from the elevated 93 highway. The building mass, with multi-story sliding façade panels, creates a visual and acoustic barrier to the new community spaces at the podium level. All building services face the service road to the west. Retail, lobby, and amenities spaces are at podium level, creating a pedestrian friendly agora for public gatherings and easy access to the community at large.

Building F mitigates the vertical disparity between the elevated highway and the pedestrian level community with three-story vertical window bays and waving vertical piers, providing a rigid building formality, but speaking to the curved geometry of the highway.









Character sketches for Buildings E and F

RESILIENCY & SUSTAINABILITY

Building design and site planning will achieve or exceed the City of Boston's sustainability and resiliency goals. **Ensemble Charlestown** will be an all-electric, passive house, LEED platinum development with a supplemental proposal to supply heating, cooling and domestic hot water to 65 percent of the residential capacity of the project through sustainable, onsite zero carbon energy generation utilizing a combination of geothermal wells and a pilot program heat recovery system connected to the adjacent MWRA sewer main. This energy generation proposal, along with more typical rooftop solar PV, will provide the highest level of day-one, zero carbon, renewable energy development of any large-scale housing project in the City of Boston and ensures a pathway to net zero carbon sustainability for the entire project by 2035. The details of this proposal for an ambient loop heating and cooling system are further defined later in the proposal, and result in a healthier development through overall reduction of carbon and elimination of fossil fuel burning gas emissions at the project site.

The project site is within the CFROD designated area and subject to coastal flooding in the 2070 condition without additional mitigation at the Charles River dam and locks. The project anticipates the larger discussion and planning regarding the Charles River to be addressed on a city / district level. Therefore, site materials and infrastructure will be focused on mitigating increased precipitation and stormwater flooding. Throughout the site, all residential and retail spaces, including all critical infrastructure, will be located at or above elevation +21.5 feet BCB, equivalent to +2 feet of freeboard above the SLR-BFE (sea level rise – base flood elevation) of 19.5 feet BCB. All other improvements will be at or above the SLR-DFE (sea level rise – design flood elevation) of 20.5 feet BCB.

A more detailed discussion of resiliency, sustainability, environmental justice, and related issues, including a LEED checklist, is provided in the **Sustainability Narrative** section of this **Design Submission**, further below.





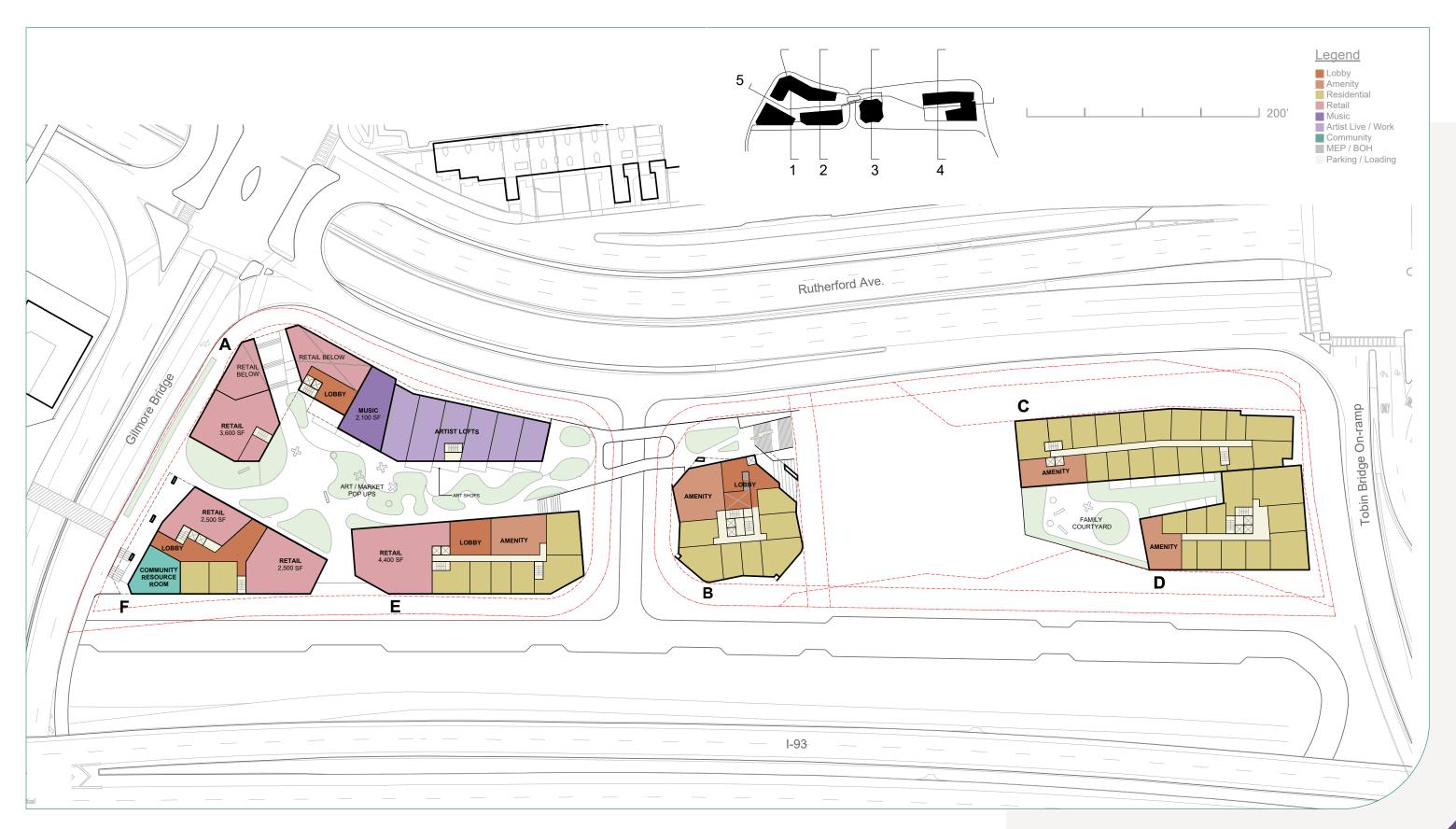
Ensemble Charlestown acknowledges the community's involvement in setting planning goals, and will excel in resiliency and sustainability measures to improve air quality, lessen flood risks, and address related concerns.



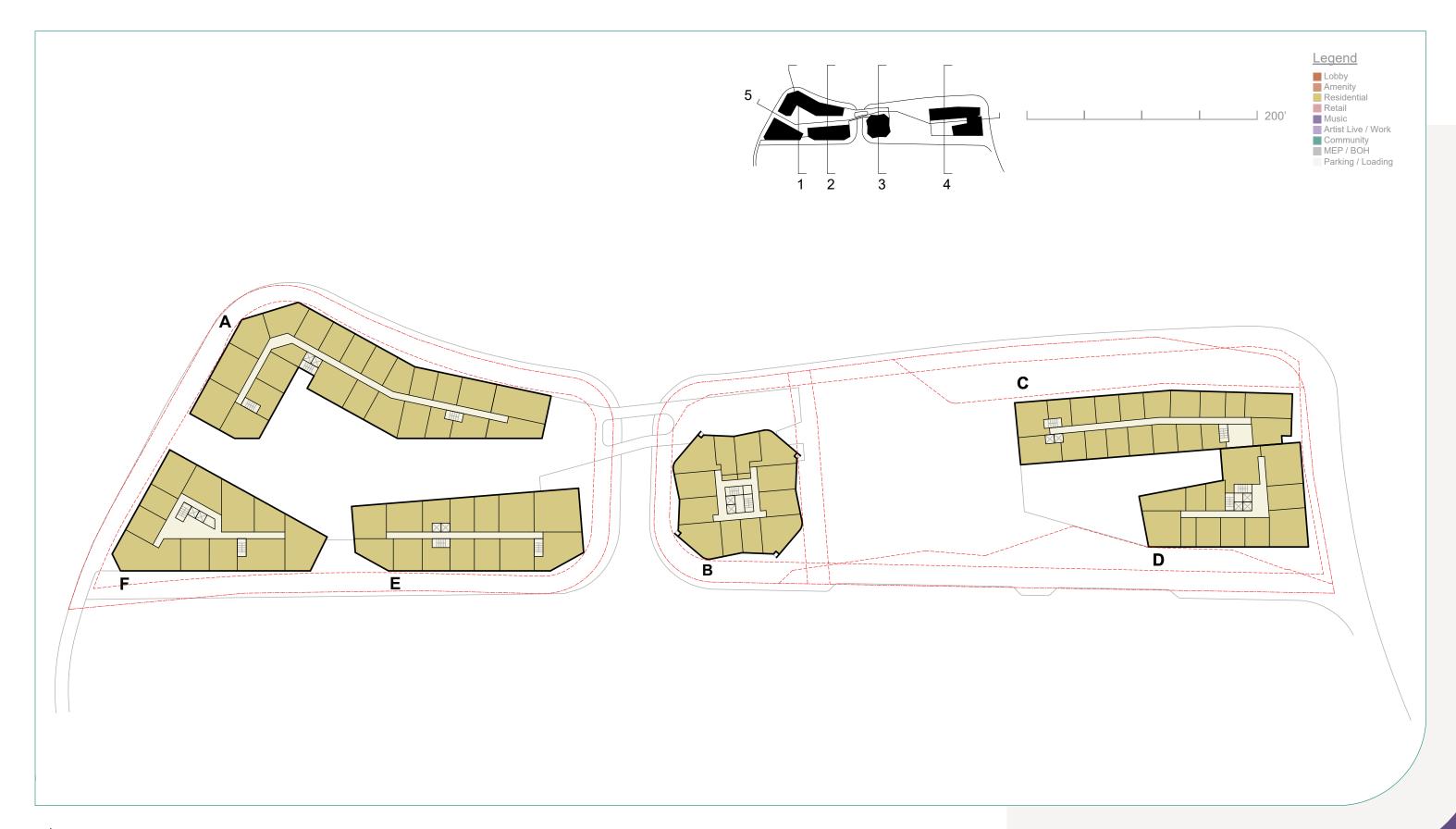
GROUND FLOOR PLAN



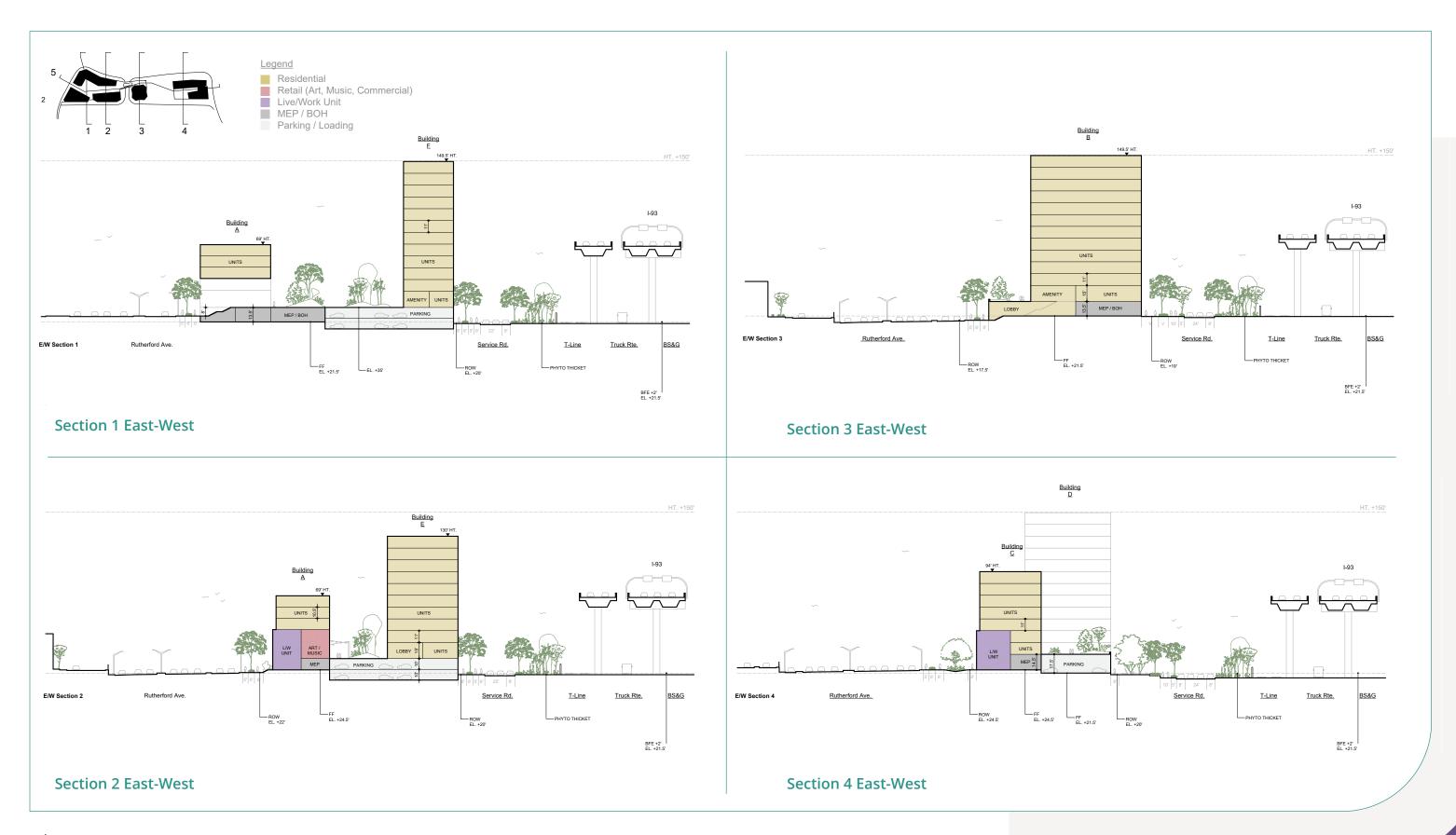
PODIUM FLOOR PLAN



TYPICAL UPPER FLOOR PLAN



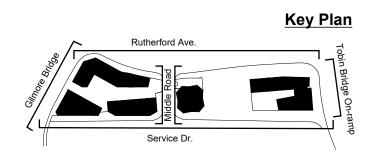
SITE SECTIONS EAST-WEST

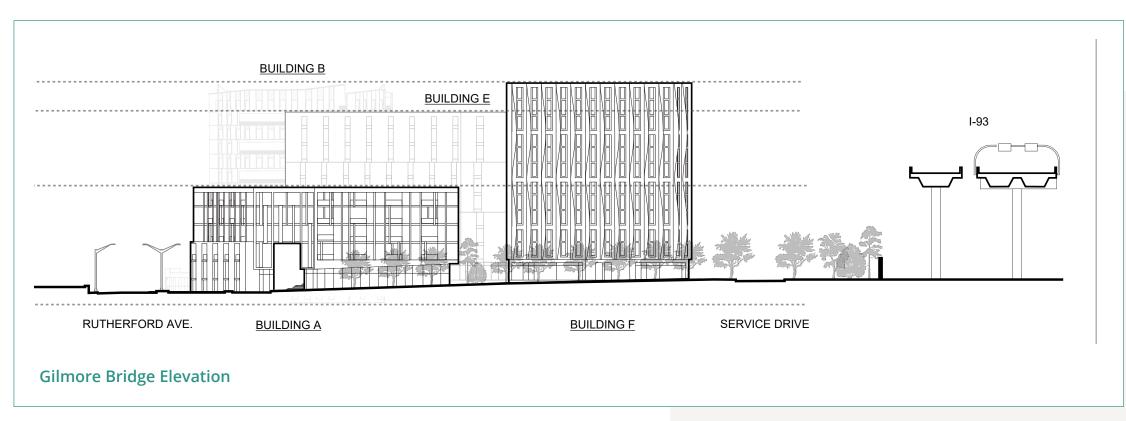


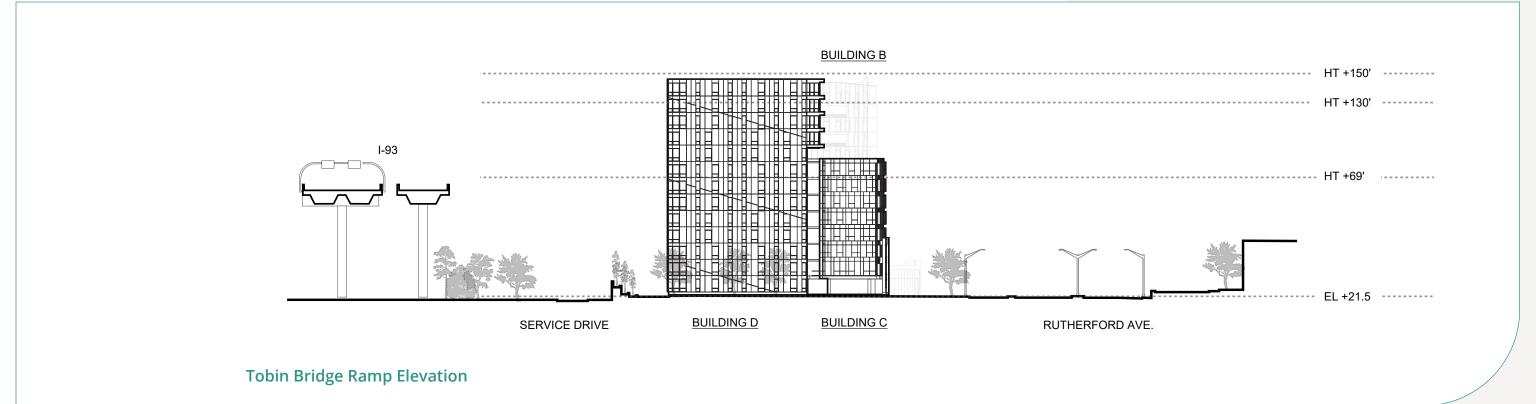
SITE SECTION NORTH-SOUTH



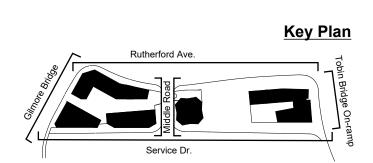
STREET ELEVATIONS - GILMORE BRIDGE AND TOBIN BRIDGE RAMPS

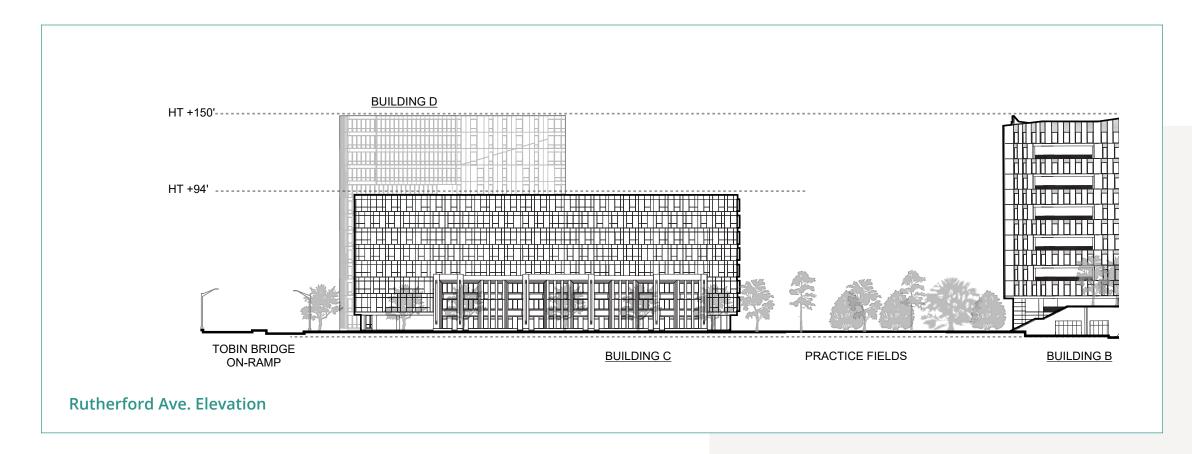


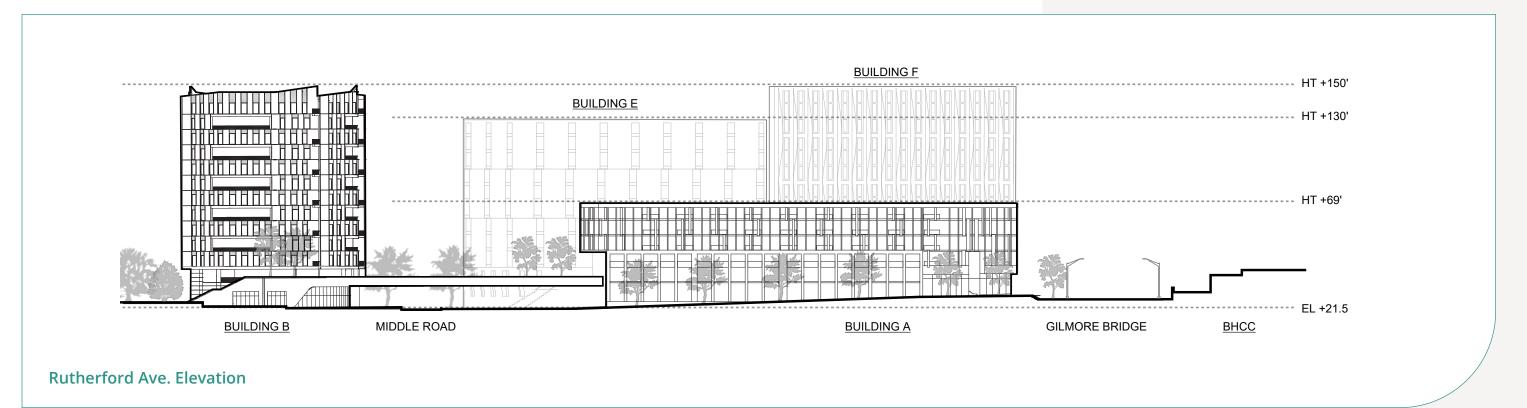




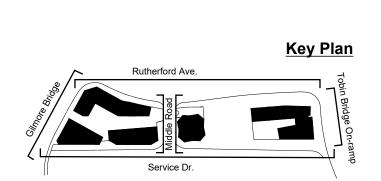
STREET ELEVATIONS - RUTHERFORD AVENUE

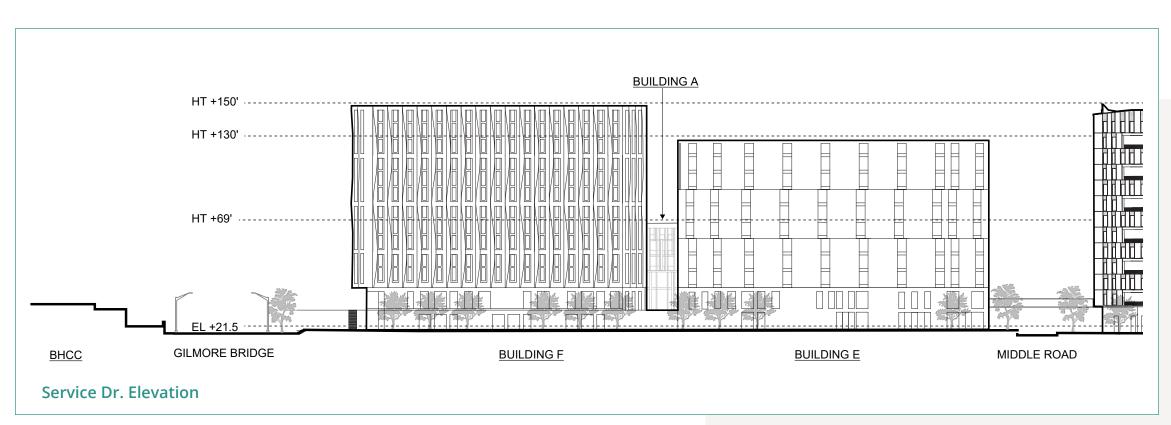


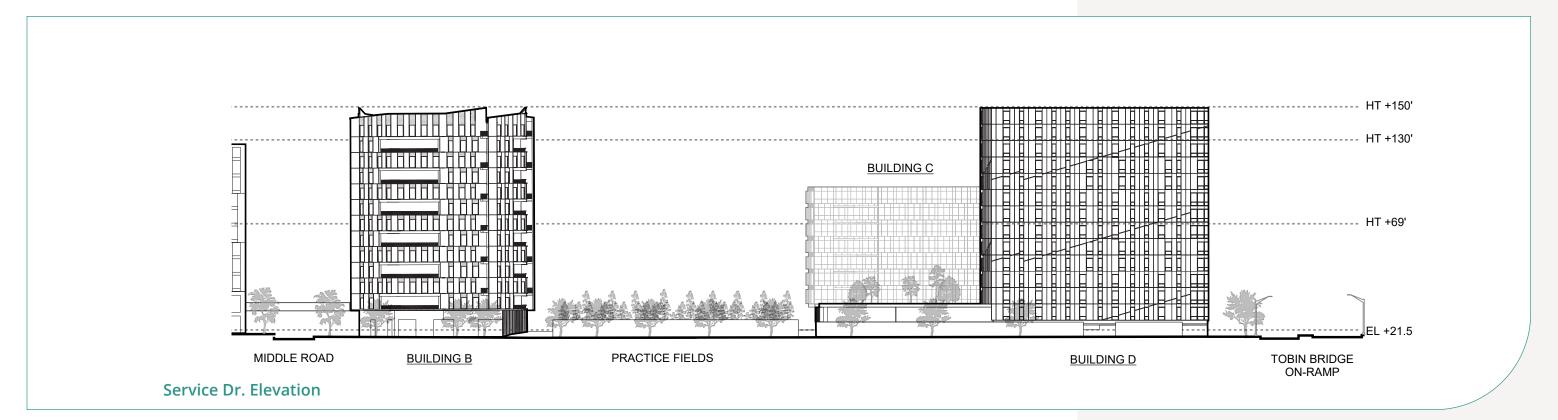




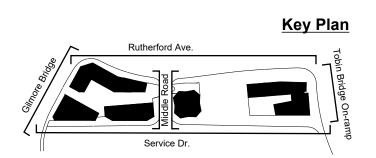
STREET ELEVATIONS - REAR SERVICE ROAD

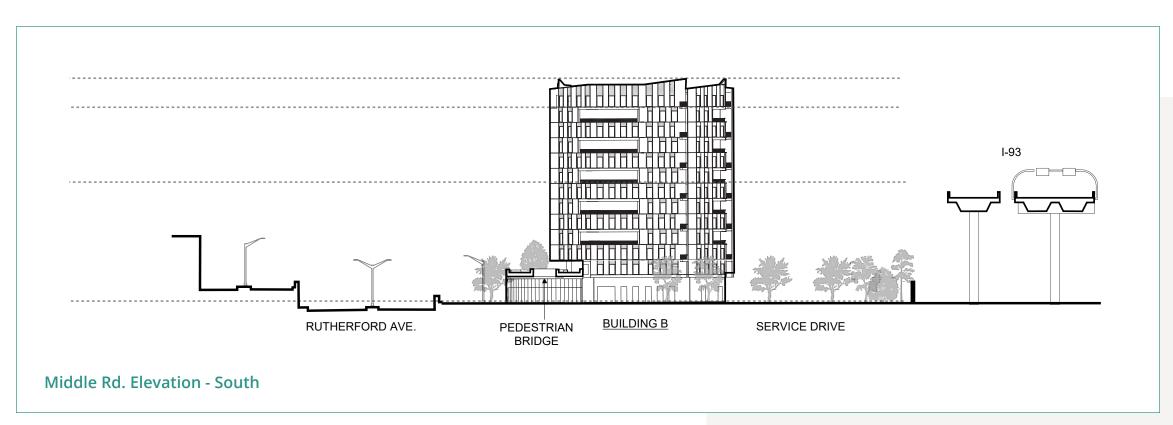


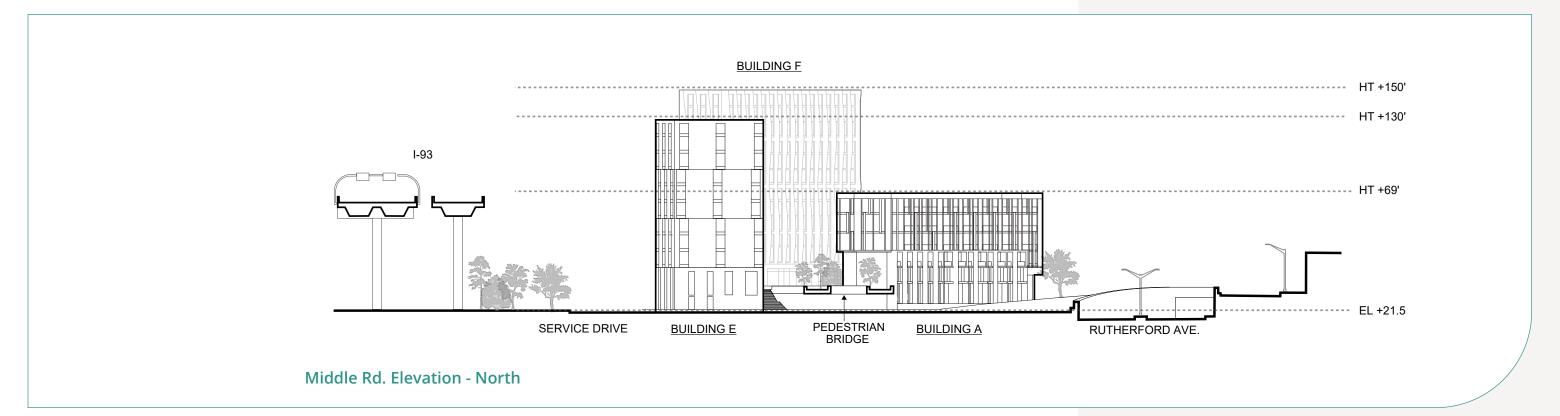




STREET ELEVATIONS - MIDDLE ACCESS ROAD







CONFORMANCE WITH PLAN: CHARLESTOWN & RFP GOALS

CONFORMANCE WITH PLAN: CHARLESTOWN			
THEME	SPECIFIC REQUIREMENT	PROJECT APPROACH	
Generous OS	Public open spaces, and sports practice fields	1.5 acres of OS, including 0.8 acres of sports fields	
Ped / bike connections	From Ruth Ave to North Bank Bridge, and from site to BHCC	Ped & bike connections will be enhanced along Rutherford and the rear service road.	
Public realm	Improve Austin / Rutherford intersection	A building at this corner will include a prominent entry portico and active uses	
Sidewalks, streets, public realm	Comply with Boston Complete Streets Guidelines	Yes, and project supports efforts by MassDOT to comply with Complete Streets for the rear service road.	
Retail spaces	Small-scale spaces, suited for local businesses	Yes, along Gilmore bridge and the northern section of Rutherford	
Creative spaces	Artist spaces	Yes, within north and south blocks	
Creative spaces	Music rehearsal space	Yes, particularly in Bldg B.	
Trees / Climate	Prioritize planting of trees	Extensive tree plantings, including phytoremediation	
Trees / Climate	High share of permeable land	Porous paving, raingardens, swales, and other measures will be used	
Parking	Minimize parking	A low 0.26 spaces/unit ratio is proposed	
Community spaces	Neighborhood amenities for Charlestown	Sports fields, plazas, parklets, music and art studio spaces, and performance areas.	
Ground floor activation	Including restaurants, retail, n'hood services, community spaces	Traditional retail focused along Gilmore Bridge and main corner	
Athletic uses	Suitable for soccer and lacrosse practices, four 90' x 90' fields	Yes, included	
Diverse retail	Range of retail sizes and affordability	Yes, included	
Dance studios	Ground or upper floors, and limiting sound transmission	Yes, on ground and podium level	
Maker spaces	Consider including	Possible within art studio live/create spaces and community/retail/flex spaces	
Green Corridors	Paths, sidewalks lined with OS	Yes, including through podium courtyards and along Rutherford.	
Public Art	Include any proposed public art in the budget, including resources to manage & maintain	The project budget includes \$25,000 for public art funding and maintenance.	
Cultural uses for the neighborhood	Including artist live/work, dance studios, music rehearsal and recording spaces, and makerspaces	Yes, all of these are included and the overall program will be refined through discussion with the community and city.	

CONFORMANCE WITH DESIGN GUIDELINES OF RFP				
SPECIFIC REQUIREMENT	PROJECT APPROACH			
MASSING, HEIGHT, ORIENTATION				
Place greater heights along I-93 and along Austin Street	Yes			
Provide variety of setbacks and building heights	Yes, heights range from 69' to 94' along Rutherford, to 149.5 feet at rear of site			
Modulate massing to reduce perceived bulk and provide light to the street and OS	Buildings will include bays, setbacks, stepbacks, and entry porticos			
Building separations should include ped streets and/or programmable OS	Courtyards between buildings are inviting pedestrian spaces and linear parks			
Be prepared to conduct wind tunnel analysis, especially at pedestrian level	Yes			
CONTEXTUAL ARCHITECTURAL DESIGN				
Maintain continuity of street wall	Buildings A and C long frontages provide active ground-floor spaces along Rutherford			
Mechanical equipment, vents, screens, caps not visible from public streets	Rooftop mechanical equipment will be screened; façade ventilation will be at rear where possible.			
OPEN SPACE / PUBLIC REALM				
Prefer larger, consolidated OS instead of several smaller spaces	A large, multi-use sports field is at the center, connected to surroundings by linear open spaces			
Provide four practice spaces, each 90' x 90'	Sports field allows for four U-6 or one U-10 practice field			
OS should complement other spaces within the neighborhood	OS forms a connecting necklace linking the existing ped xings at Rutherford			
Site OS considering sun, shadow, and adjacent uses	Buildings are sited to provide a mix of sun and shade on open spaces.			
Provide robust tree canopy along sidewalks and in OS	Yes			
Use innovative landscape design	Phytoremediation and planted thickets will create an innovative and unusual landscape			
Include temporary, permanent, and interactive public art	Murals, sculptures, and other public art			
Include a mix of distinctive street furniture and wider sidewalks	Building setbacks along Rutherford allow for generous and shady sidewalks and street furnishings.			
OS courtyard should be open to the public	Yes, north courtyard is publicly-accessible and transitions to at-grade linear OS at the center			
Plantings appropriate to the region, climate, all seasons	Yes			
Irrigate with stormwater or greywater	Yes			
Include rooftop gardens	Yes, rooftop gardens will be interspersed with rooftop solar panels			
ACCESS, CIRCULATION, CONNECTIVITY, AND CONTINUITY				
Encourage use of public transit	Yes, site plan strengthens connection to T			
Promote bike network connectivity	Yes, included & connect to surroundings			
Provide secure on-site storage for bikes	Bike storage at 1:1 unit ratio in all buildings.			
Provide well-lit exterior spaces for nighttime safety	Yes			
Minimize size of loading entries; screen and buffer facilities; access loading from side or rear	Yes, and all loading will be from rear service road.			
Aim for only one vehicle entry and curb cut per building	No additional curb cuts along Rutherford or other bounding streets will be needed.			
Buffer structured parking with other uses or place underground	Parking takes advantage of sloping grade, & is hidden behind active uses along bounding streets			
Prefer no off-street surface parking areas	No off-street parking is provided			
Comply with Electric Vehicle Readiness Policy	Yes			

MBTA COMMITMENT

AGENCY ENGAGEMENT AND PERMITTING

Massachusetts Bay Transportation Authority (MBTA)

The Onyx / DREAM design and construction teams have determined that the proposed **Ensemble Charlestown** project is likely to involve construction within the minimum dimension stipulated by the MBTA to require an MBTA Zone of Influence (ZOI) License. In order to perform the necessary construction activities along the MBTA property bordering the service road on the southwest border of the project, the team has anticipated applying for and complying with the requirements outlined by the MBTA for a ZOI license, as soon as the construction management plan and logistics narrative are completed. The team includes Construction Management firms and engineering consultants (Commodore Construction, Lee Kennedy Construction and VHB Engineers) who have extensive experience with filing for and properly and safely operating within construction zones covered by ZOI licenses from the MBTA. The team and construction contractors carry the necessary railroad and specialty insurance coverages required for a ZOI application and the **Ensemble Charlestown** development team is fully prepared to engage with the appropriate departments at the MBTA to ensure a timely issuance of the required licenses. Members of the team have completed this task on previous, similar projects and understand the requirements and timing associated with this agency process.

Additionally, the **Ensemble Charlestown** team is proposing additional engagement with the MBTA related to the open green space controlled by the MBTA adjacent to the west service road, but outside of the fenced and controlled MBTA operations area. This vegetated area immediately across the service road from the proposed **Ensemble Charlestown** buildings and fields represents a strong opportunity for vegetated phyto-remediation, noise and air pollution

remediation efforts. The Onyx / DREAM Austin LLC team anticipates engaging with the MBTA operations and real estate groups to explore opportunities for additional landscape, planting and green storm water management implementation on the underutilized space, at the proponents cost, to improve conditions along Service Road and increase some of the opportunities for sustainable and ecological intervention along this corridor, for the benefit of the Charlestown community and youth utilizing the proposed play fields.

Massachusetts Department of Transportation (MassDOT)

Ensemble Charlestown has identified several potential critical points of interaction and engagement with MassDOT, relative to the proposed project design. Based on the location of the site and its proximity to the Route 1 on ramp to the southeast and the Gilmore Bridge to the northwest, the Onyx / DREAM Austin LLC team has determined that MassDOT Access Permits will be required for the project effort. The team has experience working with MassDOT on projects of this nature and is fully prepared to engage with the operations and real estate groups to ensure proper coordination and permitting as required. Further, it is noted that the Gilmore Bridge is a state controlled structure and will require engagement with the MassDOT engineering group to allow for adjacent construction and "soft joint" connection to the bridge structure, similar to that completed by the nearby Cambridge Crossing development team. Howard Stein Hudson, Trademark Partners, and VHB have extensive experience working with MassDOT engineering, bridge division and real estate departments to coordinate the details of construction proximate to and / or connected to existing MassDOT structures.

As part of the project **Ensemble Charlestown** aspires to increase access to the Community College MBTA station on the north side of the Gilmore Bridge / Austin Street. The team recognizes that there are physical, transportation impact,

and structural considerations related to a potential new pedestrian and bike crossing, at the Gilmore Bridge level. However, the team believes that this is the right urban design and planning solution for increased access to this critical transportation infrastructre. The project team is therefore anticipating a conversation with MassDOT and the MBTA regarding accessibility across the Gilmore Bridge, with or without signalization, to understand the opportunities and challenges at the agency level, and potential costs and funding sources for public realm improvements at that location. The team recognizes the importance of the existing pedestrian connection underneath the Gilmore Bridge, and up to the station level and plaza at Bunker Hill Community College. The project proposes to enhance this connection experience as well, and will work with MassDOT and Bunker Hill Community College to determine the best opportunities for access improvements to the MBTA station.

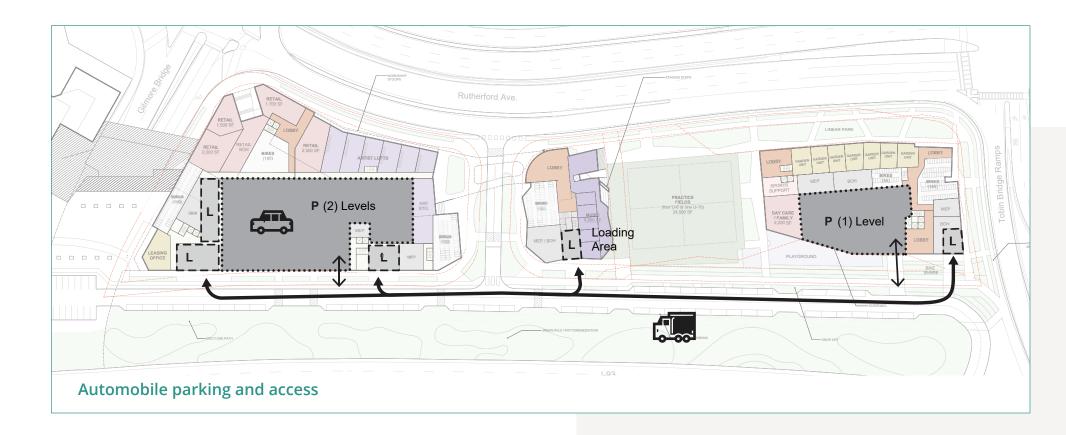


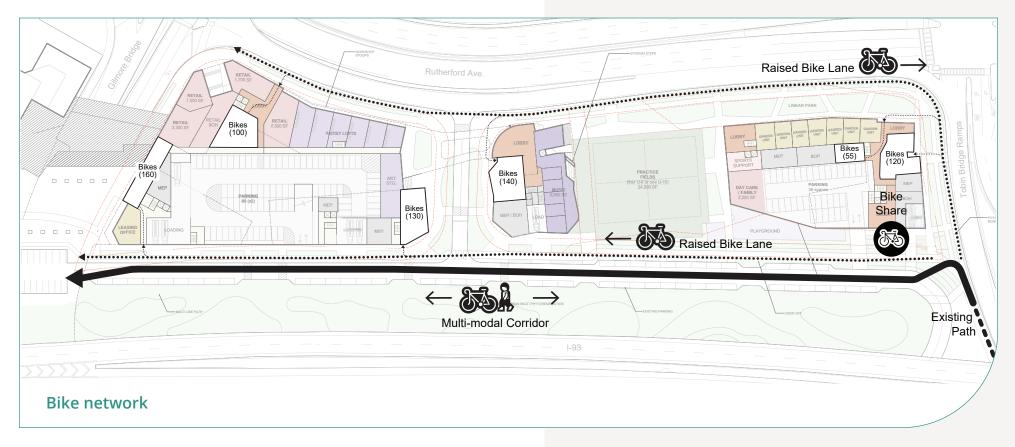
TRANSPORTATION

The Project team has conducted an evaluation of the transportation conditions of the area surrounding the Project site. As shown on the site plan, the orientation and layout of proposed Project maximizes the connections to both the existing transit service at the Community College Orange Line station and future bus stops as part of the new bus routes anticipated as per the Bus Network Redesign, and also to the community as a whole. Welcoming open space, with direct pedestrian paths from the Rutherford Avenue/Austin Street intersection allows for the connection of the site to the neighborhood. Once on the site, the open space on the northern end of the site bridging, literally, to the sports field on the southern portion of the site, will provide a pedestrian connection to all of the open space on site, without having to interact with the truck access route running east west through the middle of the site.

The site has also been designed to account for expected infrastructure improvement projects that are planned for the Rutherford Avenue corridor. The Rutherford Street edge of the site will not impede any of the planned improvements that have been made public at this time, while of course expecting continued coordination as those plans evolve and are further designed. The street circulation for the site allows for Boston Complete Streets throughout the site, including a Service Street along the western edge of the site that will provide access to parking and loading for the buildings. These services will be provided at a lower level than the northern portion of the site and west of all public realm on the southern portion of the site allowing for uninterrupted sidewalks throughout the site.

The Project anticipates meeting all BTD and BPDA transportation related guidelines. This includes bike parking and Blue Bikes funding per the Bike Parking Guidelines, the minimal parking ratios as described in the RFP, providing EV parking as per the Electric Vehicle Readiness Policy for New Developments, and implementing transportation demand management measures to meet the Transportation Demand Management Point System guidelines.





INFRASTRUCTURE

The **Ensemble Charlestown** team has reviewed the existing conditions at the Site, relative to existing utilities and infrastructure, as part of the preliminary site investigation and design efforts. The team is aware of the existing utilities, easements, Commonwealth of Massachusetts properties and access rights, the Boston Sand and Gravel expiring license for their weigh station, and the general existing infrastructure conditions at the Parcels. Specific to utilities, the project team has confirmed the following information and incorporated the appropriate assumptions, design and construction related factors into the RFP response.

Domestic and Fire Protection Water

Water service is available through BWSC water system to the north, south and west of the site. BWSC owns an 8-inch water main in Rutherford Avenue, a 16-inch water main in Austin Street/Gilmore Bridge and a 36-inch main in the service road between the site and I-93.

Storm Drainage

The project will be expected to meet BWSC and BPDA Smart Utilities Policy requirements to manage a minimum of 1.25-inches of rainfall prior to discharging to BWSC storm drainage. To accomplish this management, the Project will employ measures from a menu of stormwater management practices including de-paving, green roofs, low impact landscape measures (i.e. bioswales) and traditional stormwater treatment and recharge. These techniques will be refined as the site and building design progresses. All measures will seek to reduce stormwater flow rates and improve runoff water quality.

BWSC storm drain systems are available in Austin Street (18-inch), the service road bisecting the site (72-inch), and the service road between the site and I-93 (12-inch).

Sanitary Sewage

MWRA owns and operates a 29-inch by 37-inch sewer in the eastern site parcel and a 12-inch BWSC sewer connecting to the MWRA system also exists on the eastern site parcel. All components will connect to the on-site sanitary sewer infrastructure. Necessary approvals will be required from MWRA and BWSC prior to making any connections.

Electric and Telecommunications

Electricity is supplied to the neighborhood by Eversource. The Project will coordinate with Eversource as to new electric service to the sites. Similarly, the Project will work with Comcast and Verizon to procure telecommunications services.

City-provided survey information indicates both electrical and telecommunications infrastructure either on or adjacent to the site.

Based on the above information and the proposed project density and uses, **Ensemble Charlestown** is confident that the project will be comprehensively serviced with the needed utility and infrastructure systems and is well positioned to quickly engage with the appropriate agencies and providers to ensure the project timeline and capacity demand will be met.







ZONING ANALYSIS

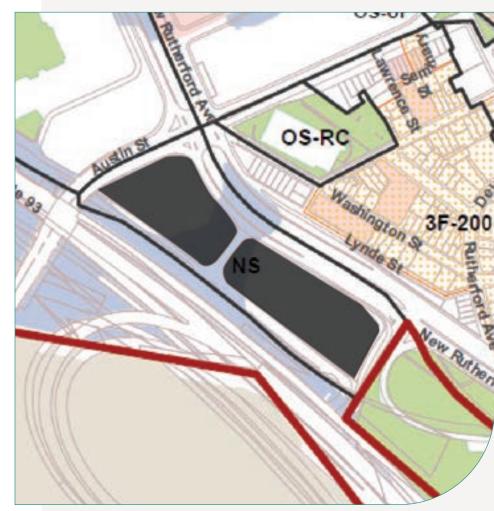
For zoning purposes, the Property is situated within the Neighborhood Shopping zoning sub-district as shown on Map 2E of the Boston Zoning Maps in the Charlestown District.

All proposals related to The Property are required to be in conformance with PLAN Charlestown, a neighborhood-wide planning initiative that intends to produce a framework to shape Charlestown's future, accommodating new, contextually appropriate growth along the Rutherford Avenue Corridor.

The **Ensemble Charlestown** development team anticipates working with the BPDA, City of Boston, and all city and state agencies to facilitate the discretionary permitting process. The minor modification of the existing Urban Renewal designation will call for project approvals as proposed and compliant with PLAN: Charlestown.



APPLICABLE REQUIREMENT	ARTICLE 62 NEIGHBORHOOD SHOPPING	PROPOSED PROJECT
USES	ALLOWED ALLOWED OR CONDITIONAL ALLOWED	Multifamily Residential, Retail, Restaurant, Music, Art & Cultural Spaces, Athletic and Recreational Open Space, Parking, Accessory and Ancillary Uses.
MAXIMUM FLOOR AREA RATIO (FAR)	2.5	3.63
MAXIMUM BUILDING HEIGHT	35′	150′
MINIMUM LOT SIZE	NONE	22,600 SF
MINIMUM USABLE OPEN SPACE- SF PER DWELLING UNIT	50 SF/DWU	110 SF/DWU
MINIMUM LOT WIDTH	NONE	NA
MINIMUM LOT FRONTAGE	NONE	NA
MINIMUM SIDE YARD	NONE	NA
MINIMUM REAR YARD	NONE	NA
FENCING, SCREENING & BUFFERING	ARTICLE 80 LARGE PROJECT REVIEW	ARTICLE 80 LARGE PROJECT REVIEW
OFF-STREET PARKING SPACES	ARTICLE 80 LARGE PROJECT REVIEW	196
OFF-STREET LOADING REQUIREMENTS	ARTICLE 80 LARGE PROJECT REVIEW	3
PARKING RATIO	ARTICLE 80 LARGE PROJECT REVIEW	0.26



LANDSCAPE PROGRAM

The landscape at **Ensemble Charlestown** provides an open space refuge for Charlestown residents who currently have the second-least amount of green space per capita of any of Boston's neighborhoods. Braided together to create a new landmark park with over 1.5 acres of new open space, five new landscape programs bring much-needed amenities to both the new residents and the existing Charlestown community.

Woodland Courtyard and Artwalk: A space for arts and culture marks the central courtyard of buildings A,F& E. Along the west-facing façade of building A, a new ARTwalk with overhead tensile structure allows the music and arts programs of the building to spill-out into the open space. A central plaza and stage provides a location for flexible performances and gathering. Mounded planters with shade-tolerant, native woodland plants define smaller spaces for more-intimate groups. The larger buildings to the west help block both air pollution particulate matter and highway sound from the inner courtyard.

Pedestrian Bridge & 'Stadium' Seating: The landscape bridges-over the truck service road, connecting the Woodland Courtyard and ARTwalk to a series of stairs that provide an amphitheater-like space and 'stadium' seating for the multi-use fields below.

Multi-Use Sports Fields: At the heart of Ensemble **Charlestown**, four U6 soccer practice fields are provided and double as a single U10 soccer field for the community. The fields not only provide a much-needed sports amenity, but a flexible space for pop-up larger community events such as festivals, movie nights and performances.

Moody Nolan architect, Kris Cochran (on the project's design team) has a deep background in sports architecture and was a designer and project architect for the newly opened Nashville Soccer Club. At the Austin Street Parcel, he offers creative ideas such as mini-pitches and tegball tables to bolster the

U-10 fields for more robust soccer programming. Mini-pitches come in sizes ranging from 50'X32' to 60'x120' and in a variety of sustainable surface types with customizable graphics, providing a secure, ADA accessible, and multi-functional space. Pitches can be lined for volleyball, pickleball and other uses to engage the broader community. All of these multi-use options will be explored when completing the final programming for the **Ensemble Charlestown** multi-use fields.







The Landscape braids and weaves the different areas of the site together.

Water Play, Adventure Hill Playground & Tot Lot:

Surrounding the multi-use field area, a water-play amenity within the paved area along Rutherford Ave helps mask noise while creating a post-game cool-off. Adventure Hill, to the south of the fields, provides a playground for siblings to have fun while sports are in session. The tilted Adventure Hill landscape both screens the parking for Buildings C&D while creating a one-of-a-kind hill for slides and adventure play. A small fenced in tot lot provides a destination for both the daycare users and smaller kids not-quite ready for Adventure Hill.

Stormwater Planters & Multi-use paths: Along Rutherford Ave and the north-side of Building C, stormwater is harvested and cleansed in a series of bioretention basins that irrigate a thick planting of street trees. This landscape intervention provides a much-needed greening of the Rutherford corridor and a 'Green Gateway' to the Charlestown neighborhood. The stormwater planters also continue along the east-west service entry road, which is the low point of the site. Currently, the adjacent Millers River is impacted with severe sediment and nutrient pollution. The site's stormwater sediment impacts will be greatly reduced with the introduction of these bioretention basins. Inspired by native shorelines, the new salt-tolerant plant communities will target sediment, nitrogen and phosphorus removal from stormwater entering the Millers River.

Multi-use paths are provided throughout the site and perimeter winding together the various program elements.



A turtle rests on a shopping cart in the sediment impacted Miller's River, adjacent to the site.







Mini pitch fields could enhance multi-functional soccer field opportunities if desired by the community.

AIR QUALITY REMEDIATION & ECOLOGICAL CONNECTIVITY

skyGROVE

What makes **Ensemble Charlestown** a landmark open space for the entire city of Boston? The skyGROVE.

Particulate matter generated from interstate 93 is captured in a phytoremediation planted buffer in the air, supported by sheet piling on either side. The elevated landscape is positioned along the west-side of the community fields and playgrounds.

The skyGROVE Is a pollution-purging plant community that was trialed at Hood Park, just down the street along the edge of the elevated highway corridor. Offshoots, the team's landscape architect, specializes nationally in the subject of phytoremediation and created the initial installation at 6 Stack, helping to buffer air pollution particulate matter from the elevated highway. The plantings, including Populus tremuloides, Morella pensylvanica and Juniperus virginiana are shown in peer-reviewed studies to capture particulate matter more than other species.

These native plants are also well-adapted to high winds, saltspray, dry soils and will provide a pollinator resource and seedsource to help recolonize the city with native plants.

skyGROVE is a phytoremediation air-pollution buffer model for resilient cities battling climate change and invasive plant communities. skyGROVE will become a memorable place-making moment for Charlestown; a working urban hedgerow that provide wildlife benefit and filters air pollution for the city.

PHYTOthicket

Along the west-side of the service road, along the train corridor, we propose to work with the MBTA to potentially provide a PHYTOthicket. Comprised of deep-rooted Populus spp., native Salix spp. and other water-seeking shrubs, the plants will both contribute to air pollution mitigation AND

intercept and cleanse shallow groundwater that is likely aflowing through the ground-plane impacted by previous industrial uses. These fast-growing native species double as air-pollution and groundwater pollution phytoremediators, buffering the neighborhood from potential contaminant exposure while providing a wildlife habitat corridor. Onyx/ DREAM has had an initial positive conversation with the MBTA about potential landscape improvements along the unsecured portion of their property.

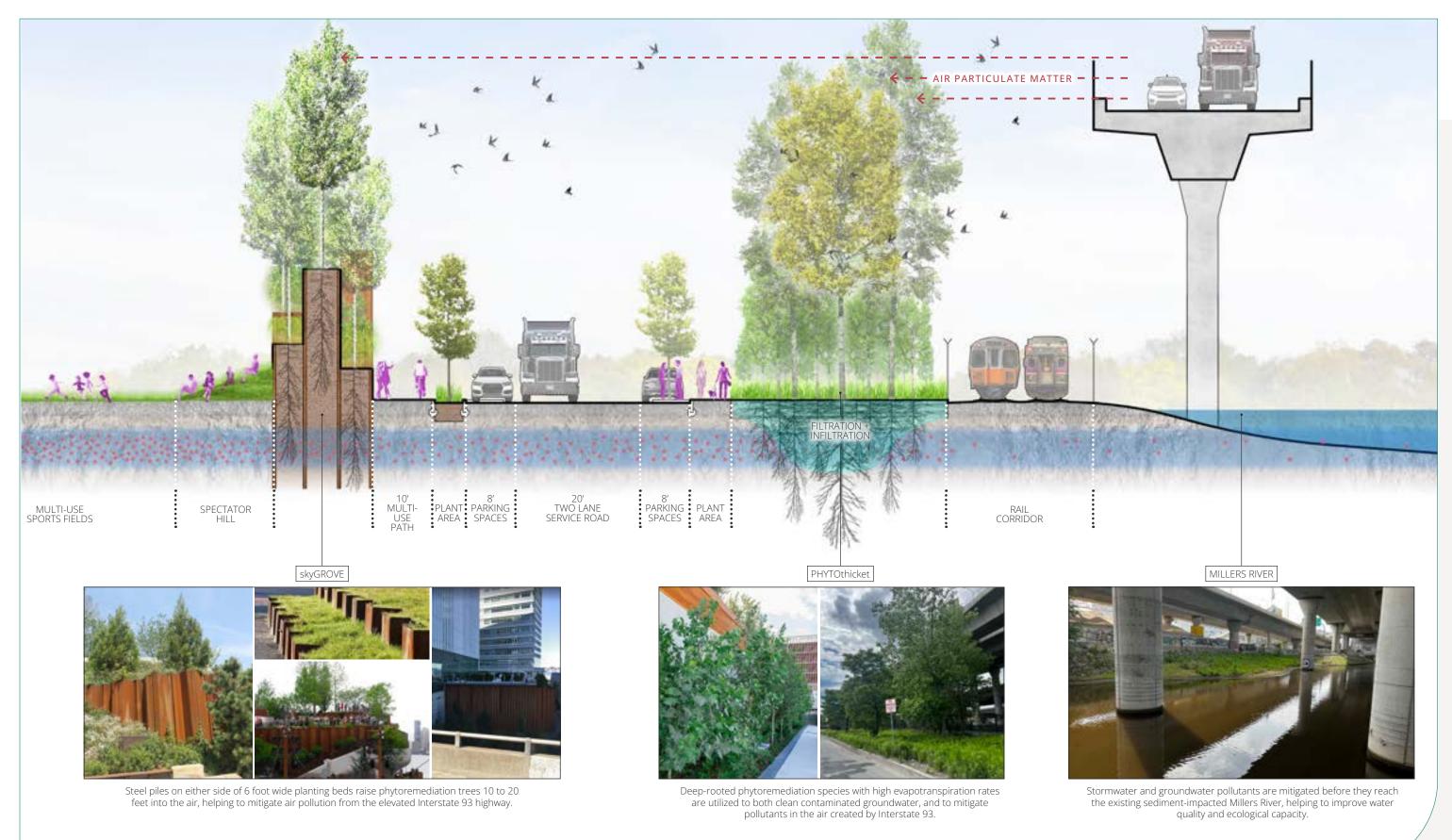
Resiliency

Special consideration will be given to landscape material selection to reduce the project's carbon footprint. Irrigation will be provided for plant establishment, and harvested roof runoff will be utilized for irrigation where possible. The key design driver for the plantings will be 'ecological management not maintenance'; the native plant communities that will be planted are intended to evolve over time, to move and contribute to the native seed bank on and off site. The project provides a new urban forest for the city, helping to alleviate urban heatisland effect and provide much-needed urban habitat for species moving along the eastern flyway.

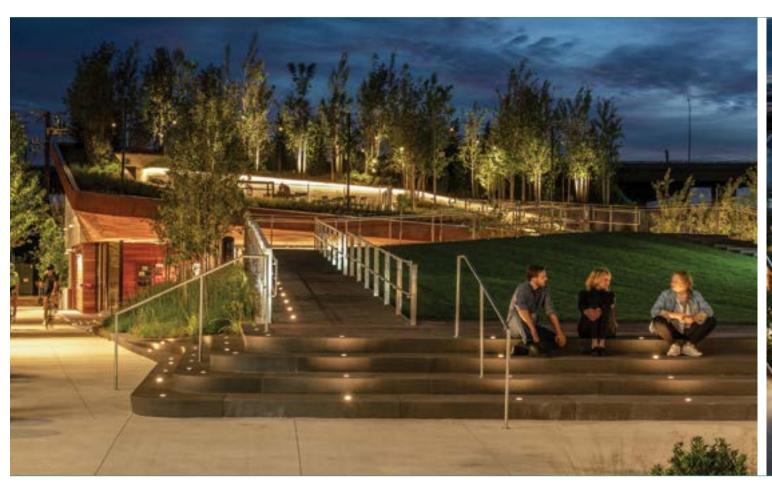
Ensemble Charlestown's pollution and heat-purging adaptive landscape is an innovative new community amenity and model for resiliency in a wet and warming city.







Sheet piling elevates groves of native pollution-purging trees to combat air pollution generated from interstate 93 and the train corridor to the west.





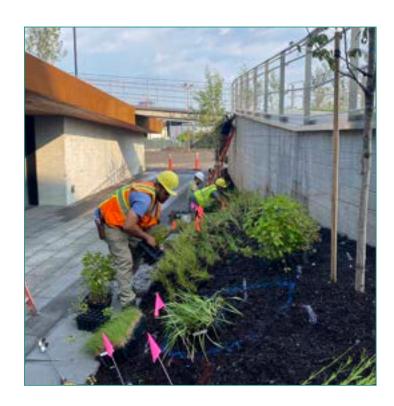
At Hood Bike Park (6 Stack Street, Charlestown) Offshoots created a model phytobuffer to visually screen the elevated highway and buffer the open space from air pollution.



At Hood Bike Park (6 Stack Street, Charlestown) the native plantings are designed to spread seeds and repopulate the urban seed bank.



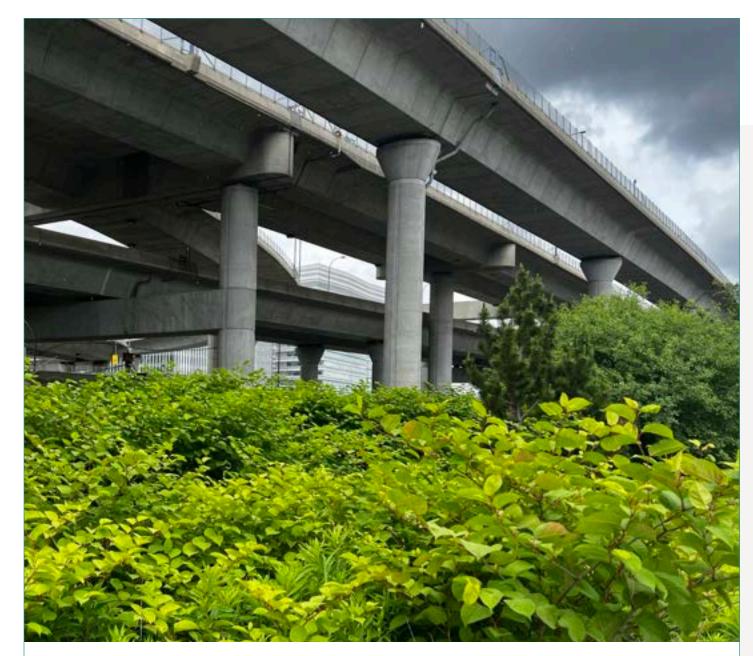








Construction and plantings installation at Hood Bike Park

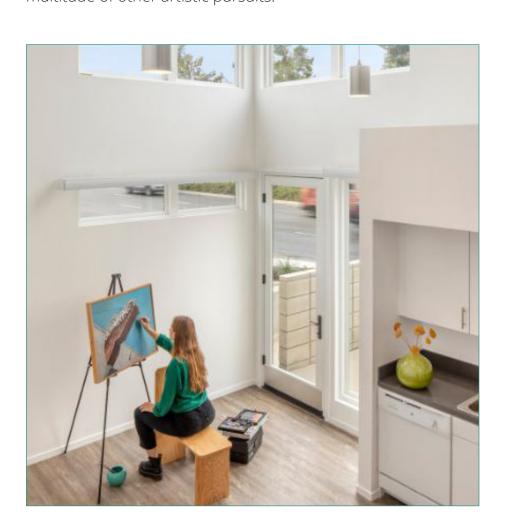


Along the MBTA train corridor, west of the service road, existing invasive spontaneous urban plants colonize the edges of the marginalized lands. PHYTOthicket will remove the invasive plants and supplement any of the existing native species with productive phytoremediation native plant species that spread just as aggressively. This performative landscape is designed to spread all along the marginalized corridor under the highway and along the rail corridor and replenish the urban seed bank with native, phytoremediation species, mitigating air and groundwater pollution, and creating ecological connectivity, habitat and shade.

ART AND MUSIC DESIGN INTEGRATION

ARTS & CULTURE - MUSIC PROGRAMMING NARRATIVE

Ensemble Charlestown will engage, empower and enliven the community of Charlestown through music. Like a composition, the design of the neighborhood introduces different sounds, textures, layers and experiences throughout the two city blocks. This immersion into a musical landscape aims to identify Charlestown as a cultural hub within the city of Boston where music, art, and the surrounding community thrive in harmony. **Ensemble Charlestown** will set the stage for live events, recording studios, gallery exhibits and maker spaces, offering the residents of the immediate and surrounding neighborhoods opportunity to explore music as well as a multitude of other artistic pursuits.

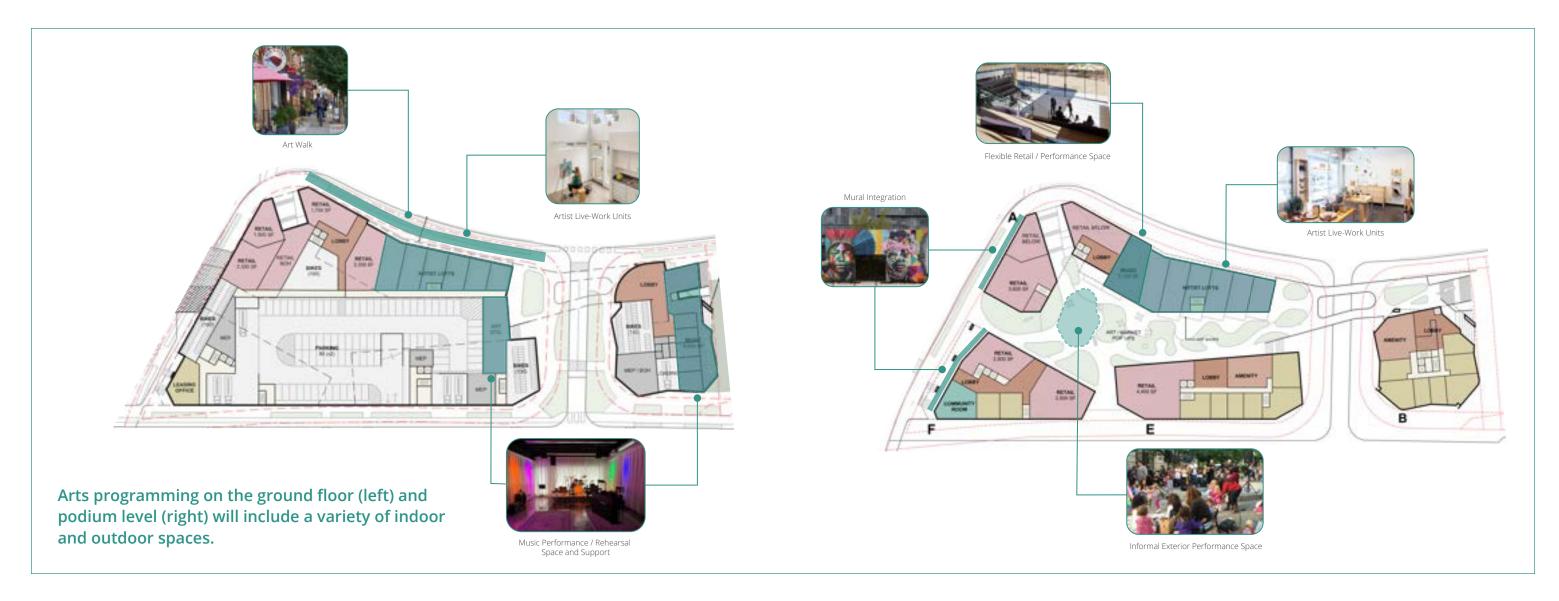


Examples of Art and Music spaces









It is critical that the public are encouraged to take part in the space as a whole, that nothing feels 'off-limits' or hidden away solely for resident use. Therefore, the design of the public area spaces are kept open and engaging, with undulating **shapes and welcoming textures** that are visually an invitation to interact. The Art Walk will be dotted with moments of public art, whether in a rotating capacity or in permanent installations, offering moments for the public to build their own relationships with the artwork and to experience it both inside & outside of the buildings.

We envision large-scale wall murals in several locations, including at Building A's entry portico, on the east side of Building F facing the central courtyard, and along Building B facing the sports fields and Rutherford Avnue, extending along the pedestrian deck over the center access road. In addition, visually-appealing sculptural elements will invite people to physically connect with them as they would a musical instrument. Subjects of these public art pieces will explore themes surrounding music - how it binds us to one another, how it soothes in times of chaos, how it lifts both sole individuals and entire cultures. All pieces will be coordinated with the Mayor's Office of Arts & Culture and the Boston Art Commission to ensure proper planning, community support and the city's vision for public art.

Our design calls for both **indoor auditorium and outdoor** amphitheater spaces which will be suitable for a vast array

of cultural events: music rehearsals and performances, poetry, dance, fashion shows, film screenings, lectures, and theater. In the absence of performance, this type of seating also doubles as community space for locals to gather to share a meal, to work, and to socialize.

Inside the public amphitheater section, we have an additional opportunity for a large scale public art moment that is highly visible year round due to the glass garage door feature connecting the theater to the exterior courtyard.

The community has expressed an urgent need for **musical** rehearsal and recording spaces. Our design will provide both broader public access to performance and rehearsal space, along with smaller and more intimate areas in which musicians

and artists can create, iterate, record and perform. Recording studio spaces will connect audience and artist by utilizing windows throughout the spaces. Walking by the studio, one will be able to view a musician at work, although windows will be outfitted with privacy screens for those who wish for more privacy.

In addition to the arts and cultural spaces within **Ensemble Charlestown**, we have dedicated space for a **daycare**, another critical community need. This space will have direct outdoor access with a central playground. While Trademark will not be operating the daycare, we envision that the setting would carry through the concept for **Ensemble** as a whole, creating an enriching arts-driven environment for children.



Artist, music, and other cultural uses at the ground and podium levels will contribute to the vitality of the public realm at Austin Street.







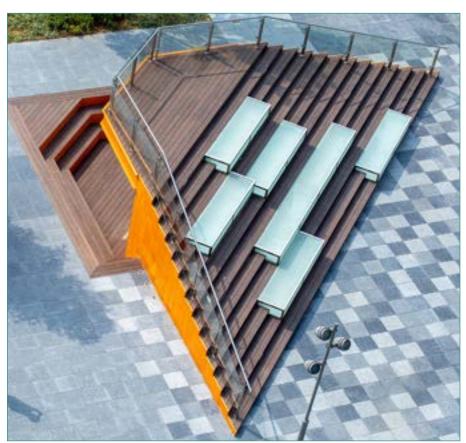
OUTDOOR AMPHITHEATER

Ensemble Charlestown will include outdoor performance and gathering spaces for use by the public for both performance purposes as well as throughout everyday life.











PUBLIC ART OPPORTUNITIES

Ensemble Charlestown will include areas and opportunities for public art in the form of murals & sculptures exploring the impact of music on people and communities..













PUBLIC AUDITORIUM SPACE

The public auditorium space will be a stage for musical performance, poetry, fashion, film, theater and special events.













INTERIOR PERFORMANCE SPACES

Public art opportunities will be integrated with acoustical considerations within interior performance spaces.













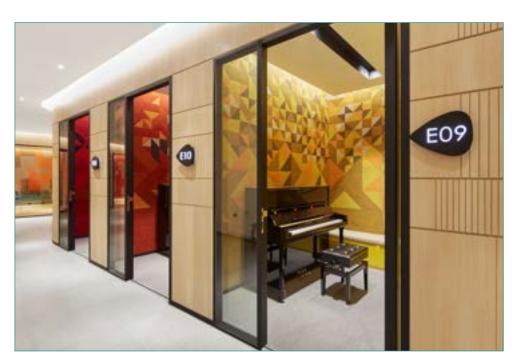


REHEARSAL SPACES & RECORDING STUDIOS

Rehearsal spaces and recording studios will include windowed areas so that passersby and the public can connect with and observe the musicians at work.











DAYCARE CONCEPTS

Ensemble Charlestown proposes a daycare center in the southern block with colorful and interactive play areas. The daycare center's location will benefit from the proposed adjacent playground.

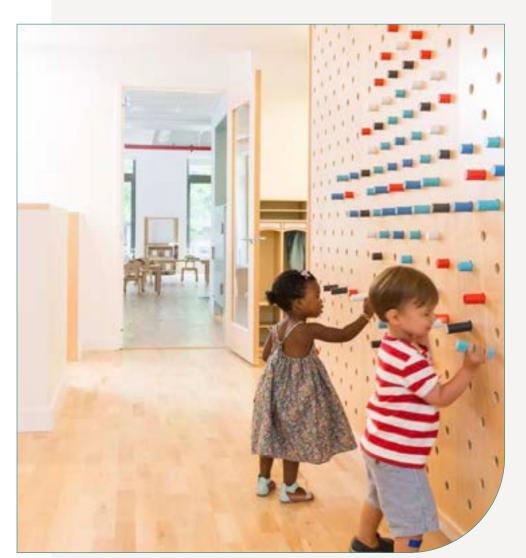












SUSTAINABILITY

ONYX/DREAM: ENVIRONMENTAL JUSTICE

COMMITMENT TO ENVIRONMENTAL JUSTICE

Ensemble Charlestown aspires to achieve the highest levels of sustainability, resiliency and environmental quality performance of any major mixed-use development in the City of Boston, over the next 10 years. All aspects of the project design have been filtered through the dual lenses of sustainability and resiliency to ensure an environmentally progressive target for design, construction and operation. The goal is to emphatically prove that affordable housing can be developed, financed and operated with the highest levels of sustainable, resilient, carbon neutral and on-site renewable energy factors incorporated into the concepts. The buildings and site will be healthy for the residents and visitors, they will use less energy and reduce the negative environmental impacts on the neighborhood, and include renewable energy generation as a pilot program, through geothermal and sewer heat recovery systems, in a way that ensures long term, minimal environmental impacts.

The **Ensemble Charlestown** project will also address some of the current environmental justice issues affecting the neighborhood and the City of Boston. These issues include heat island impacts, air pollution from the elevated highway(s) surrounding the site, noise and light pollution from commercial developments west of I-93, potential soil contamination at the site, and limited access to safe recreation and green spaces in the community. The **Ensemble Charlestown** project team has extensive experience designing, constructing and operating developments that address and respond to these environmental concerns as part of an overall strategy for sustainable and resilient development.

The project team includes environmental testing, analysis and remediation experts from Haley Aldrich and VHB. Onyx/ DREAM commits to pre-development air quality testing on site, commencing within 60 days of tentative designation, as

well as continuous air quality monitoring through the permitting and construction phases, with data provided quarterly to the BPDA and Charlestown community through a public portal. Further, as noted in the RFP, Ensemble Charlestown will incorporate quality, low cost air quality measuring devices into the permanent indoor and outdoor spaces and provide a real time dash board on site, and remotely accessed through the **Ensemble Charlestown** website, reporting current conditions and air quality measures to ensure accurate, current data for residents and visitors anticipating visiting the site and play fields

The following section(s) speak to the specific goals and commitments on the part of the Onyx/ DREAM group's proposed **Ensemble** Charlestown project.



The current Austin Parcel site is impervious, heat soaking asphalt, with few trees or shade cover, located in the shadow of the I-93 highway and bordered on four sides by heavy commercial transportation routes of 4 and 6 lanes. The site is a commuter lot for BHCC, encouraging single occupant vehicle access rather than use of the adjacent Orange Line Community College Station.

ONYX/DREAM: SUSTAINABILITY

COMMITMENT TO THE HIGHEST LEVELS OF SUSTAINABILITY

The **Ensemble Charlestown** project is designed and will be constructed to be an all-electric, Passive House Certified, LEED v4 for BD+C New Construction, Platinum Level, Multi-Family development with 70% on-site, renewable, zero carbon energy generation. Following is the preliminary LEED Checklist prepared for the project, and a summary of key sustainability features



LEED v4 for BD+C: New Construction and Major Renovation

Project Checklist

Y	?+	?-	N			
1				Credit	Integrative Process	1
Υ	?+	?-	N			
11	1	4	0	Locat	tion and Transportation	16
				Credit	LEED for Neighborhood Development Location	16
1				Credit	Sensitive Land Protection	1
1		1		Credit	High Priority Site	2
4	1			Credit	Surrounding Density and Diverse Uses	5
2		3		Credit	Access to Quality Transit (LEED v4.1)	5
1				Credit	Bicycle Facilities (LEED v4.1)	1
1				Credit	Reduced Parking Footprint	1
1				Credit	Electric Vehicles (LEED v4.1)	1

10	0	0	0	Susta	inable Sites	10
Υ				Prereq	Construction Activity Pollution Prevention	Required
1				Credit	Site Assessment	1
2				Credit	Site Development - Protect or Restore Habitat (LEED v4.1)	2
1				Credit	Open Space (LEED v4.1)	1
3				Credit	Rainwater Management (LEED v4.1)	3
2				Credit	Heat Island Reduction	2
1				Credit	Light Pollution Reduction	1
Υ	?+	?-	N	-		
6	1	0	4	Water	Efficiency	11

6	1	0	4	Water	Efficiency	11
Υ				Prereq	Outdoor Water Use Reduction	Required
Υ			Prereq		Indoor Water Use Reduction	Required
Υ				Prereq	Building-Level Water Metering	Required
1	1			Credit	Outdoor Water Use Reduction	2
4			2	Credit	Indoor Water Use Reduction	6
			2	Credit	Cooling Tower Water Use	2
1				Credit	Water Metering	1
Υ	?+	?-	N	-		
24	2	2	-	Enorg	y and Atmosphore	22

Υ	?+	?-	N			
24	3	3	5	Energ	gy and Atmosphere	33
Υ				Prereq	Fundamental Commissioning and Verification	Required
Υ				Prereq	Minimum Energy Performance	Required
Υ	Prereq		Prereq	Building-Level Energy Metering	Required	
Υ	Prereq Fundame			Prereq	Fundamental Refrigerant Management	Required
5		1		Credit	Enhanced Commissioning	6
14	2	2		Credit	Optimize Energy Performance	18
			1	Credit	Advanced Energy Metering	1
			2	Credit	Demand Response	2
2	1		2	Credit	Renewable Energy Production	3
1				Credit	Enhanced Refrigerant Management	1
2				Credit	Green Power and Carbon Offsets	2

Project Name: Austin St RFP Date: 6/20/2023

Υ	?+	?-	N			
7	2	2	2	Mater	rials and Resources	13
Υ				Prereq	Storage and Collection of Recyclables	Required
Υ				Prereq	Construction and Demolition Waste Management Planning	Required
1	1	1	2	Credit	Building Life-Cycle Impact Reduction (LEED v4.1)	5
1	1			Credit	Environmental Product Declarations (LEED v4.1)	2
1		1		Credit	Sourcing of Raw Materials (LEED v4.1)	2
2				Credit	Material Ingredients (LEED v4.1)	2
2				Credit	Construction and Demolition Waste Management	2
$\overline{}$	2+	~	N	-		

12	2	0	2	Indoor	Environmental Quality	16
Υ				Prereq	Minimum Indoor Air Quality Performance	Required
Y				Prereq	Environmental Tobacco Smoke Control	Required
2				Credit	Enhanced Indoor Air Quality Strategies	2
3				Credit	Low-Emitting Materials	3
1				Credit	Construction Indoor Air Quality Management Plan	1
			2	Credit	Indoor Air Quality Assessment	2
1				Credit	Thermal Comfort	1
1	1			Credit	Interior Lighting (LEED v4.1)	2
2	1			Credit	Daylight	3
1				Credit	Quality Views	1
1				Credit	Acoustic Performance	1

6	0	0	0	Innovatio	n	6
1				Credit In	novation: Green Building Education	1
1				Credit Pi	lot: Affordable Housing	1
1				Credit Ex	xemplary Performance: EPDs	1
1				Credit In	novation: LEED O+M Starter Kit or other IN	1
1				Credit In	novation: Purchasing - Lamps	1
1				Credit LE	EED Accredited Professional	1

4	0	0	0	Region	egional Priority			
1				Credit	Regional Priority: High Priority Site/ Indoor Water Use	1		
1				Credit	Regional Priority: Rainwater Management	1		
1				Credit	Regional Priority: Building Life-cycle Impact Reduction	1		
1				Credit	Regional Priority: Optimize Energy Performance/ Renewable Energy	1		

81 9 9 13 TOTALS	Possible Points: 110
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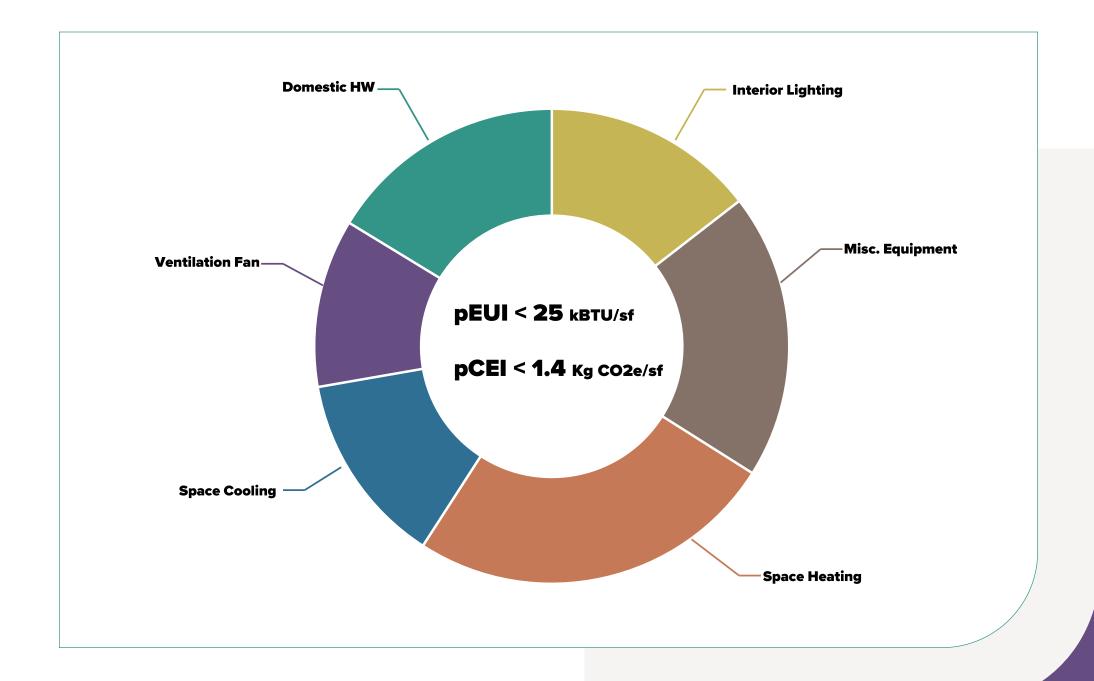
Certified: 40 to 49 points, Silver: 50 to 59 points, Gold: 60 to 79 points, Platinum: 80 to 110

ENERGY, CARBON, AND SUSTAINABILITY GOALS

The proponent is committed to the development of highperformance buildings and will implement several energy conservations measures to reduce the buildings' operational carbon footprint and dependence on fossil fuel. The design team will incorporate enhanced sustainability features, including an emphasize on reduction in the building operational and embodied carbon, increase in connectivity by providing access to the public transportation and bike storage, reduction in indoor, outdoor, and process water use, and improvements in the occupants' health and wellbeing by increasing the amount of fresh air supplied to the occupied spaces and utilizing low-emitting materials.

- Passive House and LEED Platinum: All proposed buildings will utilize all-electric heating, cooling, and DHW systems and will be designed and constructed to Passive House Standards All buildings are expected to be designed and constructed to not only meet the Mayor's Office of Housing (MOH) Zero Emissions Buildings requirements but also achieve Passive House and LEED Platinum certifications.
- **Carbon Neutrality:** In alignment with the City of Boston carbon neutrality goals and Opt-In Specialized Energy Code, the building envelope will be designed and constructed to Passive House standards to reduce space heating and cooling demands and high-efficiency HVAC system with central energy recovery ventilators will further reduce the building energy consumption and GHG emissions. All residential buildings will target aspiring Energy Use Intensity (pEUI) and Carbon Emissions Intensity (CEI) goals and will achieve 50% carbon neutrality on day one and the tenants and occupants will be encouraged to opt-up to Boston Community Choice 100 for 100% carbon neutrality.
- **Renewable Energy and Incentives:** The buildings and site will use less energy and reduce the negative environmental impacts on the neighborhood, and include renewable energy generation as a pilot program, through geothermal and sewer heat recovery systems, in a way that ensure long term, minimal environmental impacts. On-site Solar Photovoltaic array will be provided to offset a portion of

- annual energy consumption of buildings. All residential buildings will participate in the Mass Save Passive House Incentives program which offers incentives for pre- and post-construction activities associated with design and construction of Passive House projects.
- **Embodied Carbon:** A whole Building Life Cycle Assessment will be performed for building enclosure and structure, with potentially including interior finishes, to address the GHG emissions associated with new building construction in addition to addressing the operational GHG emissions.
- **Biophilic Design** principles with an emphasis on connection to nature through access to green public spaces, access to daylight and quality views, and use of natural materials, as well as connection to place through several design features reflecting history and cultural importance of Charlestown are implemented in the design of buildings and site.
- **Health and Wellbeing:** Dedicated outdoor air systems with high efficiency filtration will provide outdoor air to all residential units and common areas. Utilizing low-emitting materials with prioritization of Red List Free materials will further improve the indoor air quality.



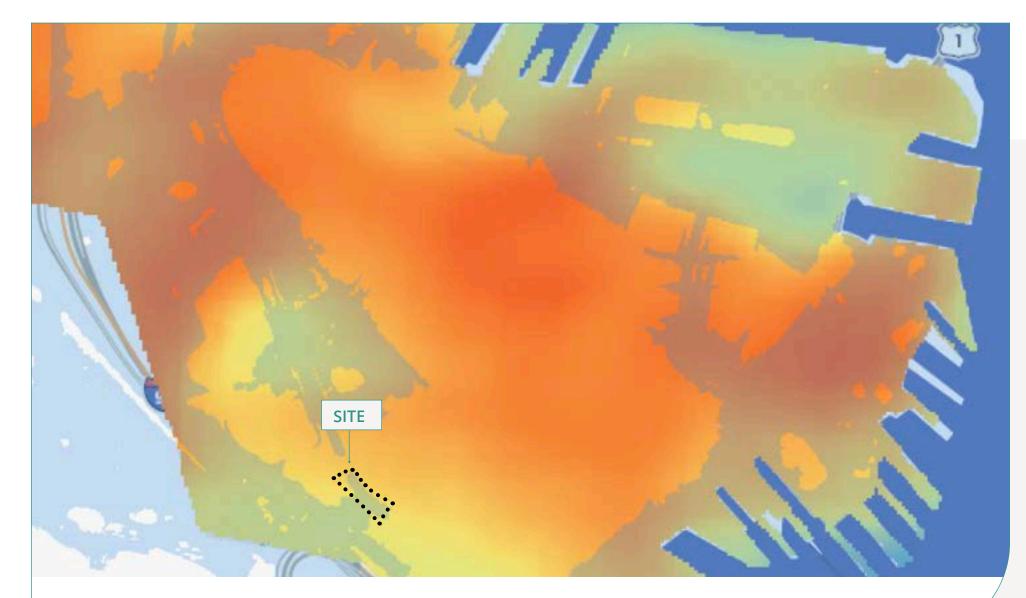
Greenhouse Gas Reduction: In alignment with the City of Boston's carbon neutrality goals and following the recently adopted Specialized Opt-In Code, all buildings will utilize electric heating, cooling, and HW systems and will pursue Passive House certification, with meticulous attention to detail and cutting-edge technologies. To address operational emissions, project will eliminate reliance on fossil fuel for space heating and service water heating and will implement energy efficient design and construction strategies, including optimizing building envelope performance and airtightness, significant reduction in thermal bridging, employing high efficiency heating and cooling systems and central ventilation system with high-efficiency energy recovery wheel. Incorporating on-site Solar Photovoltaic array and district geothermal and wastewater heat recovery system will further reduce the project operational GHG emissions to the point that at least 50% carbon neutrality can be achieved on day one.

In terms of embodied carbon, the focus will be on reducing the GG emissions associated with construction materials as well as construction process. The **Ensemble Charlestown** is designed for adoptability and longevity to reduce the need for frequent renovation and demolitions, minimizing waste and emissions. A Whole Building Life Cycle Analysis will be performed by the sustainability consultant, in collaboration with the architectural and structural teams, to inform design in early stages.

Higher Temperature & Heat Events: The **Ensemble Charlestown** will employ the following strategies to reduce heat exposure and heat retention and to create a more comfortable environment:

• High-performance building envelope: The building envelope will be designed and constructed to meet the requirements of Passive House standards which helps to minimize heat transfer between the interior and exterior of the building. This prevents excessive heat gain in summer and heat loss in winter, leading to not only a more comfortable indoor environment but also reduced energy consumption.

- Reduced Window-to-Wall ratio and optimum SHGC: The window to wall ratio and window placement will be optimized to provide adequate daylight and quality views of nature while minimizing heat transfer and glare.
- Mechanical and natural ventilation: Proper ventilation and airflow management are crucial for reducing heat retention. All residential units will be mechanically ventilated by central energy recovery ventilators to ensure access to filtered fresh air while minimizing heat loss or gain; they will also be equipped with operable windows to take advantage of cross ventilation when weather permits.
- Combination of Green roof, high-albedo roof membrane, and roof mounted solar PV array: more than 2/3 of the available roof area will be allocated to green roofs and solar photovoltaic arrays, which absorb and dissipate heat and create a cooler microclimate around the building.
- Increased landscape area and tree canopies: More than 40% of the open space at the site level is allocated to green spaces, including landscaping and tree canopies. Vegetation creates a cooler microclimate around the building, reduces the heat island effect, and decreases the negative health impacts associated with heat exposure.



Daytime Air Temperature (3PM) CRB Heat Resilience Study for Charlestown

More Intense Precipitation: The Ensemble Charlestown will employ several measures from a menu of stormwater management practices including de-paving, green roofs, low impact landscape measures, Le, bioswales, and traditional stormwater treatment and recharge. Some of these measures are summarized as follows:

- Where possible, permeable pavers and materials will be used for sidewalks and hardscape areas to allow rainwater to infiltrate into the ground rather than runoff.
- Project will utilize green roofs to not only reduce the heat island effect but also slow down stormwater runoff. reduce peak flow rates, and improve water quality by filtering pollutants.
- Bioswales will be created to capture and treat stormwater and remove pollutants before it enters the drainage system.
- Detention and Retention basins will be used to capture and temporarily store stormwater runoff, allowing for controlled release.

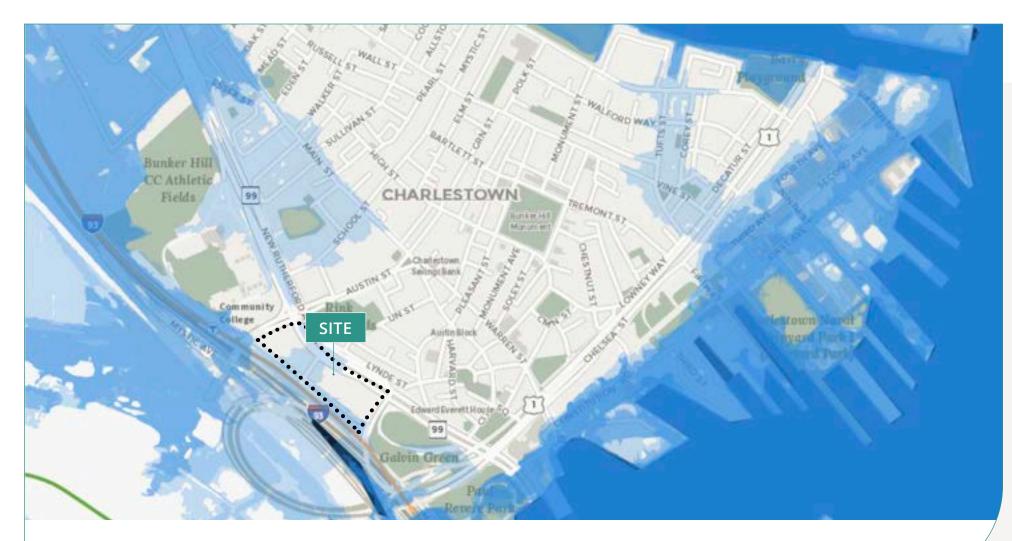
Rising Sea Levels: The finished floors will be elevated at or above the design flood elevation and the project is considering landscaped areas at the perimeter to help with stormwater management and to potentially act as soft barriers. Critical utilities will be elevated above the Design Flood Elevation (DFE) and accessible routes to Rutherford Avenue and Austin Street will be elevated above the DFE.

Sheltering in Place: The project includes emergency power generator capacity to supply energy to designed and dedicated heating and cooling space community rooms, located above flood elevation, for residents in the community to shelter during storm events.

Green Buildings: All buildings will pursue LED Platinum certifications following the LED BD+C: New Construction v4 Guidelines. A copy of the preliminary LEED checklist is included in this submission and lists the potential credits to be targeted with a potential for achieving between 84 to 86 LEED points.

Integrated Project Planning: The project team includes several LED Accredited Professionals and consultants who have extensive experience in designing and developing high-performance buildings and sustainable and resilient built environments. The project design and construction team, including Certified Passive House Consultants, will participate in an early-design charrette, conducted, and led by enviENERGY Studio, to define project's energy and sustainability goals, and to identify opportunities to achieve synergies between disciplines and building systems to design and construct high- performance buildings and an energy positive community. The Passive House Consultant(s) will start a WUFI model and initial feasibility study pre-schematic design and project will be enrolled in the MassSave Passive House Incentives program which requires early-energy analysis. The project team will meet at least once a month to review the process, evaluate the project status and assure that the implemented strategies and the next steps align with the sustainability and energy goals.

The project sustainability goals are divided into four categories of Energy and Carbon, Water, Resiliency, and Health and Wellbeing. Through concerted and coordinated quantitative and qualitative metric tracking, the team evaluated and proposed measures to reduce operational and embodied carbon and water consumption, to improve the useful life of building systems and infrastructure, and to reduce the burdens imposed by buildings on city services, the environment, and the public health.



10% Coastal Flood Risk and High Tide 2070 for Charlestown

Site Development: The Project will use LEED v4 and v4.1 Guidelines as a baseline for implementing strategies to eliminate the negative environmental impacts associated with new constructions. The project is a transformation of an existing parking lot into a more sustainable and resilient community. More than 25% of the site will be restored to green open spaces, utilizing native and adopted plants to reduce the heat island effect and stormwater runoff. The Ensemble Charlestown development will employ at-site and elevated tree canopies throughout the site as well as along the site boundary to provide shade and reduce the urban heat island effect, to act as natural buffers, capturing and slowing down rainwater, which helps prevent flooding and erosion, to improve the air quality, to reduce noise from roadways, and to add visual appeal and aesthetic, to support biodiversity, and to offer social and economic benefits. For the exterior walls, priority will be given to materials that have a Solar Reflectance Index of 29 or higher, whenever possible, in alignment with LEED v4.1 Cool Walls Pilot Credit and project will investigate the feasibility of achieving the credit.

The landscape at **Ensemble Charlestown** provides an open space refuge for Charlestown residents who currently have the second-least amount of green space per capita of any of Boston's neighborhoods. Braided together to create a new landmark park with over 1.5 Acres of new open space, five new landscape programs bring much-needed amenities to both the new residents and the existing Charlestown community.

Project will implement effective stormwater management techniques, such as green infrastructure, bioswales, permeable pavement, and retention and detention basins to reduce runoff, control erosion, and prevent water pollution. The Landscape Design team implemented Site Ecological Restoration which enhances the natural ecosystem services provided by the site. It includes strategies like replanting, native landscaping, and the promotion of pollinator habitants. The impact is improved air quality, carbon sequestrations, enhanced biodiversity, and improved reliance to climate change.

Connectivity: The landscape at **Ensemble Charlestown** provides an open space refuge for Charlestown residents who currently have the second-least amount of green space per capita of any of Boston's neighborhoods. Braided together to create a new landmark park with over 1.5 Acres of new open space, these new landscape programs bring muchneeded amenities to both the new residents and the existing Charlestown community. They not only reduce the heat island effect and stormwater runoff and improve the air quality and create a model for resiliency in a warming city, but also provide ecological connectivity for the Charlestown community. These landscape programs and open areas create inviting and accessible spaces that encourage social interaction, enhance connectivity, and promote a sense of belonging. These features not only contribute to the physical design but also facilitate the development of social connections and a stronger sense of community among residents.

As for promoting alternative transportation, The **Ensemble Charlestown** is within walking distance of MBTA Orange Line station and multiple bus routes. Walking and bike lanes will be added along the North and South corridors to encourage the use of personal and shared bikes and to provide pedestrian access to the surrounding neighborhoods.

Water Efficiency: The Ensemble Charlestown will employ several key strategies to improve and promote water efficiency:

All buildings will utilize low-flow and low-flush plumbing fixtures with a goal of reducing indoor potable water use by at least 35%.

- Water efficient appliances, including Energy Star Certified cloth washers and dishwashers will be installed.
- The landscaping will be mostly native and adopted plants and irrigation system will be drip irrigation, when feasible, to reduce the outdoor water use reduction by at least 50% as compared with the EPA Water Budget baseline.
- Regularty monitoring and promptly addressing leaks in plumbing systems and fixtures is essential to prevent water

- waste. These buildings will be professionally managed and therefore, a leak detection system will be implemented, and regular inspections will be conducted to help identify and resolve leaks quickly, minimizing water loss.
- Water conservation awareness will be promoted among residents, and they will be encouraged to be mindful of water consumption,

Energy Efficiency: In alignment with the City of Boston carbon neutrality goals and Opt-In Specialized Energy Code, the building envelope will be designed and constructed to Passive House standards to reduce space heating and cooling demands. Implementing high-efficiency LED lighting fixtures, Energy Star appliances, high-efficiency HVAC system with central energy recovery ventilators will further reduce the building energy consumption and GG emissions. Utilizing the Carbon Emissions and Energy Consumption targets, set by the Mayor's Office of Housing (MOH) Zero Emissions Buildings standards, enviENERGY Studio calculated pEUI and GEI thresholds for The **Ensemble Charlestown** residential building. The targeted pEUl of 25 or less and p&El of 1.4 or less meet these requirements. All residential buildings will target aspiring Energy Use Intensity (REWI) and Carbon Emissions Intensity (CEI) goals and will achieve 50% carbon neutrality on day one and the tenants and occupants will be encouraged to opt-up to Boston Community Choice 100 for 100% carbon neutrality.

Renewable, Clean Energy Source and Storage: The buildings and site will use less energy and reduce the negative environmental impacts on the neighborhood, and include renewable energy generation as a pilot program, through geothermal and wastewater heat recovery systems, in a way that ensure long term, minimal environmental impacts. Onsite Solar Photovoltaic array will be provided to offset a portion of annual energy consumption of buildings.

Energy Efficiency Incentives: The Ensemble Charlestown project will affirmatively pursue the full range of energy incentives, rebates, and financing sources available through

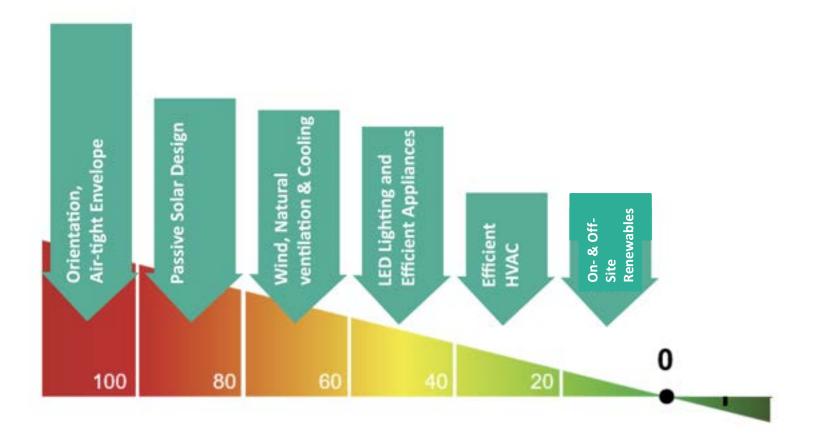
the existing utilities, state agencies and federal funds. The team includes consultants and engineers in sustainable, electrical, site and lighting design who have extensive Experience in pursuing and obtaining funds for green initiatives at all levels, led by enviENERGY Studios, as the sustainability consultant for the project.

Indoor Environmental Quality: Healthy indoor environments have vital role in improving the health and wellbeing of residents by reducing respiratory issues associated with poor ventilation and presence of allergens and pollutants, by preventing Sick Building Syndrome, by minimizing chemical exposure, especially VOCs, and by improving sleep quality. In alignment with the project's health and wellbeing goals, The **Ensemble Charlestown** will employ strategies to identify and eliminate potential sources of indoor air pollutants, to provide adequate ventilation, and to maintain a healthy indoor environment. All residential units will have operable windows and will be mechanically ventilated via a central energy recovery ventilator equipped with at least MERV 13 filters. The building envelope will be designed with proper drainage to protect surfaces from moisture damage. Project will pursue LED Enhanced Indoor Air Quality Management, which requires 10' long entryway systems, adequate exhaust in chemical storages such as janitor closets, High-efficiency filters, and additional source control strategies. Low-emitting materials will be used inside the building, prioritizing Red List Free materials.

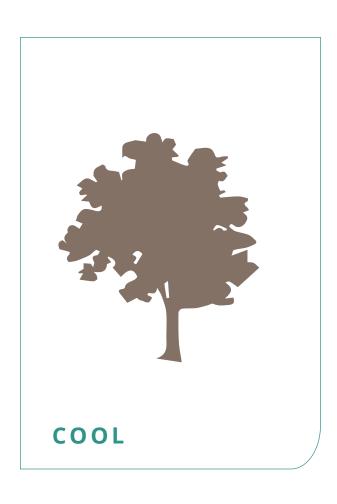
Material Selection: In the development of The Ensemble Charlestown, sustainable and healthy materials will be selected to create a community that promotes a healthy living environment while minimizing its ecological footprint. The project will pursue the LED v4.1, Building Product Disclosure and Optimization credits with a focus on selecting materials that are responsibly sourced, have recycled content and a lowcarbon footprint, and promote material transparency through EPDs, HPDs, and Cradle to Cradle certification programs.

Innovation: The **Ensemble Charlestowm** will utilize a pilot program and will include two innovative and sustainable strategies: Geothermal and wastewater hear recovery which significantly contribute to energy efficiency and reduce environmental impacts. By tapping into the natural heat stored beneath the ground's surface, the geothermal system, and by capturing the heat present in wastewater generated from various sources like showers, dishwashers, and laundry machines, the wastewater heat recovery system will showcase the potential of harnessing natural and waste heat sources to create more environmentally friendly and energy efficient residential buildings.

TRANSITION TO CARBON NEUTRALITY



10% Coastal Flood Risk and High Tide 2070 for Charlestown



Reduce Heat Island Effects by incorporating the following strategies:

- Increase green and landscape area at site and on roof (minimize turf area)
- Incorporate **trees** for shading
- White roof and/ or Solar PV array
- **Light color** paving
- High performance envelope and reduced WWR



Protect valuable mechanical equipment from potential flooding events by elevating systems above the first floor.



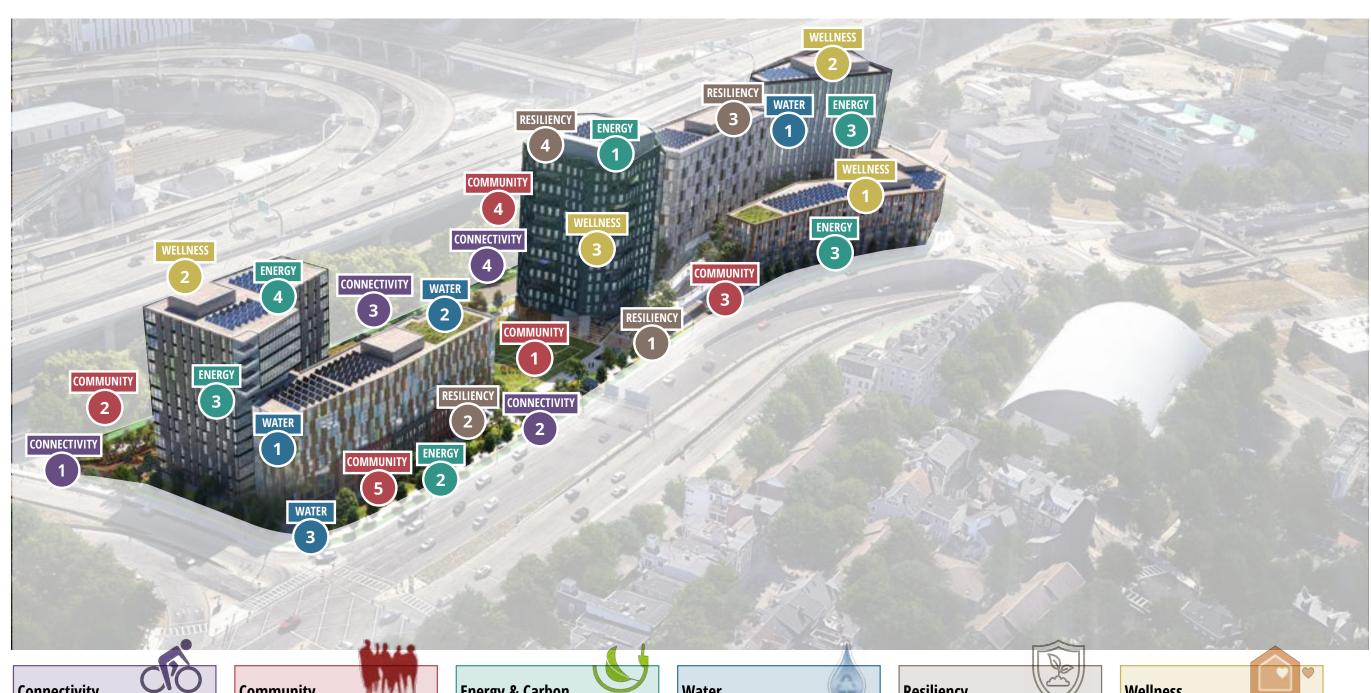
Reduce site runoff by incorporating the following strategies:

- Pervious pavers
- Bioswales and rain gardens
- Green roofs
- Retaining rainwater on site through infiltration or reuse



Reduce **GHG emissions** associated with transportation by incorporating the following strategies:

- Provide bike storage and showers/ changing facilities
- Reduce parking capacity
- Access to **public transportation**
- Access to rental/ shared bikes
- **EV charging** stations
- Access to carpooling



Connectivity

- 1. Access to public transportation
- 2. Access to bike lanes and bike storage
- 3. Access to blue bike station
- 4. EV charging stations will be installed for 50% of parking capacity with 100% capacity for future upgrade

Community

- 1. Public access to soccer field
- 2. Access to bike lanes and bike parking
- 3. Public Plaza
- 4. Access to EV Charging Stations
- 5. New tree canopies and green public spaces

Energy & Carbon

- 1. All electric buildings; no gas connection at site
- 2. Geothermal and sewer heat recovery systems
- **Passive House certification** and to target 50% carbon neutrality on day one
- **Roof-mounted solar** photovoltaic array

Water

- 1. Indoor Water Use Reduction by utilizing low-flow and lowflush plumbing fixtures
- 2. Landscaping and green roofs which reduce the rainwater runoff
- 3. Integration of bioswale and permeable paving

Resiliency

- 1. Reduction in heat island effect by incorporating landscaping, tree canopies, green roofs, and solar PV array
- 2. Rainwater management
- 3. Elevating MEP systems
- 4. High performance building envelope

Wellness

- 1. Biophilic design principles: connection to nature and place
- 2. Central energy recovery system provides outside air to all spaces
- 3. Selection and utilization of sustainable and low-emitting materials

ONYX/DREAM: RESILIENCY

COMMITMENT TO THE HIGHEST LEVELS OF RESILIENCY

The **Ensemble Charlestown** project is designed with all residential areas, critical infrastructure, and access and egress routes above the recommended 21.5 BCB elevation for areas subject to coastal flooding, sea level rise, and storm flood risk. The project addresses Chapter 91 requirements based on proximity to Millers River and addresses Wetland requirements while anticipating submission, review and approval through the Boston Conservation Commission. The project team has completed a preliminary Boston Climate Resiliency Checklist and included it in this response on the following pages.

Resilience Approach

According to the Massachusetts Coast Flood Risk Model, the Site will not be subject to flooding from the the 1% annual chance event until sometime between 2030 and 2050. As sea level rises, and barring raising the crest of the Charles River Dam, a portion of the Project Site will increasingly become subject to coastal storm flooding. According to the Boston Harbor Flood Risk Model, by 2070, the area adjacent to the Commonwealth-owned roadway that bisects the Site's two parcels is likely to be subject to up to one foot of flooding during the 1% annual chance event, up to elevation 19.5 BCB (the Sea Level Rise Base Flood Elevation, or "SLR-BFE"). This area is within the Article 25A Coastal Flood Resilience Overlay District (CFROD), wherein buildings are required to set the first floor elevation of all non-residential areas one foot above the SLR-BFE, and all residential areas (as well as critical infrastructure and mechanical systems) two feet above the SLR-BFE. The Project will be designed to comply with the CFROD's required elevations as well as the Resilience Review Standards and Coastal Flood Resilience Design Principles, as applicable.

The Project Site will be exposed to more intense precipitation during its design life. The Project will incorporate numerous strategies to mitigate the impact of stormwater flooding on the Site and also reduce the property's contribution to stormwater runoff. Under existing conditions, the Site is substantially impervious. As a baseline strategy, the Project is proposing to increase the perviousness of the Site to help reduce runoff rates. Increased permeability will be achieved through the addition of vegetative ground cover, roof level plantings, and

recreation areas such as practice fields, a playground and a linear park. The linear park and other exterior spaces provide the opportunity for enhanced landscaping and LID measures to reduce runoff and improve water quality. As an additional measure, the Project will be required to manage stormwater (equivalent to a minimum of 1.25 inches of precipitation over impermeable surfaces). Collectively these strategies will improve water quality and reduce runoff.



Harbor depth numbers, indicated in decimal feet, from an 1835 navigational chart, etched in concrete paving on location along Millers River Littoral Way

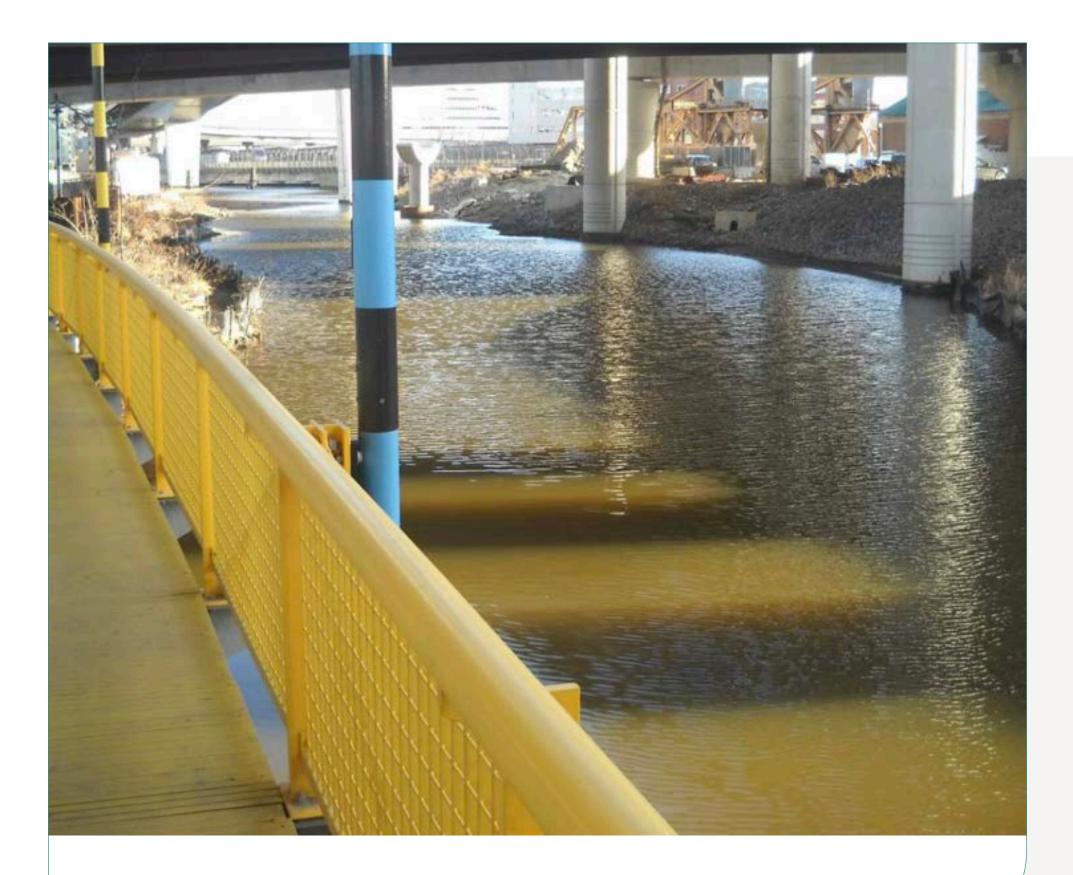
CHAPTER 91 APPROACH

Approximately 0.5 acres of the Project Site is within 250 feet of the shoreline of the Millers River, and as such is within jurisdictional filled tidelands. Since the Site is owned by the BPDA, these tidelands are considered Commonwealth Tidelands. The portion of the Project within jurisdictional tidelands requires a new non-water dependent Chapter 91 license because it involves a change in use and may also involve construction of new structures. This portion of the Project will be designed in compliance with the relevant sections of 310 CMR 9.00, which include requirements related to height, setbacks, open space, and facilities of public accommodation. The remainder of the Site, much of which comprises landlocked filled tidelands, is not subject to Chapter 91. The Project Site is not within the Coastal Zone; therefore, the Project is not required to demonstrate consistency with Coastal Zone Management policies.

Upon completion of the MEPA review process, the Proponent will submit a Chapter 91 License application.

WETLANDS

According to the currently effective FEMA Flood Insurance Rate Map (panel 20525C0077J), a sliver of land at the southeastern edge of the Project Site is within the Special Flood Hazard Area with a base flood elevation (BFE) of 10 NAVD88. The Project team will review survey data to determine whether this section of the Project Site includes land that is in fact at or below the BFE. Such land would meet the definition of Bordering Land Subject to Flooding (BLSF) under the Wetlands Protection Act (WPA). Work within that jurisdictional resource area would be subject to both the WPA and the Boston Wetlands Ordinance and would require review by the Boston Conservation Commission. If proposed work is within 100 feet of any Bordering Vegetated Wetland (BVW), the project would also require Commission review. In the event this portion of the Project Site is above elevation 10, and no work is proposed within 100 feet of BVW, Conservation Commission review would not be required.



Millers River from the Littoral Way between the Austin Street Parcels and Paul Revere Park



Climate Resiliency Checklist

NOT FOR FILING

NOTE: Project filings should be prepared and submitted using the online Climate Resiliency Checklist.

A.1 - Project Information

Project Name:	Ensemble Ch	Ensemble Charlestown					
Project Address:	0 Austin Stre	O Austin Street, Charlestown					
Project Address Additional:	BPDA Austin Street RFP Parcels						
Filing Type (select)	RFP Respons	se Filing					
Filing Contact	Name	Onyx/DREAM Austin LLC	Email gminott@dreamco llaborative.com	Phone 857-292-0875			
Is MEPA approval required	Yes		Date TBD				

A.3 - Project Team

Owner / Developer:	Onyx/DREAM Austin LLC (RFP Proponent)
Architect:	Dream Collaborative, Moody Nolan, Utile, Studio Luz
Engineer:	TBD
Sustainability / LEED:	enviENERGY Studio
Permitting:	VHB / Trademark
Construction Management:	Maven Construction, Commodore Construction, Lee Kennedy Co.

A.3 - Project Description and Design Conditions

List the principal Building Uses:	Residential, Community and Retail
List the First Floor Uses:	Retail
List any Critical Site Infrastructure and or Building Uses:	N/A

Site and Building:

801,171 SF	Building Area:	220,849 SF	Site Area:
13 Stories	Building Height:	150 Ft	Building Height:
25.56 Ft BCB	Existing Site Elevation – High:	19.07 Ft BCB	Existing Site Elevation – Low:
24.5 Ft BCB	Proposed Site Elevation – High:	21.5 Ft BCB	Proposed Site Elevation – Low:
0.5 Stories	Below grade levels:	21.5 Ft BCB	Proposed First Floor Elevation:

Article 37 Green Building:

LEED Version - Rating System :	LEED BD+C- New Construction v4	LEED Certification:	Yes
Proposed LEED rating:	Platinum	Proposed LEED point score:	81-85 Pts.

Boston Climate Resiliency - Checklist - Page 1 of 6

December 14, 2017 revised

Building Envelope

When reporting R values, differentiate between R discontinuous and R continuous. For example, use "R13" to show R13 discontinuous and use R10c.i. to show R10 continuous. When reporting U value, report total assembly U value including supports and structural elements.

Roof:	R-40-50 (R)	Exposed Floor:	R-30 (R)
Foundation Wall:	R-10 (R)	Slab Edge (at or below grade):	(R)
Vertical Above-grade Assemblies (%	's are of total vertical	area and together should total 100%):	
Area of Opaque Curtain Wall & Spandrel Assembly:	10-20% (%)	Wall & Spandrel Assembly Value:	U-0.04 (U)
Area of Framed & Insulated / Standard Wall:	50-60% (%)	Wall Value	R-25 (R)
Area of Vision Window:	30 %	Window Glazing Assembly Value:	0.18- 0.21 (U)
		Window Glazing SHGC:	<0.3 (SHGC)
Area of Doors:	2-3 %	Door Assembly Value:	(U)

Fnerov Loads and Performance

			Energy Loads and Performance
For this submission, we utilized our energy modeling database for similar residential projects and estimated the pEUI and energy savings. As design progresses, energy models will be developed, utilizing eQuest 3.65, DOE2.3.			For this filing – describe how energy loads & performance were determined
TBD (kW)	Peak Electric:	TBD (kWh)	Annual Electric:
TBD (MMbtu)	Peak Heating:	TBD (MMbtu/hr)	Annual Heating:
TBD (Tons)	Peak Cooling:	TBD (Tons/hr)	Annual Cooling:
TBD Yes / no	Have the local utilities reviewed the building energy performance?:	>25 %	Energy Use - Below ASHRAE 90.1 - 2013:
<25 (kBtu/SF)	Energy Use Intensity:	>20 %	Energy Use - Below Mass. Code:

Back-up / Emergency Power System

Electrical Generation Output:	TBD (kW)	Number of Power Units:	
System Type:	(kW)	Fuel Source:	

Emergency and Critical System Loads (in the event of a service interruption)

SCELLI LO	aus (iii the event of a	service interruption)		
ectric:	TBD (kW)	Heating:	(MMbtu/hr)	
		Cooling:	(Tons/hr)	

Boston Climate Resiliency - Checklist - Page 2 of 6

December 14, 2017 revised

B - Greenhouse Gas Reduction and Net Zero / Net Positive Carbon Building Performance

Reducing GHG emissions is critical to avoiding more extreme climate change conditions. To achieve the City's goal of carbon neutrality by 2050 new buildings performance will need to progressively improve to net carbon zero and positive.

B.1 - GHG Emissions - Design Conditions

For this Filing - Annual Building GHG Emissions:

TBD (Tons)

For this filing - describe how building energy performance has been integrated into project planning, design, and engineering and any supporting analysis or modeling:

> The basis of design mechanical system will consist of high-efficiency all-electric systems. The energy analysis will start early one, during conceptual design phase. In order to reduce the annual energy consumption and GHG emissions of these buildings, the design team will evaluate a series of integrated strategies, and will implement the optimum energy efficiency measures in the design of this project

Describe building specific passive energy efficiency measures including orientation, massing, envelop, and systems:

High-performance building envelope, exceeding the IECC 2021 requirements and meeting Passive House standards, optimum orientation and massing to reduce solar gain impact during the cooling season.

Describe building specific active energy efficiency measures including equipment, controls, fixtures, and systems:

The project will include high-efficiency, all-electric heating and cooling systems as well as domestic hot water systems. A central renewable energy generation as a pilot program, through geothermal and sewer heat recovery systems will be implemented.

For HVAC, energy recovery units equipped with total energy recovery wheels will provide treated ventilation air to the apartment units.

For hot water heating, electric or heat pump hot water heaters will be used in all dwelling units.

Describe building specific load reduction strategies including on-site renewable, clean, and energy storage systems:

On-site solar photovoltaic array and geothermal and sewer heat recovery systems will be installed.

Describe any area or district scale emission reduction strategies including renewable energy, central energy plants, distributed energy systems, and smart grid infrastructure:

A pilot, geothermal and sewer heat recovery system.

Describe any energy efficiency assistance or support provided or to be provided to the project:

Project will participate in Mass Save Passive House Incentives program.

B.2 - GHG Reduction - Adaptation Strategies

Describe how the building and its systems will evolve to further reduce GHG emissions and achieve annual carbon net zero and net positive performance (e.g. added efficiency measures, renewable energy, energy storage, etc.) and the timeline for meeting that goal (by 2050):

> Transition to Carbon neutrality is the ultimate goal for this project and the project team will investigate strategies that can be implemented in the design on day one. The project utilizes all electric heating and cooling systems and DHW system and

Boston Climate Resiliency - Checklist - Page 3 of 6

December 14, 2017 revised

will include roof mounted solar PV array. In the future, when the building systems need to be replaced, the new components will be more energy efficient than the initial systems; therefore, 100% of the building energy consumption can be provided by renewable resources.

C - Extreme Heat Events

Annual average temperature in Boston increased by about 2°F in the past hundred years and will continue to rise due to climate change. By the end of the century, the average annual temperature could be 56° (compared to 46° now) and the number of days above 90° (currently about 10 a year) could rise to 90.

C.1 - Extreme Heat - Design Conditions

Temperature Range - Low:	0 Deg.	Temperature Range - High:	100 Deg.
Annual Heating Degree Days:	5,541	Annual Cooling Degree Days	2,897

What Extreme Heat Event characteristics will be / have been used for project planning

Days - Above 90°:	15#	Days - Above 100°:	5#
Number of Heatwaves / Year:	5#	Average Duration of Heatwave (Days):	3#

Describe all building and site measures to reduce heat-island effect at the site and in the surrounding area:

The open spaces will be designed with a focus on increasing the green spaces and planting of new trees. The available roof area will be utilized for integration of green roof and solar PV array.

C.2 - Extreme Heat - Adaptation Strategies

Describe how the building and its systems will be adapted to efficiently manage future higher average temperatures, higher extreme temperatures, additional annual heatwaves, and longer heatwaves:

> Design will include measures to adapt to these conditions, including a highly performance envelope with self-shading and glazing with low SHGC and U-value. The project will also install trees and landscape at the ground level and green roof to reduce heat absorption and minimize the heat island effect. The roof areas, where no green roof or solar PV array can be installed, and the hardscape areas will be covered by materials that have a high solar reflectance index (SRI) to further reduce heat absorption.

> HVAC systems will be sized to design weather factors with safety factors included.

Describe all mechanical and non-mechanical strategies that will support building functionality and use during extended interruptions of utility services and infrastructure including proposed and future adaptations:

> High performance building envelope will reduce summer peak cooling loads and heat loss in the winter. Low lighting power density and energy efficient receptacle equipment will help reduce tenant loads. The central geothermal and sewer heat recovery system will be operational during extended interruptions of utility services. Backup generators will be used to keep essential functions going during interruptions of electrical utilities and the project includes designed "Heating and Cooling" rooms for resident and community use during heat and storm emergencies.

Boston Climate Resiliency - Checklist - Page 4 of 6

December 14, 2017 revised

D - Extreme Precipitation Events

From 1958 to 2010, there was a 70 percent increase in the amount of precipitation that fell on the days with the heaviest precipitation. Currently, the 10-Year, 24-Hour Design Storm precipitation level is 5.25". There is a significant probability that this will increase to at least 6" by the end of the century. Additionally, fewer, larger storms are likely to be accompanied by more frequent droughts.

D.1 - Extreme Precipitation - Design Conditions

10 Year, 24 Hour Design Storm: 6 In.

Describe all building and site measures for reducing storm water run-off:

To accomplish this management, the Project will employ measures from a menu of stormwater management practices including de-paving, green roofs, low impact landscape measures (i.e. bioswales) and traditional stormwater treatment and recharge. These techniques will be refined as the site and building design progresses. All measures will seek to reduce stormwater flow rates and improve runoff water quality.

D.2 - Extreme Precipitation - Adaptation Strategies

Describe how site and building systems will be adapted to efficiently accommodate future more significant rain events (e.g. rainwater harvesting, on-site storm water retention, bio swales, green roofs):

> The measures described in D.1 are adaptable to reduce runoff during future, more significant rain events. Low impact design measures and de-paving 6will be prioritized where possible.

E - Sea Level Rise and Storms

Under any plausible greenhouse gas emissions scenario, sea levels in Boston will continue to rise throughout the century. This will increase the number of buildings in Boston susceptible to coastal flooding and the likely frequency of flooding for those already in the floodplain.

Is any portion of the site in a FEMA SFHA?

Yes

What Zone:

A. AE. AH. AO. AR. A99, V, VE +16.46 Ft

Current FEMA SFHA Zone Base Flood Elevation:

Is any portion of the site in a BPDA Sea Level Rise - Flood Hazard Area? Use the online BPDA SLR-FHA Mapping Tool to assess the susceptibility of the project site. Yes

If you answered YES to either of the above questions, please complete the following questions. Otherwise you have completed the questionnaire; thank you!

Boston Climate Resiliency - Checklist - Page 5 of 6

December 14, 2017 revised

E.1 - Sea Level Rise and Storms - Design Conditions

Proposed projects should identify immediate and future adaptation strategies for managing the flooding scenario represented on the BPDA Sea Level Rise - Flood Hazard Area (SLR-FHA) map, which depicts a modeled 1% annual chance coastal flood event with 40 inches of sea level rise (SLR). Use the online BPDA SLR-FHA Mapping Tool to identify the highest Sea Level Rise - Base Flood Elevation for the site. The Sea Level Rise - Design Flood Elevation is determined by adding either 24" of freeboard for critical facilities and infrastructure and any ground floor residential units OR 12" of freeboard for other buildings and uses.

Sea Level Rise - Base Flood Elevation: +19.5 Ft BCB Sea Level Rise - Design Flood +21.5 Ft BCB Approx. +19 to Site Elevations at Building: +25 Ft BCB

24.5' First Floor Elevation: 24.5'+ Accessible Route Elevation:

Describe site design strategies for adapting to sea level rise including building access during flood events, elevated site areas, hard and soft barriers, wave / velocity breaks, storm water systems, utility services, etc.:

> Finished floors will be elevated at or above the design flood elevation. In addition, the Project is considering landscaped areas at the perimeter to help with stormwater management and act potentially as soft barriers.

Describe how the proposed Building Design Flood Elevation will be achieved including dry / wet flood proofing, critical systems protection, utility service protection, temporary flood barriers, waste and drain water back flow prevention, etc.:

> Critical utilities will be elevated above the Design Flood Elevation (DFE) and accessible routes to Rutherford Avenue and Austin Street will be elevated above the DFF

Describe how occupants might shelter in place during a flooding event including any emergency power, water, and waste water provisions and the expected availability of any such measures:

> The project includes emergency power generator capacity to supply energy to designed and dedicated heating and cooling space community rooms, located above flood elevation, for residents in the community to shelter during storm

Describe any strategies that would support rapid recovery after a weather event:

E.2 - Sea Level Rise and Storms - Adaptation Strategies

online Climate Resiliency Checklist.

Describe future site design and or infrastructure adaptation strategies for responding to sea level rise including future elevating of site areas and access routes, barriers, wave / velocity breaks, storm water systems, utility services, etc.:

> The buildings will be designed to have frontage on Austin Street and Rutherford Avenue - along which much of the existing land is above the DFE.

Describe future building adaptation strategies for raising the Sea Level Rise Design Flood Elevation and further protecting critical systems, including permanent and temporary measures:

A pdf and word version of the Climate Resiliency Checklist is provided for informational use and off-line preparation of a project submission. NOTE: Project filings should be prepared and submitted using the

For questions or comments about this checklist or Climate Change best practices, please contact: John.Dalzell@boston.gov

ONYX/DREAM: HEALTHY DEVELOPMENT

COMMITMENT TO HEALTHY DEVELOPMENT AND ENVIRONMENTAL JUSTICE

The **Ensemble Charlestown** project has retained Haley Aldrich, a Charlestown based, nationally recognized environmental consultant with a dedicated group addressing air quality monitoring, analysis, data generation and education of impacted communities like Charlestown.

Environmental Justice Services

Haley & Aldrich helps our clients address environmental justice (EJ) issues and meaningfully engage with communities to make their projects successful. With an intensifying nationwide focus on social justice and equity, redevelopment projects, especially ones with such vested community interest, benefit from strategic community engagement and deep understanding of El issues.

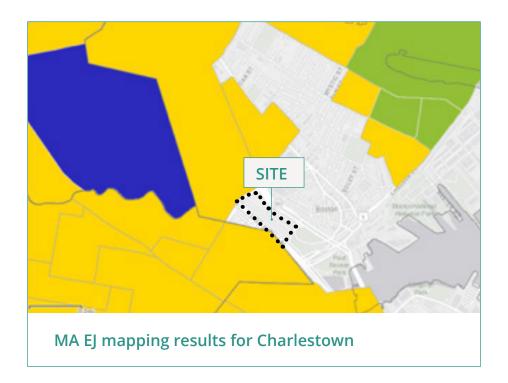
Haley & Aldrich's Boston office is located in the Charlestown community, and we have formed collaborative relationships with Bunker Hill Community College and Charlestown High School, among other institutions. This first-hand experience gives us insights into long-standing socioeconomic and environmental burdens that community members have experienced and is critical for building trust.

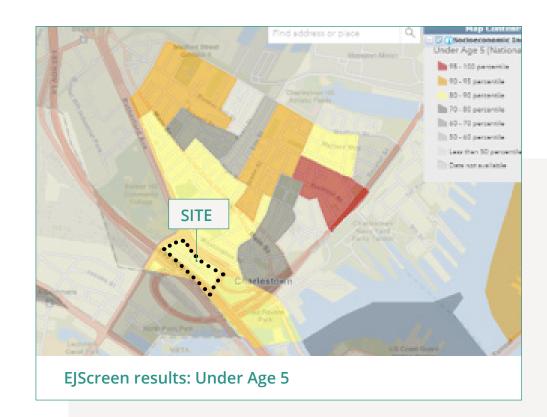
While the Project location is not designated an EJ population in the MA EJ mapping, the surrounding census tracts within Charlestown have EJ characteristics. A preliminary screening of EJ indicators for the Charlestown community shows air-related pollution and sources present high levels of concern, due to the Property's position next to Route I-93 in a condensed, urban setting. Project planning can incorporate design choices that help address and mitigate these identified concerns. Socioeconomic factors of relevance include high percentiles of low income, less than high school education, and under age 5

populations. These screening results also reveal factors that could affect engagement itself, such as neighborhoods that might deal with linguistic isolation or trouble accessing digital information.

Screening also helps us identify potential ideas for community benefits – for example, because the community is near major roadways with little to no tree buffer, opportunities for environmental benefits such as tree plantings and other landscape features can be designed into the Project.

We will help gather community input on addressing EJ concerns by building trust with community members through facilitated meetings, educating them on the project, helping align around a shared vision of benefits offered by the project. These efforts will help reduce risks of project delays or unanticipated design changes created by potential community pushback and unrelated concerns. It will be important to align the project and its community engagement with PLAN Charlestown and the City of Boston's Designing for Equity principles.

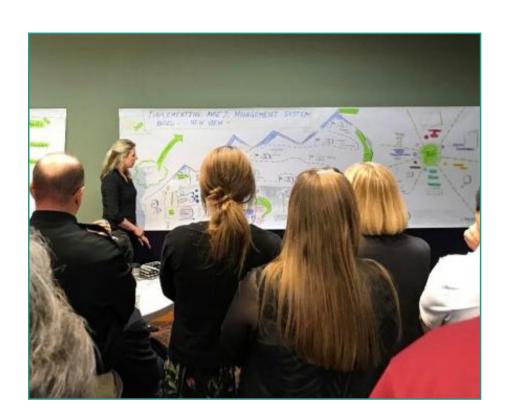






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Haley & Aldrich will produce high quality public engagement materials for community meetings which can help stakeholders envision the future site and the Project team's commitment to the community. We find graphic facilitation helps stakeholders envision complex problems, such as EJ, and work towards a unified solution.







Haley & Aldrich facilitated workshops with clients and local government partners.



Haley & Aldrich facilitators and Cal Poly San Luis Obispo convene AEC partners to find solutions for student housing.

We will also seek to educate the public regarding the existing neighborhood conditions, the project's impact to the community, and how our team's development plans could help to improve the overall community. This mitigates potential misunderstandings or misconceptions the community may have, from concept through construction.

S1-B Pend Oreille Mine – Environment and Community

Tailings Disposal Facilities 1 and 2 (TDF1 and 2) - Reclamation and Site Wildlife









Community Donations and Support

- Citizens for a Patriotic Fourth for Community Celebration
- Cutter Theater
- Emergency Food Bank of Ione
- Kalispel Tribe Youth Programs
- NPOV Lions Christmas Boards
- Pend Oreille County Fair Rodeo Sponsorship
- Pend Oreille Fire District 2
- Pend Oreille Market Livestock Sale - 4H & Ione Food Bank
- Rocky Mountain Elk Foundation **Environmental Preservation**
- Selkirk Humanities Foundation

Geotechnical Engineering

Haley & Aldrich, the first geotechnical consulting firm to practice in Boston and the greater New England region, built a reputation over decades as one of the most highly-respected engineering companies in the country. We listen, and respond with novel solutions. Only a team that asks the right questions, considers and vets unexpected approaches, and proactively engages will surpass expectations. We look at the big picture by anticipating and managing potential roadblocks that could impact project success not just today, but down the line. We have seen and led the evolution of our practice over the decades. We have helped build our neighborhood. And we do this not only for our clients, but also for our communities.

H&A has extensive experience with several large multi-building developments. Masterplanning and campus development require early and proactive communication. Every decision needs to be informed by the various design disciplines, with ripple effects much greater than for just a single building or roadway project. Even small changes could affect the design of buildings; this is especially true with below-grade components of construction.

Haley & Aldrich also has extensive experience around the Austin Street lots. We've already gone through many times over what works and what doesn't. Not only do we understand the challenges of the local complex geology; we also have expert knowledge on the sophisticated and ever-evolving technologies needed to build on it.

Geotechnical engineering at its core has influence on nearly every aspect of the project. We interact with nearly every discipline on the design team – but not every geotechnical firm does. The ground represents one of the largest challenges and uncertainties to development. It requires interpretation and problem solving, but it doesn't stop there.

The need to effectively communicate those analyses to the developer, the City, each affected discipline, and the various stakeholders involved is an entirely different skillset. We

pride ourselves in speaking all those different languages to develop a unified, cohesive approach to building and site development. We can do this because the diverse expertise inherent to our practice requires this ability to communicate and speak the language of those different disciplines. Our firm consists of teams of geotechnical engineers, geologists, rock engineers, tunnel engineers, geothermal engineers, resilience

engineers, civil engineers, structural engineers, hydrogeologists, environmental engineers, environmental scientists, GIS/ CAD technicians, chemists, biologists, toxicologists, lean practitioners, permitting facilitators, industrial hygienists, environmental justice advocates, and so many more.

H&A looks forward to the opportunity to continue improving our neighborhood.



Select nearby project experience (Geotechnical and Environmental)

Environmental/Remediation Engineering

Massachusetts requires Licensed Site Professionals (LSPs) to evaluate contaminated or potentially contaminated sites and render opinions on a project's redevelopment, its potential harm to the public and those working on the site, and actions to mitigate those hazards. Through our integrated services delivery, Haley & Aldrich will utilize our various expertise in the underground engineering

space, to coordinate the different aspects of below-grade construction. Foundation construction and other earthwork-related activities will require exposure to and management of soil, debris, and other materials that need to be understood, evaluated, and planned for. H&A is a trusted firm and actively involved in shaping the policy landscape alongside MassDEP, the EPA, and other governing agencies. We know that project team communications are critical to a project's success, which could be defined very differently by various stakeholders.



Soil management and foundation construction at Hood Park, Charlestown



Simultaneous below-grade construction, multiple parcels, Cambridge Crossing

Environmental/Remediation Engineering

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Whether it's agency work at the Navy Yard in the late 1900s, the institutional work like Partners' Spaulding Rehabilitation Hospital in the early 2000s, or our more recent development projects along Rutherford Avenue, H&A has been part of the fabric of remediating and/or improving Charlestown, one site at a time.



Remediation excavation at Spaulding Rehabilitation Hospital, Charlestown



Geothermal well field installation and building addition, Bunker Hill Community College, Charlestown

Diversity, Equity, Inclusion, & Accessibility

H&A delivers on our DEI(and A) commitments through our dedicated Workplace Diversity and Inclusion Committee - a team focused on hiring practices to improve diversity among our workforce and developing our internal culture of inclusion.

According to the Environmental Financial Consulting Group HR survey, Haley & Aldrich was recently ranked in the top 10% of architecture, engineering, and construction (AEC) organizations with respect to gender diversity. In 2020, Haley & Aldrich subcontracted approximately 8% of our revenue, or \$16.2 million to DVBE, MBE, SBE, and WBE firms. In 2021, this number increased to approximately 10% of our revenue or \$16.15 million. In 2022, H&A again subcontracted approximately 10% of our revenue, but yielded a total increase to \$25.5 million.

As a nationwide company committed to learning, we continually seek new opportunities to grow our DEI efforts in the communities we serve. Locally, we are active in our community, and strive to help lead systemic changes to create a more diverse pipeline, both for ourselves and our colleagues in the AEC industry. We've highlighted select schools and partnerships we've developed with several years of engagement, in order to achieve these goals. Activities include a mix of large- and small-format events, on- and off-campus activities, and constant contact. Accessibility and equity underly our core efforts to expose underrepresented student groups to AEC.



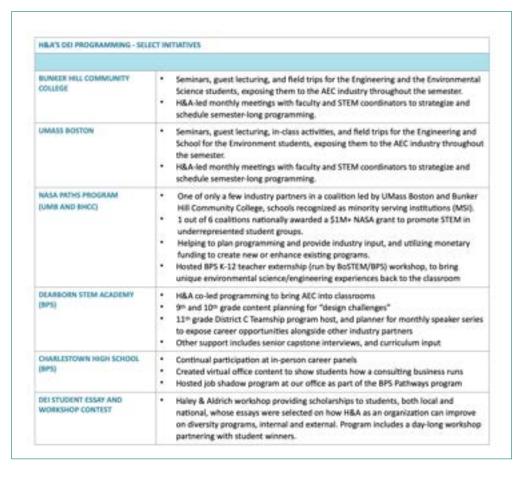






H&A is also proud to have created a one-of-a-kind STEM Internship Program, which provides catered experiences and aims to meet student groups where they are. It is distinct from our traditional internship program, and focuses mainly on high school students and 1st and 2nd year university and junior college students, a step forward for inclusivity. Several of our listed partner schools participate in this summer program.

At both an administrative and boots-on- ground level, we don't just hope for opportunities to present themselves, we actively find or create pathways to develop deep partnerships. We treat our trusted advisor role with clients much like we do with faculty, staff, and students.



Through our partnership with BHCC, H&A will collaborate with the project team and leverage the Austin Street lots as BHCC students' next "pet project", throughout the development's life cycle. We are excited for this opportunity to engage in long-term, accessible programming that could help alter the futures of many of our student neighbors.

ONYX/DREAM: ON-SITE ENERGY GENERATION

COMMITMENT TO ON-SITE, RENEWABLE, ZERO **CARBON ENERGY PRODUCTION**

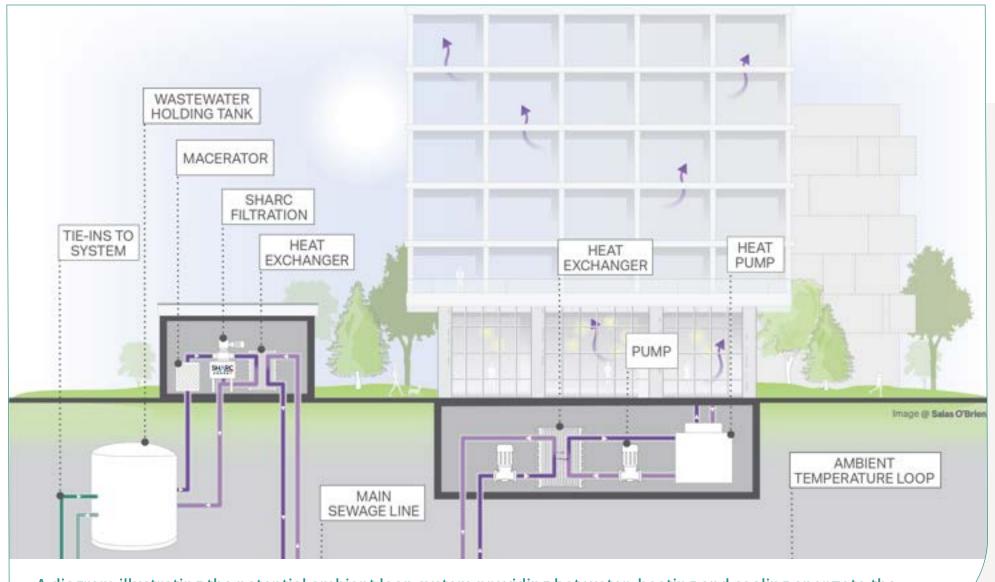
In addition to the more traditional roof mounted solar PV arrays, and small diameter wind turbine units, Onyx/ DREAM and the **Ensemble Charlestown** design and construction teams are committed to developing larger scale on-site, renewable, zero carbon energy through creative pilot programs with the MWRA and through the use of geothermal well technology. As a result of a series of dialogues between Thomas F Welch Associates (TFW), Salas O'Brien, HEET, and Onyx/ DREAM, the **Ensemble Charlestown** project is proposing to include both a geothermal well energy grid and pilot program aquathermy heat recovery system connected to the MWRA sanitary sewer main running parallel to Rutherford Avenue, adjacent to the site.

TFW will create a Thermal Energy Network (TEN) combining thermal energy collection systems from geothermal and aquathermy sources to provide 70% of the hot and cool water needed for domestic heating, cooling and domestic hot water requirements for the **Ensemble Charlestown** residents. TFW, in conjunction with Salas O'Brien Ventures, and HEET (as non-profit consultant) will finance, design, permit, coordinate with agencies, construct, and operate the TEN to maximize energy efficiency and affordability in concert with Ensemble Charlestown's development plan approved under the Onyx/ DREAM lease with the BPDA. The energy purchase agreement between TFW and Ensemble Charlestown's property management team will be executed for the period of the term of the lease and adjusted at agreed to intervals and under conditions agreed to by both parties at the time of initial execution. Through this partnership the project will have access to on-site generated, renewable energy for heating, cooling and domestic hot water, at below-market energy rates, for the duration of the lease, while TFW sources outside capital funding, allowing the project to remove a substantial portion of the mechanical system budget from the capital cost of construction. The MWRA will need to develop a policy to address the use of their sanitary sewer flow, including rate

charges, ownership policies, and maintenance agreements for the portion of the system reliant on their capacity. Salas O'Brien has experience with financing these types of systems and their development department has expressed an interest in providing capital for the project, as expressed in the submitted letter of interest.

This proposal represents a unique and forward thinking approach to large scale on-site renewable energy, supporting

affordable housing development in an urban location where site area is usually a restrictive factor for geothermal energy generation. The **Ensemble Charlestown** project will be a model for private energy production opportunities through emerging technologies and creative financial, ownership and maintenance partnerships between public agencies and private energy managers.



A diagram illustrating the potential ambient loop system providing hot water, heating and cooling energy to the buildings at Ensemble Charlestown, utilizing energy from geothermal and aquathermy heat exchange systems

PROJECT APPROACH

Salas O'Brien is pleased to provide a response to the BPDA's Request for Proposals for the Austin Street Parking Lots.

Salas O'Brien has long been a leader in the planning, design, and implementation of ground-source geothermal heating and cooling projects. In recent years, more and more entities have expressed an interest in implementing these projects due to inherent decarbonization characteristics and the proven technologies.

Conventional thinking is that design and construction are what drive project success. While both are critically important, certain aspects beyond the parameters of design and construction can greatly impact the success of a project. The Salas O'Brien team will take a holistic view of the project, identifying aspects that amplify value and mitigate risk.

OUR APPROACH

Salas O'Brien plans to pursue this project utilizing a *multiphase approach:*

Phase 1 - Project structural formation and preliminary value proposition

Salas O'Brien will develop an initial commercial concept considering the awarded Developer's preferences, sources of investment funds, operations, and long-term risk appetite for ownership. Our engineering team will develop a conceptual design to meet the heating and cooling need and provide initial scope, schedule, and budget to deliver the project as well as a traditional alternative to deliver the same services to define the value proposition. The proposed technical solution is described further below. The team will identify key incentive considerations to direct technical decisions and integrate these aspects into a financial pro forma for review with the Developer. The pro forma will identify key sensitivities to the project for the team to consider. Salas O'Brien will generate a sensitivity tracker and risk register to manage ongoing project risks and mitigants.

Phase 2 – Project refinement and definitive agreement formation

Working with the Developer through Phase 1, the team will collectively determine the path for development of the project either through self-performing the project or preparing for third-party implementation of the design concept. Salas O'Brien will work with the awarded Developer to identify key timing and phasing of the project to ensure optimized lexibility and mitigate underutilized infrastructure. Since Salas O'Brien's organization has an ability to self-perform the engineering as part of its core business, we are motivated to work with the Developer to develop a project with the greatest economic potential.

A plan and procedures for the implementation of geothermal test bores will be developed and executed in order to confirm the design capacity potential of each well.

PARTNERSHIP APPROACH:

Alternatively, Salas O'Brien can work with the Developer to seek outside funds through investment partners to advance engineering and project implementation in a transparent manner. Salas O'Brien can create a special purpose vehicle ("SPV") to finalize design, build, finance, own, and operate the system and contract directly with counterparties for use of the heating and cooling utilities.

TECHNICAL SOLUTION

Energy Modeling

Salas O'Brien will perform thermal energy models for a number of the "typical" buildings in a selected geothermal district. The thermal profiles will include different orientations of the buildings to represent an average load profile for each type, then scaling those profiles will determine the total aggregate thermal loads of the development. TRNSYS modeling software will be used to determine the locations of all thermal energy resources within the system. The modeling software takes all diversity and energy sharing into account when designing thermal resources.

Infrastructure Design

Our design approach for the development's thermal infrastructure will be based on an "ambient temperature loop" (ATL), a single pipe throughout the development that connects each property/building as well as each thermal resource (e.g., geothermal heat exchangers). A curb stop valve box for each property will facilitate phasing and construction timing by allowing isolation of all properties from the ATL. This also allows the connection of each building without shutting down the ATL. The ATL is filled with water and a small amount of chemical treatment that inhibits corrosion and bacteria growth. Because it is a closed loop, the ATL does not need additional fluid/water once it is filled and operational. One or more pump stations (located above ground or below, subject to site restrictions and space requirements) will provide ATL circulation. Heatfused High-Density Polyethylene (HDPE) piping of less than 10" diameter will be located with other utilities buried 4-6' below the street right of way (ROW). Salas O'Brien will coordinate and collaborate with civil engineers for location and placement of the ATL system.

Thermal Resources

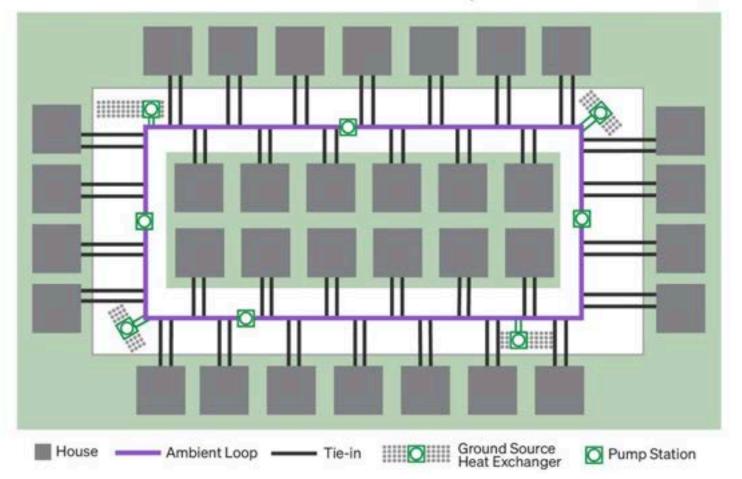
Salas O'Brien will evaluate and design the most cost effective and efficient set of thermal resources available. A typical system employs geothermal heat exchangers, most commonly vertical loops grouped in locations throughout the development to both optimize energy and accommodate open space and public property. Loops can also be located within the street ROW, in green spaces, or under buildings. We will also evaluate any other potential thermal resources such as water retention ponds or surface water systems. A wastewater energy transfer (WET) system that captures and rejects heat into the community's main sewer line may also be feasible. Salas O'Brien will work with MWRA to determine feasibility of the WET System. For energy transfer into and out of the ATL system, any additional thermal resource would require a pump house, located above ground or below, potentially in the street ROW. The diagram on the next page shows a conceptual ATL using a single circulation pipe and multiple thermal resource locations.

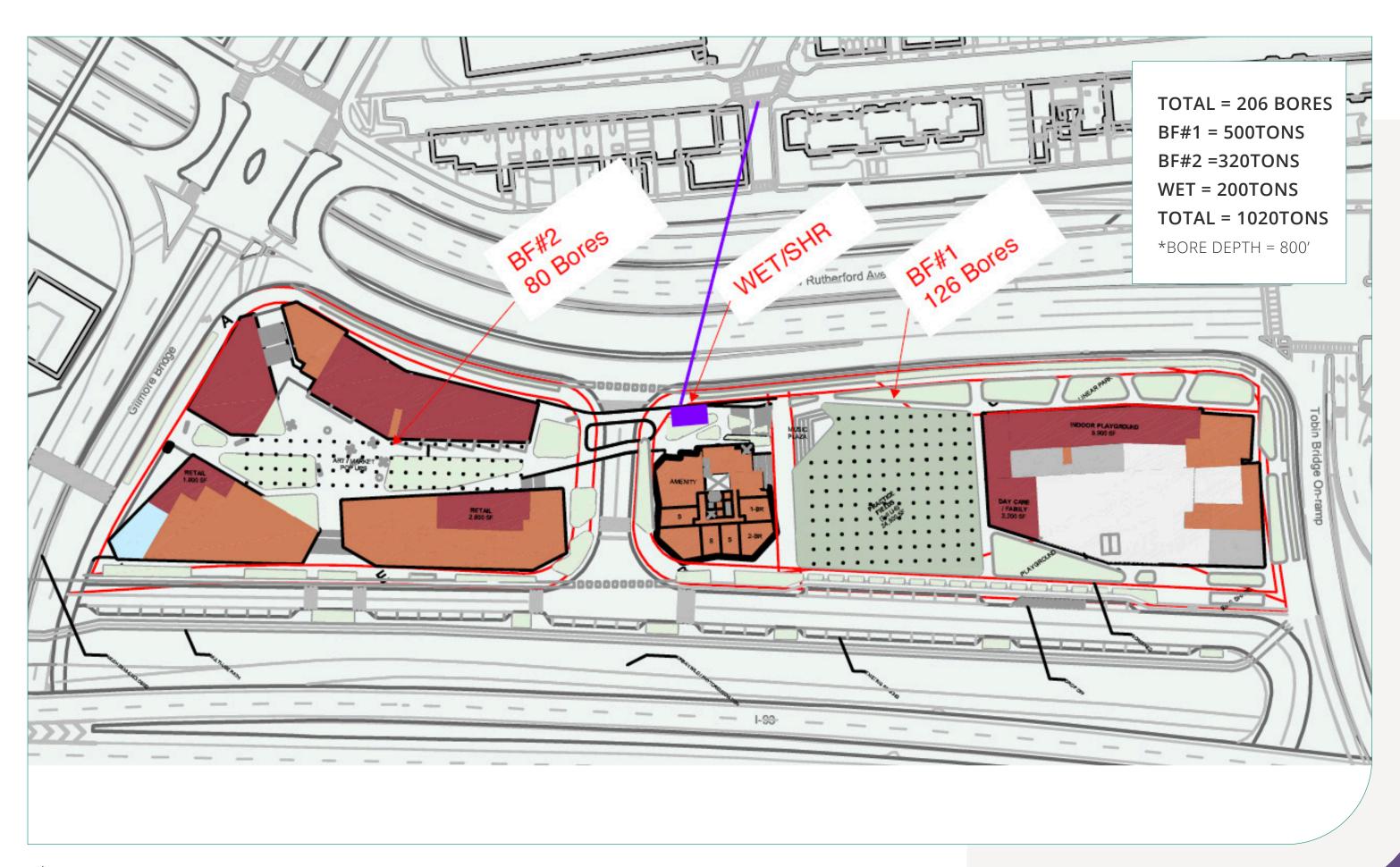
Building Systems

Salas O'Brien will provide stakeholders and building side system implementers with a "basis of design" (BOD) narrative and specifications around which the building systems need to be designed and installed to optimize the thermal network system function. Typically, residential buildings use a Geothermal Heat Pump (GHP) with a ducted air distribution system for heating and cooling. The ductwork and DHW systems are no different than a traditional forced air furnace and AC system. Each building has an independent pump station that circulates fluid from the building to the ATL and back. Salas O'Brien will also evaluate if an energy transfer station (ETS) is recommended to isolate the ATL fluid from the building fluid. We will provide entering ATL temperatures to each structure to help determine the size and type of GHP to use with the system.

One-Pipe Ambient Geothermal System

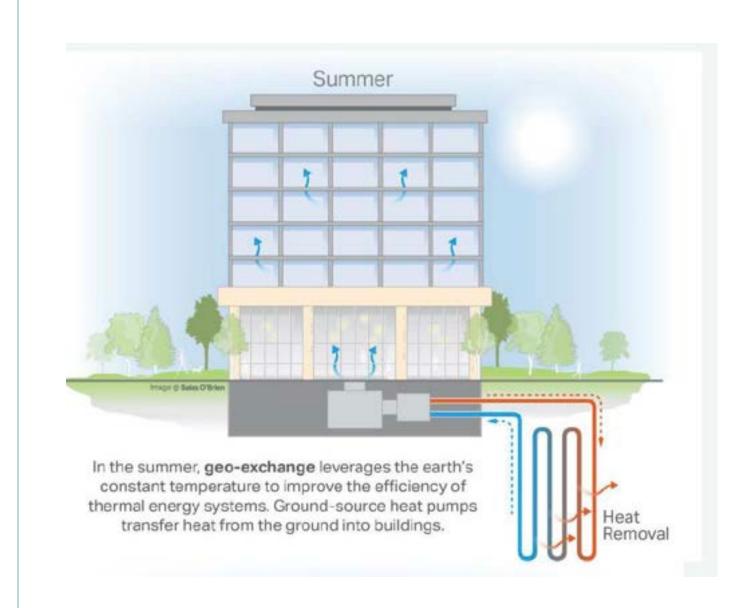
RCES - Ambient Loop

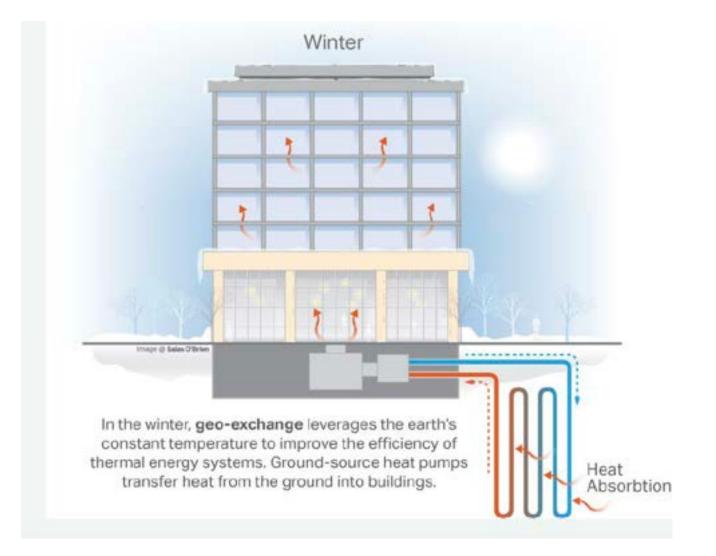




WHAT IS GEOTHERMAL?

- A system consisting of a series of ground loops, heat pump(s), and distribution system
- Uses consistent ground temperatures as a seasonal sink for low energy heating and cooling needs
- Enables energy efficiencies of 400- 500% due to the ability to utilize ground energy resource





Onyx/ DREAM and Welch TEN have initiated a dialogue with the MWRA regarding the potential utilization of the MWRA Sewer Main flowing past the site, for energy recovery and heat exchange on-site renewable, carbon free energy generation. Referred to as "Aquathermy", recover of heat from existing sanitary sewer flows is an emerging technology that the MWRA has expressed interest in exploring as a pilot project at the **Ensemble Charlestown** project location. There are regulatory, policy and relationship / ownership concepts to be resolved as part of the initial dialogue around this emerging renewable resource. As part of the energy relationship between Onyx/ DREAM and Welch TEN the project team is committed to exploring this opportunity for Aquathermy Thermal Energy.

