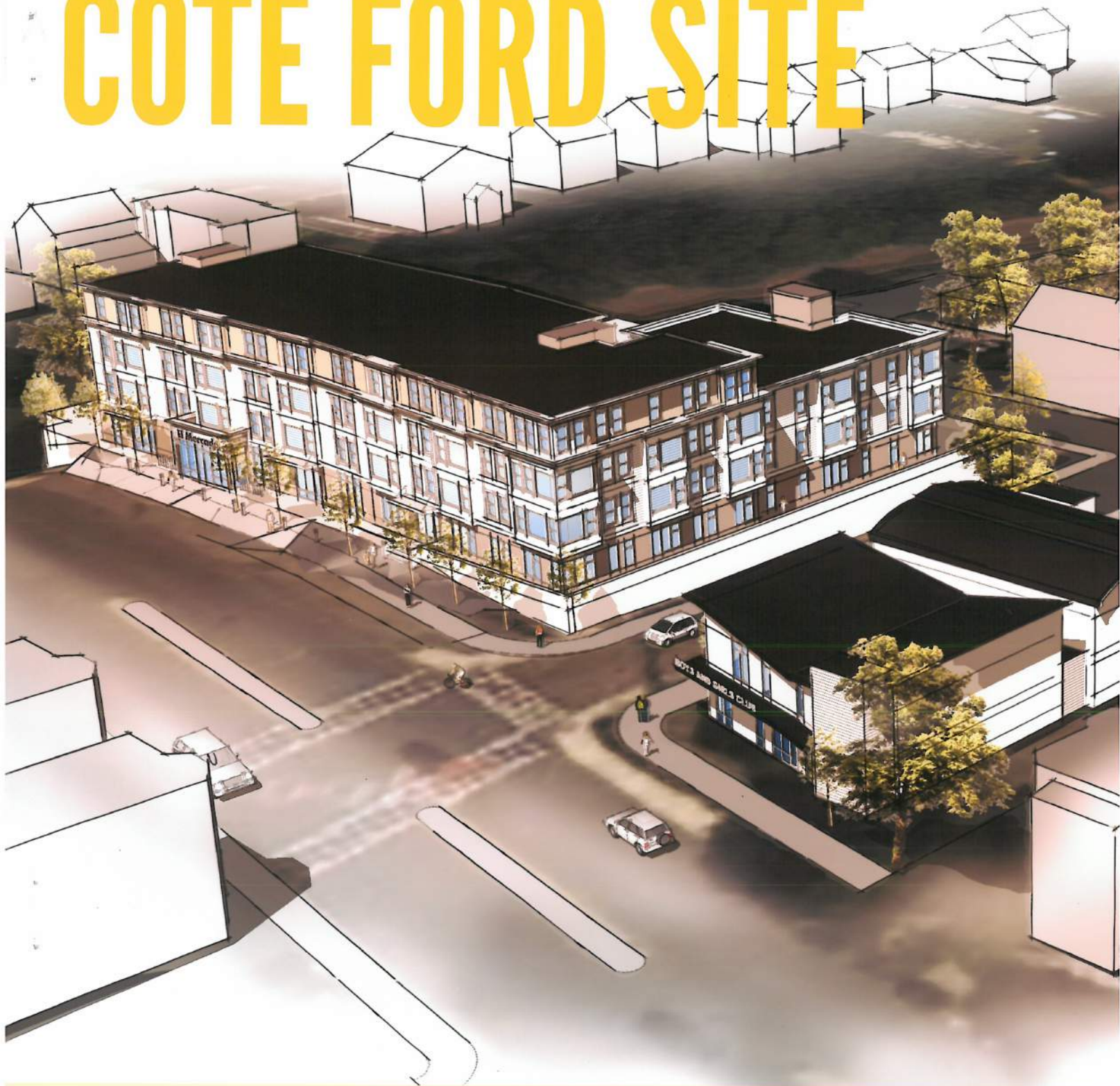


Caribbean Integration Community Development,  
AFL-CIO Housing Investment Trust,  
and Planning Office for Urban Affairs  
Response to Request for Proposals:

September 30th, 2014

# COTE FORD SITE



AFL • CIO  
HOUSING  
INVESTMENT  
TRUST

Planning Office for Urban Affairs

ARCHDIOCESE OF BOSTON





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# A

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**Appendix 1**

<b>SOLICITATION, OFFER AND AWARD</b>		3. Date Issued	
1. PROJECT NAME	2. TYPE OF SOLICITATION		
<b>Cote Ford Site Mattapan</b>	<input type="checkbox"/> Invitation for Bids <input checked="" type="checkbox"/> Negotiated (RFP)		<b>June 30, 2014</b>
4. ISSUED BY: City of Boston, Department of Neighborhood Development 26 Court Street, 9 <sup>th</sup> Floor Boston, MA 02180		5. ADDRESS OFFER TO: (If other than item 4)	
<b>NOTE:</b> In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder"			
<b>SOLICITATION</b>			
6. Sealed offers (original and 3 copies) will be received at the place specified in item 4 until <b>4:00 p.m. (EST) September 30, 2014.</b>			
<b>CAUTION:</b> Late submissions, Modifications, and Withdrawals: See Section 10. All offers are subject to all terms and conditions contained in this solicitation.			
7. For Information Contact:	7a. Name	7b. Telephone	7c. Fax
	Christopher Rooney	(617) 635-0493	(617) 635-0282
			7d. E-mail
			<a href="mailto:Christopher.M.Rooney@Boston.gov">Christopher.M.Rooney@Boston.gov</a>
<b>OFFER</b>			
8. In accordance with the terms of this RFP, the undersigned agrees, if this offer is accepted, to furnish any and all supporting documentation upon request by DND.			
<b>OFFER PRICE:</b>	\$ 100.00		
<b>9. SUBMISSION CHECKLIST</b>			
(x)		(x)	
<input checked="" type="checkbox"/>	Appendix 1: COVER SHEET	<input checked="" type="checkbox"/>	Appendix 6: CONSTRUCTION EMPLOYMENT STATEMENT
<input checked="" type="checkbox"/>	PROPOSAL SUMMARY	<input checked="" type="checkbox"/>	Appendix 7: PROPERTY AFFIDAVIT
<input checked="" type="checkbox"/>	Appendix 2: STATEMENT OF BIDDER'S QUALIFICATIONS	<input checked="" type="checkbox"/>	Appendix 8: AFFIDAVIT OF ELIGIBILITY
<input checked="" type="checkbox"/>	Appendix 3: PRELIMINARY DEVELOPMENT BUDGET	<input checked="" type="checkbox"/>	Appendix 9: CHAPTER 803 DISCLOSURE STATEMENT
<input checked="" type="checkbox"/>	Appendix 4: PRELIMINARY OPERATING BUDGET	<input checked="" type="checkbox"/>	Appendix 10: BENEFICIAL INTEREST STATEMENT
<input checked="" type="checkbox"/>	Appendix 5: DEVELOPMENT TIMETABLE		
10. ADDRESS OF OFFEROR 84 State St #600, Boston, MA 02109		11. Name and Title of Authorized Signatory (Print) Donald Alexis, Executive Director	
(617) 792-1245 Phone Number		12. Signature <i>Donald D. Alexis</i>	13. Offer Date 9/30/2014





September 30, 2014

Mr. Christopher Rooney, Project Manager  
Department of Neighborhood Development  
26 Court Street, 10th Floor (Bid Counter)  
Boston, MA 02108

RE: Request for Proposal for 820 Cummins Highway and 30-32 Regis Street, Mattapan

Dear Mr. Rooney:

We write to express the strong interest of Caribbean Integration Community Development (CICD), the Planning Office of Urban Affairs (POUA) and the AFL-CIO Housing Investment Trust (HIT) to work cooperatively with your team to develop the properties at 820 Cummins Highway and 30-32 Regis Street in Mattapan in an attractive mixed income use project.

Perhaps our partnering on this endeavor may not seem the most obvious choice. However, we believe that CICD, a community based non-profit; POUA, a well established housing developer and HIT with its ability to provide both construction and permanent financing bring a unique skill set to this proposal – and as importantly a new spirit of partnership that we hope can be efficiently executed here and replicated in other areas of the city. Projects financed by HIT require the use of an all union construction workforce.

Our proposal provides for 70 units of housing affordable to working families. There will be 24 units in townhouses along Regis Street, a residential enclave and 46 units in a 4 story double loaded corridor building on Cummins Highway, a more commercial setting. Additionally, there will be 5,000 square feet of commercial space including the commitment of CICD to relocate its office to the development; covered parking in the existing garage, and a significant outdoor passive recreational area. The vacant lot at the corner of Cummins and Regis will intentionally be left undeveloped while we seek resources to develop a pre-teen activity center to augment the new teen recreational facility being developed at the old Mattapan Library. We have been in discussion about this plan with the Boys and Girls Club of Boston.

We understand the importance of quality job training that will provide a ladder of opportunity to well paying jobs for local community residents. The Metropolitan Boston Building Trades Council runs a pre-apprenticeship program called Building Pathways where successful graduates are provided a slot in a union apprenticeship program. HIT has worked on a repeated basis in partnership with local developers and Boston's Building Pathways program to facilitate the developers' ability to meet Section 3 hiring requirements. By

providing access to Building Trade’s apprenticeship opportunities for local residents, the program can help developers meet federally mandated hiring requirements. HIT can play a facilitating role in this respect that other applicants do not.

CICD’s sponsorship of the proposed project is another major step in their vested commitment to be Mattapan’s community housing development for time to come. CICD has worked collaboratively with the neighborhood’s community and has already commenced engaging community stakeholders in our proposed concept.

CICD, POUA, and HIT look forward to working with the community and DND to refine the program and structure a financing package that meets the needs of this proposal.

Please note that the primary point of contact for this proposal is:

Donald Alexis, Executive Director  
84 State St #600, Boston, MA 02109  
Dalexis@cicdofboston.org  
(617) 792-1245

We wish you success in developing this hard to develop property that has been vacant for over 25 years.

We are grateful for your consideration of our proposal.

Sincerely,



CICD

*Donald D. Alexis*

Donald Alexis  
Executive Director

Planning Office for Urban Affairs

ARCHDIOCESE OF BOSTON

POUA

*Lisa Alberghini*

Lisa Alberghini  
President

AFL • CIO  
HOUSING  
INVESTMENT  
TRUST

HIT

*Thomas J O'Malley*

Thomas J O'Malley  
Senior Vice President,  
Director, New England Region

#### a. Introduction

##### i.

The Proposers for this development are the Planning Office of Urban Affairs, Inc. and Caribbean Integration Community Development, Inc.; with the AFLCIO Housing Investment Trust as a Financial Partner.

The mission of the Planning Office, a non-profit housing developer affiliated with the Roman Catholic Archdiocese of Boston, is to serve as a catalyst for social justice through its work in housing development, neighborhood revitalization and affordable housing advocacy. The Planning Office is responsible for the development of over 2,700 units of housing to date, which has impacted the lives of over 11,000 people and channeled over \$450 million of investment into neighborhoods and towns throughout metropolitan Boston.

Established in 1969 by the Roman Catholic Archdiocese of Boston under the leadership of Monsignor Michael F. Groden and Cardinal Cushing, the Planning Office for Urban Affairs, Inc. (POUA) is a non-profit social justice ministry that strives to create vibrant communities through the development of high quality affordable and mixed income housing, where people of modest means can live with dignity and respect in homes they can afford. As a foremost non-profit developer in the Northeast and one of the leading diocesan housing ministries for the Catholic Church in America, POUA has created 2,300 units of affordable and mixed-income housing providing homes for more than 10,000 people and becoming one of the most productive non-profit housing developers in the region. Additionally, POUA has just under 300 units currently underway. Taken together, this work represents developments with financing in excess of \$417 million. The emphasis of POUA is not on numbers, though, but on having a qualitative impact on the harsh reality of housing deprivation for poor and working class families, the elderly, disabled persons and others in need of decent, affordable homes.

Since 2011, the Caribbean Integration Community Development (CICD) has been a strong community advocate for economical sustainability and improved housing conditions in the Caribbean community. This quarter, CICD played a crucial role in assisting the Boston Housing Authority to translate their forms into Haitian Creole. The "Mattapan Housing Clinic", a CICD initiative with the office of Mayor Walsh, the Boston Housing Authority (BHA), and State Representative Dan Cullinane provided housing assistance and legal advice to Mattapan residents in their native

### a introduction

(cont.)

language. CICD was a participant in the "You Have Rights" campaign by Mayor Menino's office directed to the Haitian community. Every year, CICD encourages neighborhood revitalization efforts in conjunction with students from Harvard Graduate School of Design, Northeastern School of Public Policy & Urban Affairs, Harvard Kennedy School, and Boston Architectural College through the annual Affordable Housing Competition.

The AFLCIO Housing Investment Trust supports the values of the union movement through the housing it finances and the good jobs it creates. Although financial performance is its first priority, participants in the HIT have the satisfaction of knowing that their investments also create other positive, tangible benefits for working people and their communities. Through its multifamily investment staff, the HIT has helped finance over 560 housing projects, creating or preserving nearly 110,000 homes. That financing has generated over 72,000 jobs for union construction workers who have built or rehabilitated these projects.

In response to the recession and its devastating effects on working people and their communities, the HIT is supporting the AFL-CIO's priority of job creation with its Construction Jobs Initiative. Launched in 2009, this initiative achieved its initial goal of creating 10,000 union construction jobs by spring of 2011 in communities nationwide. The HIT has twice expanded the initiative and is now working along with its subsidiary Building America toward a new goal of 25,000 jobs. To date, HIT investments of over \$1.6 billion and financing provided by Building America have leveraged over \$3.75 billion of development at more than 67 projects in 31 cities. Because construction serves as a catalyst for other economic activity, the Construction Jobs Initiative is also stimulating thousands of jobs in other sectors of the economy.

The redevelopment of the Cote Ford site represents a unique opportunity for these three organizations to fulfill their organizational missions. The revival of this site will address the immediate need for quality affordable, workforce and market rate rental housing in Mattapan's multicultural community. It will also help to boost the local economy, eliminate a long term blight on the neighborhood and create training and job opportunities for local residents through the Building America program. POUA, CICD and the AFLCIO HIT look forward to the opportunity to turn their vision for the Cote Ford site into a reality that will make a significant contribution to the improvement of the built environment and the residents of Mattapan.

### a introduction

#### ii.

The Proposer is a unique partnership of two non-profit organizations – the Planning Office for Urban Affairs, Inc. (“POUA”) and the Caribbean Integration Community Development (“CICD”) – who have come together to make the redevelopment and renaissance of the Cote Ford site a reality. This joint venture partnership will bring together an experienced regional non-profit developer with a locally based community development organization. Together, POUA and CICD have the experience and community relations to redevelop the Cote Ford site in a manner that is consistent with the surrounding neighborhood while also bringing renewed economic development to the area.

CICD was created to empower and build a stronger Caribbean Diaspora by promoting activities that increase income and education levels. CICD’s primary focus has been to promote a diverse and economically balanced community by providing sound integration services focused around promotion of small businesses; assisting families attain economic stability, and provide community-responsive Real Estate development that fosters greater cross-cultural community interaction. Donald Alexis is the Executive Director and founder of CICD, and he will be the main contact person at CICD.

POUA is a foremost non-profit developer in the Northeast whose mission is to serve as a catalyst for social justice through its work in housing development, neighborhood revitalization and affordable housing advocacy. POUA has extensive experience in owning affordable housing developments. Since its inception in 1969, POUA has developed over 2,600 units of elderly, family, mixed income and special needs housing, channeling over \$400 million of investment into 31 developments in neighborhoods throughout metropolitan Boston, and currently has over 350 additional units under active development or in initial stages. Lisa Alberghini, President of POUA, will be the main contact at POUA. Other key personnel at POUA include Bill Grogan, Chief Operating Officer, and David Aiken, Project Manager.

#### iii.

There have not been any lawsuits brought against either the Planning Office for Urban Affairs, Inc. or Caribbean Integration Community Development in courts situated within Massachusetts within the past five years.

**b. Development Plan****i.**

The RFP calls for a combination of mixed-income residential and active commercial; although school uses will be considered. The goal is to create jobs and housing for local residents, as well as serve as a catalyst for local growth. Adequate parking must be provided on-site and efforts must be made to protect the quality of the existing neighborhood, which is essentially residential. Designs should be contextual and construction must be undertaken carefully. Environmental issues are the responsibility of the Developer. (The site was significantly contaminated and subject to major remediation starting in 1996. Three AULs remain in place. However, Phase II studies done by TRC Environmental Corporation in 2013 indicate that on-site conditions have significantly improved and an application to remove the AULs has a very good chance of succeeding). There is an asking price of \$1,820,000. However, the RFP states that any Proposer who intends to seek funding sources from the City of Boston should offer \$100. Time of performance is twelve months, which DND can extend.

As we will be seeking funding sources from the City, we are offering to pay \$100 for these parcels.

Our proposal for the site is to develop affordable and market rate rental housing on the bulk of the site with some non-residential use potentially to be located on the 820 Cummins Highway parcel. The current plan calls for seventy units of family housing, of which seven will be "market rate" and the balance low income housing tax credit units. Of the 70 one, two and three bedroom units, 46 units will be situated in a multistory building along Cummins Highway, with the balance of the units located in "stacked" townhouses along Regis Road. The development plan envisions 5,000 square feet on the ground floor along Cummins Highway to potentially accommodate non-residential uses that have yet to be established. Finally, the 10,366 square foot parcel on Cummins Highway has been set aside for the Boys and Girls Club of Greater Boston to build a separate facility for pre-teens. Parking will be on-site as well as located in the existing garage structure.

Based upon numerous public meetings, DND has asked for a mixed-use plan which will create housing and jobs for local residents and act as an economic catalyst. Residential developments should be mixed-income. We have developed a program which strives to meet these goals but which is also financially feasible and thereby will revitalize the current vacant, bighted site.

### b development plan

The project has been limited in size to maintain a scale that is consistent with and does not overwhelm the surrounding neighborhood. Despite the fact that tax credit rents are essentially the same as market rents, ten percent of our units will have no income restrictions. Mixed-use is provided by the inclusion of the Boys and Girls Club on the north side of Regis Street and we intend to use our best efforts to provide additional space for commercial uses along Cummins Highway. To this end and as a demonstration of our commitment to this location, CICD will relocate their offices to the site.

Building mass has been placed along Cummins Highway and the part of Regis Road where we will control both sides of the street. Stacked townhouses will extend down Regis Road on the south side. The building will meet Energy Star and LEED Silver standards. As a relatively small, primarily residential development, traffic and noise impacts will be minimized.

The goal of this proposal is to turn the now abandoned Cote Ford dealership into a thriving part of the Mattapan neighborhood fabric. We are looking to create new housing, both market rate and affordable, as well as new neighborhood amenities while respecting existing neighbors and anticipating the future development of the area.

Our strategy to accomplish this consists of selective reuse of existing facilities and the construction of new facilities in three parts: a mixed-use commercial and residential building, a mixed-use sports facility, and a series of townhouses.

The upper portion of the site (820 Cummins Highway) features the re-use of the existing base of the Cote Ford building, converting the large steel and concrete facility into a covered parking structure. Above this, we are proposing a new mixed-use building with 46 apartment units and a 5000 sf commercial space at street level. The remainder of the existing base building will be used as a planted outdoor plaza. This building places the highest density part of our development in a location that establishes a visible new landmark for the neighborhood while not encroaching on neighboring houses.

Across Regis street, at the second Cummins Highway property, we have positioned a 10,000 sf mixed-use sport facility. These two buildings on Cummins Highway play off the large scale and high visibility of the boulevard and serve as a continuation of the urban fabric established at Mattapan Square.

At the lower, longer portion of the site (30-32 Regis Rd) we are proposing a total of 24 townhouse style units along with a variety of programmed open spaces. The buildings are formed to create a "street edge" which lends order and a sense of organization to Regis Street. We are using a unique building typology, the stacked townhouse, as well as a traditional townhouse type. These buildings are ideal for the site. They have a scale that blends well with existing neighbors while

### b development plan

also taking advantage of sustainable concepts like South facing exposure and floor-through ventilation for every unit. In addition, residents of these buildings would have a high degree of street observation and presence. In keeping with the scale of the neighborhood, these townhouses are surrounded by both paved and planted open spaces that are easily visible and will grow with the development and neighborhood over time.

Following designation, our consultants will determine if the AULs currently in place can be lifted. Any other environmental issues will be handled as required and demolition/construction will be undertaken carefully and sensitively.

Finally, construction will be undertaken by a union contractor committed to the Boston Resident Job Policy. We expect to implement the Building Pathways program to provide apprenticeships for members of the local community and the City.

To accomplish this, the project team will follow three simultaneous paths. First, we will not only cooperate with residents and the Advisory Committee as required by DND but will continue the efforts already begun to engage all members of the community in the process of refining this plan.

Second, we will initiate the entitlement process to obtain the necessary zoning and Article 80 approvals in a timely manner.

Finally, we will start to assemble the financing necessary to develop the project. The financing of Cummins Highway Gateway involves the participation of many public and private entities. The Commonwealth and its quasi-public agencies will need to provide tax credits, soft loans and grants. City sources will also need to be contributed through the HOME and NHT program; as well as the facilitation of a HUD Section 108 loan. Debt financing is being acquired through the good auspices of the AFLCIO Housing Investment Trust. All of these pieces will need to come together for this project to be feasible.

The Cote Ford Site has been vacant for decades and blight upon the area. We have attempted to present a feasible proposal which is responsive to the goals of the City, the needs of the neighborhood and the realities of the marketplace.



**b development plan****ii.**

Assuming designation by November 1, 2014, we would immediately undertake a series of activities to make the property development-ready within twelve months. First, we will initiate a community outreach program in anticipation of public meetings sponsored by DND. Second, we will undertake an evaluation of the geotechnical and environmental characteristics of the site. If it is determined that removal of the AULs is feasible, application will be made to DEP to accomplish this. Third, a legal analysis of the zoning and permitting requirements of the site will be undertaken. This process should take one to two months. Finally, a development, construction and design narrative and documents will be prepared in anticipation of meetings with the community and the Advisory Group. The goal will be to initiate formal meetings in December and complete them within two months.

Based upon initial feedback in the community as well as the results of the engineering tests, plans and specifications will move to the 25% stage or that required in order to apply for financing and permits.

Depending on the planning process with the community, we would hope to be able to apply for Article 80 approval and zoning relief in February of 2015.

We would expect to apply to the State for tax credits and financing with pre-applications due in early February, 2015 and the One Stop application due in early April. We will also apply for the next round of Boston subsidies. That should result in financing commitments in place by late June of 2015.

Assuming that Article 80 and Zoning approvals are received in mid-summer, design submissions for ISD will be completed by late August. Presuming construction permits are issued by September 30, 2015, a financial closing and construction start will take place in late October 2015.

Construction should take approximately 14 months and rent up another eight. As a result, stabilized operations are anticipated for September of 2016.

This schedule is aspirational. It is dependent on factors beyond the control of the designee, particularly the community participation and entitlement process. However, given the development experience and community-based connections of the Proposer and its team, this timeframe is achievable with the cooperation and collaboration of all the parties to the process.

### b development plan

#### iii.

The goal of this proposal is to tie the now vacant Cote Ford dealership sites into a thriving part of the Mattapan neighborhood fabric through the creation of new housing, commercial space, and a mixed-use children's sports facility.

The proposal seeks to accommodate the current needs of the Mattapan community while respecting existing neighbors and anticipating the future development of the area. It will provide a variety of housing types, both market rate and affordable, spaces for local business and community use, as well as significant open space.

The largest and most sensitive part of the development is 30 Regis Street. To buffer the new residences (and existing Regis Street homes) from the train tracks, we are using a sound attenuating wall, parking, and planting. At the same time, impact to the existing homes on Regis is further minimized by providing a generous landscaped setback of the new structures from the street. The new homes are designed to respond to the proportions and materials of their neighbors. Their placement on the site helps define and organize Regis Street and create an improved pedestrian experience. All of the parking required for the new development is located on the project site.

The proposed site plan also includes a series of programmed open spaces, including a dog park and tot-lot, tied together by a central gathering space. These areas are highly visible from the new townhouses, which provide a sense of security that ensures that the spaces will be used. For the Cummins Highway property on one side of Regis Street, we are proposing a mixed-use sport facility for children. The building will have office space as well as community gathering and activity spaces. Its design anchors the surrounding housing and functions as a landmark for the neighborhood.

On the other side of Regis Street, at the site's highest point, 820 Cummins highway, we are proposing a four story mixed use residential building, which will include ground floor commercial space. The facility features one and two bedroom units, the majority of which receive Southern exposure, as well as use of a third floor terrace. Re-use of the existing Cote Ford dealership garage as covered parking allows us to provide a landscaped plaza above. Together, the two buildings on Cummins Highway respond to the larger scale and high visibility of the boulevard and serve as a continuation of the urban fabric established at Mattapan Square.

# ii. PROPOSAL SUMMARY

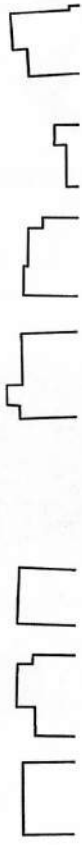
# section A

b development plan



**COTE FORD SITE PLAN**  
820 CUMMINS HIGHWAY, MATTAPAN, MA

- 70 Units
- Double Loaded Apartments
  - 4 Story "Stacked" townhouse
  - 3 Story Townhouse



Site plan of Cote Ford Site Properties Proposal, Not to Scale

## ii. PROPOSAL SUMMARY

## section A

### b development plan



*Aerial View of the Development, Facing North from Cummins Highway*



*Aerial View of the Development, Facing Southwest along Regis Street*

## ii. PROPOSAL SUMMARY

## section A

b development plan



*Perspective View of Cummins Highway Properties, facing North*



*Perspective View of 30-32 Regis St., facing South*

**c operational plan****c. Operational Plan****i.**

POUA believes that each resident should be treated fairly and professionally at all times, regardless of race, creed, sex, age, or disability, and that persons should be regularly encouraged to be independent and active individuals. At the same time, POUA is committed to ensuring that each resident has the support and access to services necessary to assist them; people need assistance from time to time and the coordination and provision of appropriated services by a professional property manager is an important component of our housing developments.

In keeping with POUA's mission, the following Operational Plan is designed to set forth policies and procedures for the administration and operation of the property in accordance with the terms of the property management agreement between the owner ("Owner") and the property manager ("Agent").

**MARKETING AND RENTAL OF UNITS**

The Agent will conduct marketing activities necessary to secure prospective residents who are eligible and qualified to lease units at the property, in accordance with applicable regulatory requirements. The costs of marketing and advertising the units will be authorized within the parameters of the annual budget and will be paid from the operating account.

The Agent will provide thorough screening of all applicants for housing at the development in accordance with applicable law and regulations. The screening process includes the collection, verification and review of documents provided to determine program eligibility; the conducting of interviews with applicant households as necessary to discuss overall eligibility of household; the obtaining of background credit, landlord and criminal history reports to determine whether household meets qualification criteria for having met previous lease obligations.

*Waiting List*

A waiting list will be maintained in accordance with the Resident Selection Plan and subject to any additional regulatory requirements.

### c operational plan

#### *Unit Turnover*

Resident selection will be conducted in strict compliance with the approved Resident Selection Plan. Unit turnover will be conducted in accordance with governing documents and requirements established in the management agreement to minimize delay and expenses associated with vacancy and turnover.

#### **STAFFING**

Under the terms of the management agreement, staffing expense will be funded through the operating budget from rental income. The Owner will require the Agent to retain a property manager assigned to the property and a maintenance superintendent. These individuals will be employees of the Agent.

The Owner will also require the Agent to have a resident service coordinator assigned to Cummins Highway Gateway on an as-needed basis, during which period the RSC will: 1) assess the need for specific resident services; 2) identify available resources for the provision of a broad array of resident services which have been determined to be available in the market area; and 3) coordinate the referral of residents to those service providers. The RSC will be funded on an as-needed basis out of the development's operating budget.

#### **OPERATING BUDGET**

As set forth in the RFP response, the operating budget for the development is reflective of the Owner's and the Agent's needs for the development and include:

- Consideration of the current cost needs and financial resources of the Property
- Anticipated staffing needs, salaries, and projected changes in salaries or benefits
- Anticipated utility consumption to forecast upcoming, incorporating projected cost changes in utility rates.

The anticipated operating expenses for the development are \$472,345 or approximately \$6,750 per unit. The expenses will be covered by income from the "market" units, the low-income housing tax credit units, the Project-based Section 8 units, the commercial rents and laundry facilities.

### c. operational plan

#### **MAINTENANCE**

The Owner will require the Agent to maintain the property in good repair in accordance with local codes and in conditions that at all times, including, but not limited to cleaning, painting, decorating, plumbing, carpentry, grounds care, and such other maintenance and repair work as may be necessary.

#### **RESIDENT/MANAGEMENT RELATIONS**

The goal of establishing a policy for resident/management relations is to promote a positive living/working environment for residents and staff at the community. The Owner and the Agent will hold regularly scheduled informational and educational programs. Resident and community volunteer groups will be supported in coordinating social events, arts and crafts, holiday gatherings, and other recreational activities.

#### **CONCLUSION**

POUA and the Owner will require the Agent to coordinate its resources, expertise and experience to provide high quality housing for its residents while ensuring that the property makes a positive, contributing impact in the neighborhood and surrounding community.



**d. developer qualifications****d. Developer Qualifications****i.**

The Planning Office for Urban Affairs (POUA) is a private non-profit 501 (c)3 development organization created in 1969 and affiliated with the Roman Catholic Archdiocese of Boston. The Office has completed the development of nearly 2,700 units of affordable and mixed-income housing, with debt and equity financing of nearly \$440m. Many of POUA's projects also include commercial and community space, and are part of larger neighborhood revitalization efforts. More than 1,000 of the units POUA has produced are located in the City of Boston.

The Planning Office worked with the AFL-CIO Housing Investment Trust previously on the very successful 184-unit Rollins Square development in the South End of Boston. This partnership between POUA and the AFL-CIO HIT proved to be an innovative model for public/private partnerships in the City (please see information on some of the Rollins Square awards, on following pages).

Among the other noteworthy properties developed by the Planning Office in the City of Boston are West End Place (183 units of mixed-income housing in the West End); St. John of God (291 units of family, and elderly continuum of care, housing in two phases in Brighton); and Riley House Apartments (40 units of senior housing in Hyde Park). Additionally, the redevelopment of the former St. Kevin's parish property on Columbia Road in Dorchester into 80 units of affordable housing is currently underway. Information on these developments, and a listing of POUA's completed portfolio, is included with this submission. Also included is a description of The St. Aidan in Brookline, which illustrates the development of townhouse units in addition to larger scale buildings.

Caribbean Integration Community Development (CICD), in its first large scale mixed use project has assembled and teamed up with an experienced group of professionals with proven skills to lead the way.

### d. developer qualifications

#### POUA References:

Undersecretary Aaron Gornstein  
Massachusetts Dept. of Housing & Community Development  
100 Cambridge Street  
Boston, MA 02114  
617-573-1101  
aaron.gornstein@state.ma.us

Doreen Conlon  
Senior Vice President of Community Development Banking  
Bank of America  
One Federal Street  
Boston, MA 02110  
401-278-3875  
Dorene.m.conlon@baml.com

Clark Ziegler, Executive Director  
Massachusetts Housing Partnership  
160 Federal Street  
Boston, MA 02110  
617-330-9955  
chiegler@mhp.net

### d. developer qualifications

#### CICD References:

Leon David,  
Legislative Aide for Representative Daniel R. Cullinane  
State Representative  
12th Suffolk District  
Room 121  
State House, Boston 02133  
617-722-2006 x7786  
leon.david@mahouse.gov

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450 Brookline Avenue, HS 413  
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Magnolia\_Contreras@dfci.harvard.edu

James E. Levin, Esq.  
Partner at Levin Development, LLC  
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Wellesley MA 02482  
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Fax 1-508-319-3012  
jameselevinesq@gmail.com

*The following pages contain examples of similar projects by The Planning Office for Urban Affairs:*



# PLANNING OFFICE FOR URBAN AFFAIRS

ARCHDIOCESE OF BOSTON

## DEVELOPMENT INFORMATION

### DEVELOPMENTS COMPLETED:

Project Name	Location	Completion Date	Housing Units	Development Cost
1 North Ridge	Beverly, MA	1975	98	\$9,300,000
2 Pine Grove	Lexington, MA	1977	16	\$1,050,000
3 Wood Ridge	North Andover, MA	1979	230	\$13,500,000
4 Kent Village	Scituate, MA	1983	64	\$8,000,000
5 Constitution Coop.	Charlestown, MA	1985	120	\$7,500,000
6 Fenwick House	Lynn, MA	1985	96	\$6,000,000
7 McNamara House	Brighton, MA	1985	80	\$5,000,000
8 Paul Revere House	Boston, MA	1985	24	\$2,500,000
9 St. Helena House	Boston, MA	1986	74	\$7,000,000
10 Collins Non-Profit Apts.	Chelsea, MA	1986	100	\$6,000,000
11 Friendly Garden Coop	Revere, MA	1986	107	\$6,000,000
12 Siena Village	Watertown, MA	1987	84	\$14,000,000
13 Hased House	Billerica, MA	1990	12	\$681,500
14 Mt. Carmel Housing	Worcester, MA	1991	75	\$5,200,000
15 Cardinal's Rehab	Boston, MA	1994	81	\$5,300,000
16 St. Cecilia House	Boston, MA	1995	123	\$8,500,000
17 Tuttle House	Dorchester, MA	1995	26	\$1,020,000
18 Neagle Apts.	Malden, MA	1996	76	\$5,800,000
19 West End Place	Boston, MA	1997	183	\$32,800,000
20 McBride House	Boston, MA	1998	17	\$2,800,000
21 St. Mary's	Waltham, MA	2001	70	\$5,600,000
22 Rollins Square (Cost includes housing, retail, subsurface garage, park)	Boston, MA	2004	184	\$73,860,000
23 St. John of God, Phase I	Brighton, MA	2003	213	\$68,900,000
St. John of God, Phase II	Brighton, MA	2006	78	\$10,000,000
24 St. Jean Baptiste	Lynn, MA	2005	38	\$9,150,000
25 Riley House	Hyde Park, MA	2005	40	\$7,200,000
26 D'Youville Elderly Housing	Lowell, MA	2009	42	\$8,460,000
27 St. Aidan (Cost includes subsurface garage, historic, conservation easement)	Brookline, MA	2009	59	\$36,850,000
28 Hayes Building	Haverhill, MA	2010	57	\$20,350,000

29 Upton Street	Boston, MA	2011	19	\$10,167,642
30 Rose Hill Manor	Billerica, MA	2011	41	\$11,240,000
31 Barstow Village (with EA Fish Associates)	Hanover, MA	2012	66	\$11,700,000
32 St. Joseph's	Salem, MA	2013	51	\$17,740,000
<b>TOTAL Completed</b>			<b>2644</b>	<b>\$438,769,142</b>

**DEVELOPMENTS UNDERWAY:**

<b>Project Name</b>	<b>Location</b>	<b>Projected Completion Date</b>	<b>Housing Units</b>	<b>Development Cost</b>
1 St. Kevin's Redevelopment	Dorchester, MA	2014	80	\$36,750,000
2 Winter Street School	Haverhill, MA	2015	12	\$5,000,000
3 Harbor Place	Haverhill, MA	2015	40	
4 Kennedy Building Apartments	Hanover, MA	2016	37	\$13,000,000
<b>TOTAL Underway</b>			<b>169</b>	<b>\$54,750,000</b>
<b>TOTAL</b>			<b>2,813</b>	<b>\$493,519,142</b>

## ROLLINS SQUARE

*Bridging the income gap with broad economic diversity*

Rollins Square is a 184-unit mixed-income development built on a two-acre site in Boston's South End neighborhood. Of the units: 20% are low-income rental apartments, 40% are moderate-income first time homebuyer units and 40% are market-rate condominiums. This vibrant community offers high quality housing units for people with a broad range of incomes, providing economic diversity in a neighborhood that had luxury condos and public housing, but little in between. Rollins Square, which opened in 2004, sets a new standard for affordable housing development in the Boston area.

Rollins Square was built on land acquired from the Boston Redevelopment Authority and integrates two distinct styles of the neighborhood in its design: low-scale brick townhouses mimic the South End's attractive 19th century residential streets, while taller buildings with larger windows at the edge of the property are inspired by the neighborhood's warehouse buildings. The grounds include a landscaped park, 6,000 square feet of retail space and an underground parking garage.

Rollins Square has received the FNMA Maxwell Award of Excellence, the Builder's Choice Grand Award, the Charles Edson Tax Credit Award, the Boston Preservation Alliance Award and the John Clancy Award for Socially Responsible Housing. It has been recognized by the Urban Land Institute, Harvard University, Boston College, the University of Pennsylvania and at numerous national conferences.

The development is even innovative in its operations: the condominium association recently installed a co-generation unit for the development, saving \$75,000 per year in energy costs.



Photos: Robert Benson

**Developer:** Planning Office for Urban Affairs

**Development Consultant:** Development Synergies LLC

**Architect:** Childs, Bertman, Tsekaris, Inc.  
CBA Landscape Architects

**Contractor:** Suffolk Construction

**Manager:** Maloney Properties, Inc.

**Financing:**

Bank of America/Fleet Boston Financial

Commonwealth of Massachusetts:

*Department of Housing & Community Development*

*Massachusetts Department of Environmental Protection*

*MassHousing*

City of Boston: *Boston Redevelopment Authority*

*Department of Neighborhood Development*

*Neighborhood Housing Trust*

AFL-CIO Investment Trust

Federal Home Loan Bank of Boston

Highland Street Foundation



GRAND

## Rollins Square

BOSTON

WHEN THE STATED GOAL IS to provide mixed-income housing, the end result often makes it clear just who lives where.

Not so with Rollins Square, an unusual 184-unit community in Boston's South End, where low-income tenants enjoy the same design standards and amenities as those who paid market-rate prices for their condominiums. "Our client wanted to raise the bar on standards for affordable housing," architect Christopher Hill says in reference to the Archdiocese of Boston, "and at the same time create a truly social invigorating community. We didn't create separate styles for separate categories of residents."

The Archdiocese Planning Office developed the project on land owned by the Boston Redevelopment Authority. The two-acre complex features a series of six-story buildings and four-story townhouses divided in half by a new interior street and park. Rollins Square straddles two distinct South End neighborhoods with very different building styles: a residential neighborhood with 19th-century brick homes, and a warehouse district where the large-scale buildings reflect their industrial use.

"We tried to create a bridge by designing housing that reflects both styles," says Hill. The townhouses, lower in scale, were placed in the middle of the blocks and have details such as cornices, lintels, and sills

that reflect the residential community. The taller buildings at the corners relate to the manufacturing neighbors and feature larger windows. Different shades and texture of brick are complemented by metal and precast elements to add visual interest. Some apartments feature French balconies or private patios.

Apartments range in size from one-bedroom flats to three-bedroom duplexes. Thirty-five percent were priced at market rates, 45 percent went to moderate-income residents, and 20 percent were for low-income tenants including formerly homeless people. The complex has a 277-space parking garage below grade and retail spaces at street level.—S.K.





## BUILDER TIP

### All in the Family

**O**ne design dilemma for architects of Rollins Square was how to include three townhouses on the site that could not be demolished. The architects, CBT, incorporated design aspects of the existing housing, which were privately owned and had tenants, into the new project. As a further gesture of inclusiveness and neighborliness, CBT built a new staircase for the houses so the residents could be part of the new block.



**CATEGORY:** Community with mixed housing types; **ENTRANT/ARCHITECT/INTERIOR DESIGNER:** CBT/Childs Bertman Tseckares, Boston; **BUILDER:** Suffolk Construction, Boston; **DEVELOPER:** Planning Office for Urban Affairs/Archdiocese of Boston, Boston; **LAND PLANNER:** VHB Vanasse Hangen Brustlin, Watertown, Mass.; **LANDSCAPE ARCHITECT:** CBA Landscape Architects, Brookline, Mass.

Boston, Massachusetts

### ROLLINS SQUARE

Visitors to Rollins Square in Boston's thriving South End are struck by the development's impressive design. Attractive balconies jut out from many units. Garden spaces are planted with flowers and greenery. An underground garage provides plenty of spaces for residents and visitors to park. A bevy of retail shops serves as a hub of activity.

Visitors are also struck by the story behind the complex.

Rollins Square is the product of a marriage between social justice and sound commerce. The Planning Office for Urban Affairs (POUA), a nonprofit developer of affordable homes affiliated with the Archdiocese of Boston, developed the 184-unit, mixed-income complex using working capital made available through an unusual partnership with FleetBoston Financial. POUA also partnered with the City of Boston, which contributed land for the affordable homes and deferred payment on other property acquisition costs.

The seeds for this unique partnership were planted in April 2001, when POUA released a study funded by a \$50,000 grant from FleetBoston Financial on

Boston's housing market. The study reported a disturbing fact: The greater Boston area would need an additional 36,000 homes, including 15,000 affordable units, to meet residents' housing needs over the next five years.

In a unique call to action, FleetBoston offered POUA \$1 million in working capital for the development of affordable

homes and challenged POUA and the business community to match the funds.

The offer proved too good to turn down: POUA agreed to develop 2,000 units in partnership with FleetBoston over seven years. As part of this arrangement, POUA provides access to scarce surplus property formerly owned by the Archdiocese and develops the housing. In turn, FleetBoston provides up to \$2 million in working capital as a forgivable loan, \$1 million of which has also been matched by State Street Corporation. For every affordable unit POUA develops, FleetBoston forgives a small fraction of the loan. Since the announcement, the City of Boston, the Commonwealth of Massachusetts, the AFL-CIO, and many other organizations have provided financing for six POUA housing developments (five of which are on former church property), totaling 656 homes.

Rollins Square, the first development completed as part of the POUA-FleetBoston partnership, is a model of mixed-income housing. Located near downtown Boston, the 400,000-square-foot facility features eight buildings on approximately two acres. The complex reserves 37 homes for formerly homeless people and 73 homes for moderate-income, first-time home buyers. Rollins Square also has 74 high-end units that sell for up to \$750,000 each.

It's a recipe that works. The mix of residents—families getting back on their feet; service workers, nurses, and teachers working hard to get ahead; and dual-earner couples who can afford market-rate homes—create a diverse, vibrant community that captures the spirit of Boston's South End.



**PLANNING OFFICE FOR URBAN AFFAIRS, INC.**

**SPONSORING ORGANIZATION**

Formed in 1969, the Planning Office for Urban Affairs, Inc. (POUA) is a nonprofit developer whose mission is to create low- and moderate-income homes in vibrant communities. Affiliated with the Roman Catholic Archdiocese of Boston, POUA works to develop affordable homes within mixed-income communities whenever possible. POUA believes this approach avoids concentrated poverty and keeps low-income people from being isolated or stigmatized.

**FUNDING FOR ROLLINS SQUARE**

- City of Boston Leading the Way initiative funds, commercial development linkage funds, and land contribution
- Commonwealth of Massachusetts Department of Housing and Community Development Low-Income Housing Tax Credits (LIHTC) and HOME funds
- MassHousing Affordable Housing Trust funds
- MassDevelopment brownfields loan
- AFL-CIO Housing Investment Trust bridge loan
- Fleet Bank construction loan
- Fleet Development Ventures loan and equity investment
- Highland Street Foundation loan

**POUA'S OTHER**

**ACCOMPLISHMENTS**

- The Planning Office for Urban Affairs' and other participants' commitment to social justice extended



through the construction phase of Rollins Square. As part of the project, six minority and women-owned businesses were awarded \$10.6 million in contracts. Private firms donated almost \$1 million in architectural, legal, and development services. A system of community governance, including certain voting and other tenants' rights within the condominium structure, was instituted.

- During its 35-year history, POUA has completed 1,756 units. Two of POUA's current developments are in neighborhoods where homes often sell for more than \$1 million and where working families have been shut out of the housing market. In addition, POUA continues to work toward the 2,000 unit, 7-year goal established by the FleetBoston partnership.

**BOARD LEADERSHIP**

*President and Treasurer:* Rev. Sean Patrick O'Malley, Archbishop of Boston

*Clerk:* Gerald D'Avolio, Massachusetts Catholic Conference

**STAFF LEADERSHIP**

*Executive Director:* Lisa B. Alberghini

**CONTACT INFORMATION**

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 E-mail: lba@poua.org



**IN 1988, TO COMMEMORATE FANNIE MAE'S 50TH ANNIVERSARY,**

the Fannie Mae Foundation announced the Awards of Excellence Program, which seeks to encourage and recognize nonprofit organizations working to develop and maintain housing for low-income Americans. The program also is intended to encourage more corporations and foundations to be involved as funding and investment partners. The Awards were renamed in honor of David O. Maxwell, who retired in 1991 after 10 years of service as chairman and chief executive officer of Fannie Mae and the Fannie Mae Foundation.

**FOR THE 15TH ANNIVERSARY OF THE MAXWELL AWARDS PROGRAM,**

the Foundation is awarding \$50,000 to each selected nonprofit organization.

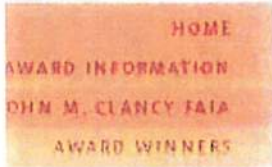
**THE FANNIE MAE**

**FOUNDATION** creates affordable homeownership and housing opportunities through innovative partnerships and initiatives that build healthy, vibrant communities across the United States. The Foundation is specially committed to improving the quality of life for the people of its hometown, Washington, D.C., and to enhancing the livability of the city's neighborhoods. Headquartered in Washington, D.C., the Foundation is a private, nonprofit organization whose sole source of support is Fannie Mae, and has regional offices in Atlanta, Chicago, Dallas, Pasadena, and Philadelphia.



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 North Tower, Suite One  
 Washington, DC 20016-2804  
 (202) 274-8000  
[www.fanniemae.com](http://www.fanniemae.com)  
[www.knowledgeplex.org](http://www.knowledgeplex.org)

## The John M. Clancy Award



## THE JOHN M. CLANCY AWARD

*for socially responsible housing*

### Award Winners



#### **Rollins Square (Boston, MA)**

designed by CBT/Childs Bertman Tseckares... CBA Landscape Architects (landscape architects, Brookline, MA); Weidlinger Associates (structural engineer, Cambridge, MA);

Fitzmeyer & Tocci (mechanical engineer, Woburn, MA); Peter J. Roche, Real Estate and Community Development (development consultant, Winthrop, MA); and Suffolk Construction (general contractor, Boston, MA).

"Rollins Square" is one of those high-density, mid-rise, urban housing edifices that one could easily drive by without noticing, a good background building yet, once noticed, a building with presence. Through judicious urban design, massing and façade composition, "Rollins Square" fits well within its mid-rise neighborhood and, thanks to the appropriate scale and articulation of its vertical surfaces, reinforces the spatial quality, texture and visual rhythm of the streetscape. The jury praised its ambitious program incorporating sidewalk-level retail space topped by 5 stories of mixed market-rate and affordable apartments organized around an interior courtyard.

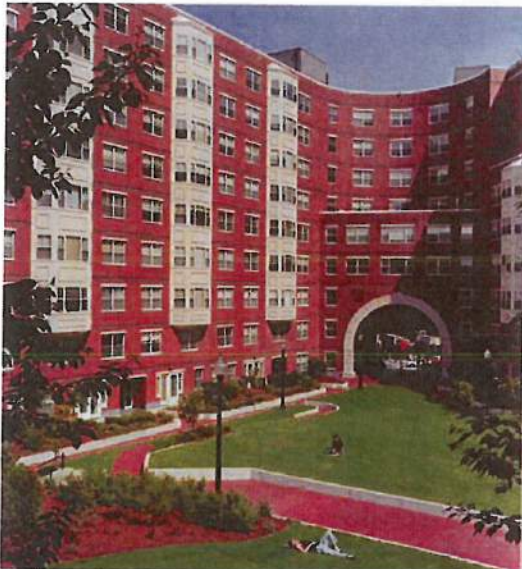
## WEST END PLACE

*Innovative mixed-income cooperative housing*

West End Place is a landmark mixed-income residential community in the heart of downtown Boston. The West End was one of the oldest and most diverse neighborhoods in Boston when it was demolished in the late 1950s in the name of urban renewal. Although displaced residents were promised affordable replacement housing, primarily luxury high-rise apartments were built where this thriving community once stood. Over 30 years later, the Boston Redevelopment Authority selected the Planning Office for Urban Affairs and Keen Development to develop the last remaining parcel in order to provide mixed-income homeownership opportunities. West End Place was developed as a housing cooperative through a complex financing and ownership structure, with one-third low-income, one-third moderate income and one-third market rate units. West End Place was completed and opened in 1997.

The developers assembled a complex financing package and an innovative cooperative structure to achieve this goal. The development includes ground floor retail space and underground parking. A grand archway dominates the building, creating a focal point within the graciously curved façade. The building also incorporates balconies and a landscaped courtyard, introducing a park-like setting to this urban neighborhood.

West End Place has been honored for its design by both the National Masonry Institute and the New England Chapter of the American Institute of Architects.



Photos: Bruce T. Martin

**Developers:**

Keen Development Corporation;  
Planning Office for Urban Affairs

**Sponsor:**

Old West End Housing Corporation

**Architect:**

The Architectural Team

**Contractor:**

Peabody Construction Company

**Manager:** Maloney Properties, Inc.

**Financing:**

Commonwealth of Massachusetts:  
*Department of Housing and Community Development*

City of Boston:

*Boston Redevelopment Authority*

Bank of Boston

AFL-CIO Housing Trust

Federal National Mortgage Association

## ST. JOHN OF GOD

*Continuum of care in an intergenerational setting*

St. John of God is a 291-unit intergenerational residential campus on the site of the former Archdiocesan Caritas Christi Hospital in Brighton, Massachusetts. The seven-building campus was developed by the Planning Office for Urban Affairs in partnership with EA Fish Associates. The development includes service-enriched housing for seniors, mixed-income assisted living with a dementia care unit, a skilled nursing facility, a residence for people living with HIV/AIDS, family housing, and a neighborhood park. The development is approximately 58% affordable across the various program components. Nearly 100 mature shade trees were preserved on the five-acre campus during construction. The development was completed in two phases, in 2003 and 2006.

St. John of God is situated on land that was the Livermore family farmstead in the eighteenth and nineteenth centuries. From 1907 until the Planning Office acquired it in the late 1990s, the property was the site of three different hospitals.



**Developers:**

Planning Office for Urban Affairs,  
EA Fish Associates

**Architect:**

The Architectural Team

**Contractor:**

Suffolk Construction

**Managers:**

Peabody Properties, Inc.,  
Welch Healthcare and Retirement Group,  
Catholic Charities

**Financing:**

Citizens Bank  
AIG SunAmerica

**Commonwealth of Massachusetts:**

*Department of Housing & Community Development;*  
*MassHousing;*

**City of Boston:**

*Department of Neighborhood Development*  
*Neighborhood Housing Trust*  
*Boston Housing Authority*

Photos: Greig Cranna (top), Bruce T. Martin (bottom)

## RILEY HOUSE

*Affordable elderly housing in an adapted convent building*

Riley House is a 40-unit affordable housing development for senior citizens located in Hyde Park, Massachusetts. Here, residents enjoy large, beautifully designed living spaces and sun-filled rooms, with community space provided for multiple recreational and wellness programs.

The development is designed around the former convent of Most Precious Blood Parish, which closed in the early 1990s after serving the people of Hyde Park for half a century. The Planning Office acquired the vacant building from the Archdiocese in 2003 and retrofitted and expanded the property with a newly constructed building. Some unique features of the development include a private courtyard that links the new and old structures and a bridge that connects the two buildings at the top floor.

Riley House is a service-enriched development, and is centrally located near a shopping center and public transportation. It is less than a quarter mile from the many small shops and restaurants along Hyde Park Avenue. Riley House, which opened in 2005, is named for Bishop Colin Riley, pastor of Most Precious Blood Parish for 25 years.



Photos: Greig Cranna

**Developer:**

Planning Office for Urban Affairs

**Architect:** The Architectural Team

**Contractor:** Peabody Construction

**Manager:** Maloney Properties, Inc.

**Consultant:** J. Kevin Leary

**Financing:**

U. S. Dept. of Housing & Urban Development

Commonwealth of Massachusetts

*Dept. of Housing and Community Development*

*Massachusetts Affordable Housing Trust Fund*

City of Boston

*Department of Neighborhood Development*

Federal Home Loan Bank of Boston

## THE ST. AIDAN

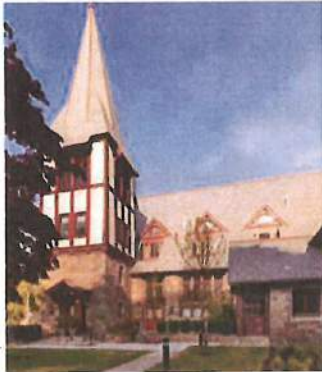
*Providing for an underserved population in an affluent community*

The St. Aidan is a 59-unit mixed-income, smart growth condominium development that combines conservation, historic preservation and affordable housing to support and enhance the Brookline community. Located in the heart of the desirable Coolidge Corner neighborhood, the 1.8-acre parcel site is the former home of the St. Aidan Parish. The development includes 20 affordable rental units, 16 first-time homebuyer units and 23 market rate condominiums. The Church building was converted into nine unique condominium units that include pieces of the church's original stained glass windows and woodwork. Two three-story town house buildings on Crowninshield Road complement that street's suburban character. The final building on the site is a new three and five story brick structure on the corner of Crowninshield Road and Pleasant Street. The buildings are organized around a central courtyard, and the site also boasts a landmark 150 year-old Copper Beech tree with a half-acre canopy.

The St. Aidan, which opened in 2009, was developed with the support of the Town of Brookline as a friendly Chapter 40B development. It offers access to high quality education, jobs, health care, services and amenities that are beyond the reach of many young people and families in need. The waiting list for the twenty affordable rental units had over 500 applicants before it closed.

**Developer:** Planning Office for Urban Affairs

**Development Consultant:** Development Synergies LLC



**Architects:** The Architectural Team  
DiMambro + Associates  
Bellata 3 Design

**Contractor:** Consigli Construction

**Manager:** Peabody Properties, Inc.

**Financing:**  
Bank of America  
Wainwright Bank and Trust  
Housing Partnership Network

Commonwealth of Massachusetts:  
*Dept. of Housing & Community Development;*  
*MassHousing;*  
*Community Economic Development Assistance Corp.*

Town of Brookline:  
*Brookline Housing Trust*  
*Brookline Housing Authority*

Federal Home Loan Bank of Boston  
Home Funders LLC

Photos: Andy Ryan



### f. partnerships

## d. Partnerships

### i.

In addition to the Proposer, the Project team includes:

### **AFLCIO Housing Investment Trust**

The AFLCIO Housing Investment Fund is a Financing Partner for this project. They will be providing not only the construction and permanent financing but also their expertise and experience.

The AFL-CIO Housing Investment Trust ("HIT") has many years of experience financing projects in Boston and the Commonwealth. These projects, which include public housing authority projects; and other mixed income, mixed use affordable rental projects; are discussed below.

#### Relevant Market Experience:

Public Housing Mixed-Finance Projects:

HIT has provided over \$150 million of financing for public housing mixed-financed developments in Boston.

*Boston Housing Authority– Maverick Landing:* MassHousing and the AFL-CIO Housing Investment Trust provided more than \$44 million in construction and permanent financing for the redevelopment of this property. This revitalized community has received numerous awards including Affordable Housing Finance Magazine's 2006 Reader's Choice Award for the Nation's Best Housing Development, NAMHA's 2008 National Award for Best Turnaround of a Troubled Property, and the 2009 I. Don Turner Prize for Innovation and Leadership in Affordable Housing.

*Boston Housing Authority – Washington Beech:* MassHousing and the HIT partnered with the BHA and Trinity Financial on the HOPE VI redevelopment of this community in Roslindale. Collectively, MassHousing and the HIT provided more than \$27.5 million in construction financing for this 266-unit project.

*Boston Housing Authority – Old Colony:* The aging, distressed, 850-unit public housing

### f. partnerships

development is adjacent to a very large public park and outdoor sports complex, across the street from a stunningly attractive waterfront, and nestled into a stable residential neighborhood that increasingly attracts Boston's young professionals. And yet within this neighborhood, Old Colony had been an imposing and unattractive island, designed to face inward and away from its surroundings, leaving its residents cut off from the social capital, employment and other benefits that South Boston has to offer. Phase-by-phase, the BHA and Beacon Communities is redeveloping this project using federal stimulus funds, HOPE VI funds, city resources, equity and more than \$77 million in construction financing from MassHousing and the HIT.

Additional Boston Projects on which AFL-CIO Housing Investment Trust has been involved: In total, the AFL-CIO HIT has provided over \$400 million in construction and permanent financing to projects in Boston. Among them, and in addition to Maverick Landing, Washington Beech, and Old Colony, the HIT worked on the following projects, all of which are indicative of our ability to provide efficient and competitive executions to the borrowers.

*225 Centre Street:* MassHousing and the HIT provided Mitchell Properties with \$35 million in construction, permanent and subordinate financing for the construction of the 103-unit mixed-income development in the Jackson Square neighborhood of Roxbury/Jamaica Plain.

*Preservation of Affordable Housing – Franklin Square House Apartments:* MassHousing and the HIT provided POAH with \$37 million of tax-exempt construction, permanent and bridge financing for the acquisition and rehabilitation of the Franklin Square House Apartments located in the South End neighborhood of Boston. This is one of six properties that POAH purchased in a portfolio transaction all of which were financed by MassHousing.

*Preservation of Affordable Housing – Blackstone Apartments:* MassHousing and the HIT provided POAH with \$47 million of tax-exempt construction, permanent, bridge and subordinate financing for the acquisition and rehabilitation of Blackstone Apartments located in the West End neighborhood of Boston. This is one of six properties that POAH purchased in a portfolio transaction all of which were financed by MassHousing.

*The Community Builders – Charlesview Redevelopment:* MassHousing and the HIT provided TCB with \$103 million of tax-exempt construction, permanent, bridge and subordinate financing for the construction of 240 units of affordable rental housing in the Brighton neighborhood of Boston.

### f. partnerships

*Beacon Communities – Georgetowne Homes One and Two:* MassHousing and the HIT provided Beacon Communities with \$165 million in tax-exempt construction, bridge and permanent financing for the acquisition and rehabilitation of the 967 outdated units located in Boston's Hyde Park neighborhood. The debt financing along with tax credit equity and subordinate financing from the City of Boston and DHCD will allow Beacon to completely update the buildings, units and grounds while retaining long-term affordability for the residents who live there.

*Trinity Financial – The Carruth:* MassHousing and the HIT provided \$35 million of construction, permanent and subordinate financing for the construction of 116 units of mixed-income housing located next to the Ashmont train station on the Red Line, which is a major transportation center for Boston's Dorchester community.

#### References:

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Howard Cohen, Chairman Beacon Communities  
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William McGonagle, Administrator  
Boston Housing Authority  
52 Chauncy Street  
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Bill.mcgonagle@bostonhousing.org

Amy Anthony, President and Chief Executive Officer POAH  
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Boston, MA 02108  
617-261-9898  
aanthony@poah.org

**f. partnerships****Eisenberg Consulting LLC**

Eisenberg Consulting LLC will be the Financial Consultant for this project. EISENBERG CONSULTING, LLC is a real estate consulting firm specializing in residential and mixed use development. Its clients come from the private, non-profit and public sectors.

Charles Eisenberg is the Principal of EISENBERG CONSULTING, LLC. He has thirty-five years of real estate experience with companies such as Winn Development, the Beacon Companies and The Related Companies. During the early Nineteen Nineties, he managed nationwide residential and retail portfolios for the FDIC and RECOLL Management, a division of Fleet Bank. From 1993 to 2001, he managed a local design firm while consulting for such companies as AEW and MMA. The last ten years have brought him back to real estate consulting full-time, managing or assisting in the development of affordable housing projects, mixed-use developments, and assisted living facilities.

Mr. Eisenberg has special expertise in the development of residential properties; including affordable and mixed-income projects. He is adept at the assembly of public-financing and tax-credits financing packages and has considerable experience with Comprehensive Permit processes in Massachusetts and Rhode Island as well as other inclusionary zoning programs.

At the present time, his projects include the development of two affordable housing developments, three mixed-income/mixed-use developments, two "preservation" projects and assisting two communities in creating plans to re-develop their downtowns.

Mr. Eisenberg is an adjunct professor at the Boston University Center for Real Estate Studies and serves on the Board of Directors of several non-profit corporations. He has a Masters in Government and Planning from Cornell University and an M.B.A from Harvard.

**Davis Square Architects**

Davis Square Architects will design this project. A local architecture and planning firm, they have extensive experience designing both affordable and market rate housing in Massachusetts. In Boston, DSA has recently or is currently designing 40 Upton Street and the Frankie O'Day Condominiums in the South End, Lucky Strike in Dorchester and Bartlett Place in Roxbury.

*The following pages contain examples of similar projects by Davis Square Architects:*



First Church of Roxbury  
Education & Justice Center



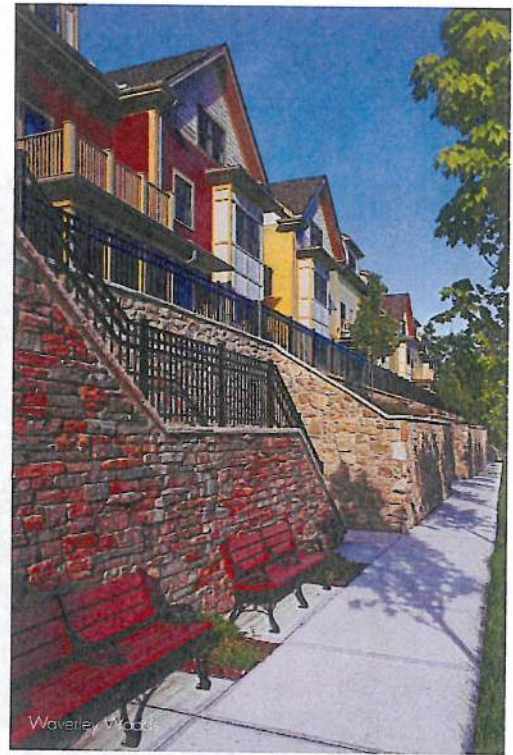
Bright Horizons  
Corporate Headquarters



Interfaith Housing



Bright Horizons Childcare-Glastonbury



Waverley Woods

## DAVIS SQUARE ARCHITECTS, INC.

We are an award-winning architectural design and planning studio with a simple mission: to produce excellent design, to develop long-term relationships with clients, and to help build viable communities.

Our current areas of expertise include:

- Multi-family housing
- Renovation & historic preservation
- Smart Growth planning
- Feasibility & needs assessment
- Corporate interiors
- Child care centers
- Academic Facilities
- Community service buildings

Founded in 1984, Davis Square Architects, Inc. is a medium-sized firm organized into project-specific teams. We maintain the same team from schematic design through construction, under the direction of a Principal. As a result of this continuity, our clients come to know and rely on individual staff members over time, seeking them out for subsequent projects.

Our best work is achieved in collaboration with demanding, involved clients. Design solutions evolve through careful consideration of our clients' needs, constraints, and dreams. To this we add a commitment to architecture that is both beautiful and respectful of its surroundings.

Working within the design studio tradition, we have created an open collegial work environment where education is highly valued; where the exchange of ideas, informed by experience, is encouraged; and where the most advanced technology supports the design process. Our success has allowed us to contribute a portion of our profits to worthy community service organizations, in the belief that strong communities and great architecture are mutually dependent. ■



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DAVIS SQUARE ARCHITECTS, INC.

# MULTI-FAMILY HOUSING



## OVER 20 YEARS OF HOUSING FAMILIES

Davis Square Architects, Inc. is an architectural design and planning studio with a simple mission: to produce excellent design, to develop long-term relationships with clients, and to help build viable communities. Our goal is to maintain the same team from schematic design through construction, under the direction of a Principal. As a result of this continuity, our clients come to know and rely on individual staff members over time. Our best work is achieved in collaboration with demanding, involved clients. Design solutions evolve through careful consideration of our clients' needs, constraints, and dreams. To this we add a commitment to architecture that is both beautiful and respectful of its surroundings. This mission has helped us create or renovate over 10,000 housing units in New England.



Mystic River Apartments, Somerville, MA



Botlegreen Apartments, Lexington, MA



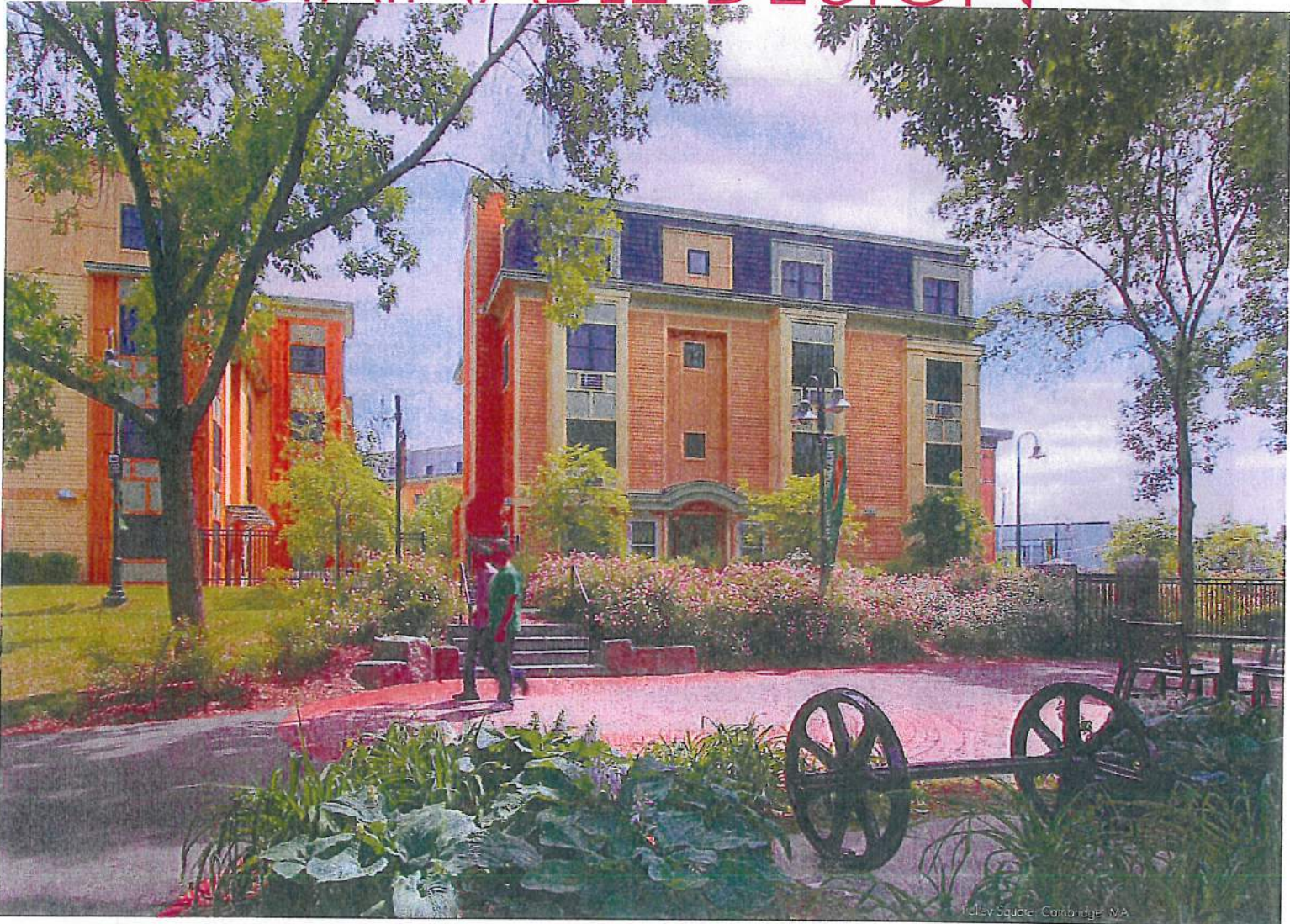
Interfaith Housing, Boston, MA



South End Tenants Housing (SETH), Boston, MA

DAVIS SQUARE ARCHITECTS, INC.

# SUSTAINABLE DESIGN



Holly Square - Cambridge, MA

## GREENING MASSACHUSETTS

Davis Square Architects, Inc., formerly Mostue & Associates Architects, is committed to understanding the true costs and benefits of green design, as well as studying the effectiveness of those measures. At the outset of several projects, we have performed green-design charrettes as well as feasibility studies to identify and develop achievable sustainable design goals. Our firm has also completed post-construction testing, commissioning and postoccupancy energy performance studies on several of our projects, working in cooperation with engineers and green design consultants. The results have shown low initial costs for green design measures and a rapid payback in lower energy costs.



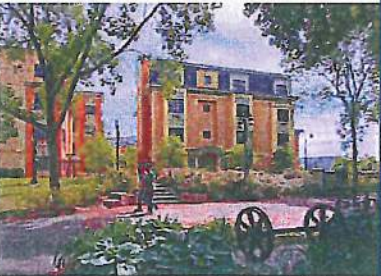
(Left to Right) Photovoltaic Panels at Hope House, Boston, MA . Linden Street Housing, Somerville, MA . Stanwood Apartments, Dorchester, MA . Saint Polycarp Village Apartments, Somerville, MA



Saint Polycarp Village Apartments



Toward Independent Living & Learning



Trolley Square



Brunswick Halborn & Columbia Wood

#### FOCUSED EXPERIENCE

Since 1984, Davis Square Architects, formerly Mostue & Associates, has been a leading advocate and designer of elderly and transition housing, affordable rental housing, and affordable home-ownership opportunities. We are committed to establishing long-term relationships with clients, residents, and neighbors; and we work hard to gain and retain their respect.

#### AWARD-WINNING DESIGN

Our housing designs have received awards for: Smart Growth- American Institute of Architects, Boston Society of Architects, Sierra Club, U.S. Department of Housing & Urban Design (HUD), Office for Commonwealth Development (OCD) Sustainable Design- NESEA Green Building, the Home Depot Foundation, the Enterprise Foundation, the EnergyStar Foundation, American Institute of Architects, Boston Society of Architects, Environmental Design + Construction magazine Design Leadership- Boston Society of Architects' Women in Design Award

#### FUNDING AGENCY ACCESS & CREDIBILITY

In today's highly competitive market for resources, funding agencies at every level recognize Davis Square Architects as a valuable addition to any development team. The Cambridge Community

Development Department calls upon us to prepare housing feasibility studies, and the Massachusetts Department of Housing and Community Development has retained Davis Square Architects to evaluate One-Stop funding applications. In addition, we have working relationships with MassHousing, Community Economic Development Assistance Corporation, Boston Redevelopment Authority, Boston Department of Neighborhood Development, Boston Landmarks, and the Massachusetts Historical Commission.

#### SUSTAINABLE DESIGN

We are dedicated to creating sustainable design without overloading a project's budget. With numerous in-house LEED-accredited staff members, we have the ability to use commonly available materials to create a well-designed, energy efficient, environmentally-friendly neighborhood.

#### PROJECT PLANNING COST CONTROL

Davis Square Architects carefully monitors project budgets and works closely with owners to understand their requirements. We bring strict cost control and efficiency to each project, while still maintaining the highest standards of design quality. Many repeat clients have come to trust in our ability to develop thoughtful and cost-effective solutions. ■



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## MULTI-FAMILY HOUSING



DAVIS SQUARE ARCHITECTS, INC.

# COMMUNITY DESIGN



Pondview Apartments, Jamaica Plain, MA

## OVER 25 YEARS OF FACILITATING NEIGHBORHOOD PARTICIPATION

Davis Square Architects, Inc. is an architectural design and planning studio with a simple mission: to produce excellent design, to develop long-term relationships with clients, and to help build viable communities. We maintain the same team from schematic design through construction, under the direction of a Principal. As a result of this continuity, our clients come to know and rely on individual staff members over time. Our best work is achieved in collaboration with demanding, involved clients. Design solutions evolve through careful consideration of our clients' needs, constraints, and dreams. To this we add a commitment to architecture that is both beautiful and respectful of its surroundings.



Mishawum Park Resident Design Workshop



Central Grammar Apartments Green Charrette



ZUMIX Firehouse Interior Design project



Saint Polycarp Village Community Meeting



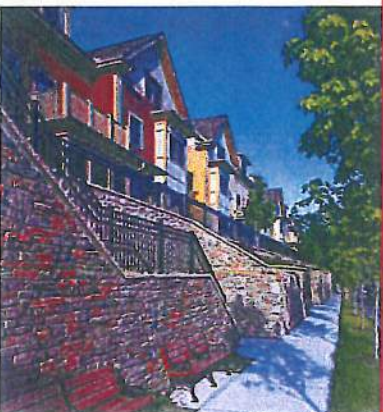
Private Residence (LEED-H Certified), Lincoln, MA



Columbia Terrace Apartments (CAST)



Saint Polycarp Village (Green Roof Installation)



Waverley Woods

### CONTINUED "GREEN" SUCCESS

Davis Square Architects, Inc.'s environmentally-friendly design has received recognition from the American Institute of Architects, Boston Society of Architects, the Home Depot Foundation, the Enterprise Foundation, U.S. Department of Housing & Urban Design, Office for Commonwealth Development, Northeast Sustainable Energy Association, Sierra Club, Environmental Design + Construction magazine, Multi-Family Executive magazine and numerous other prestigious organizations. Our projects have been honored for excellence in smart growth, sustainable design, revitalization of an urban brownfield site, green community, energy efficiency, and excellence in design.

### SUSTAINABLE ACCOMPLISHMENTS

- At Linden Street, Somerville, MA, the use of damp-spray cellulose and Icynene insulation allows this environmentally-friendly neighborhood to use 43% less energy.
- At Brunswick-Holborn & Columbia Wood Apartments, Dorchester, MA, all 10 renovated buildings received the highest HERS scores from Energy Star Homes indicating 50-70% improvements in efficiency.
- At Trolley Square, Cambridge, MA, storm water retention tanks installed beneath the corner park reduce the flow of storm water into the City's system. Clean storm water from the tanks is used to irrigate the planters in the central plaza. This project includes a 45-KW photovoltaic array.
- At the Columbia Terrace Apartments,

Cambridge, MA, demolition and construction debris was salvaged for other uses, including landscaping.

- Davis Square Architects is currently a "green" consultant to the Massachusetts Department of Housing & Community Development, the Massachusetts Technology Council, Enterprise Foundation's Green Communities Program, and the Community Economic Development Assistance Corporation.

### SUSTAINABLE DESIGN SERVICES

The following are steps that Davis Square Architects can provide to ensure sustainability:

1. Green Screen- evaluating programming plans to determine the most promising green opportunities on a particular site or building
2. Green Charrette- a meeting early in the design process in which all stakeholders brainstorm ideas for energy and resource efficiency and generate goals and development strategies to accomplish them
3. Capital Needs Assessment- focuses on Energy Saving opportunities & sustainable improvements
4. LEED-Documentation Services
5. Life-Cycle Analysis of prioritized design goals to assist the design making process
6. Partnerships with LEED-accredited consultants, clerks and contractors for the most effective green project team
7. Commissioning of building envelope & building systems
8. Post-Occupancy Assessment of actual energy savings ■



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# SUSTAINABLE DESIGN



## AMORY RESIDENCES

Davis Square Architects transformed a former tow lot and car wash into sixty-four units of affordable rental housing in three buildings. One building is six-story steel construction with masonry veneer, and two are four-story wood-framed townhouse buildings. Extensive work was done with the Boston Redevelopment Authority and Department of Neighborhood Development, in addition to the

coordination of a Public Improvements Commission process involving Boston Water and Sewer, Transportation, and Public Works. Central to the design was maximizing the number of townhouse units with individual front doors in order to enliven the street. ■



**AWARD WINNING**  
Multi-Family Executive "Affordable Project of the Year"

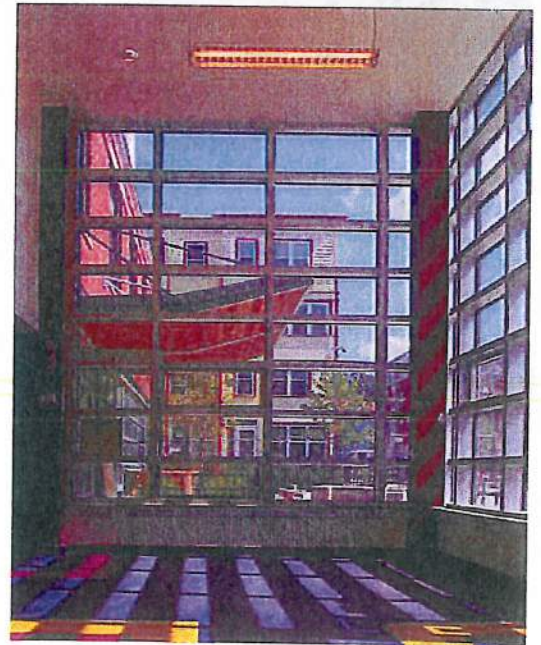


**SUSTAINABLE DESIGN**  
All units built to Energy Star Home standards

**LOCATION**  
Roxbury, MA

**DEVELOPERS**  
Urban Edge Housing Corporation

**SCOPE**  
64 units, New Construction



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HOUSING & MIXED-USE  
davissquarearchitects.com



3D computer generated model



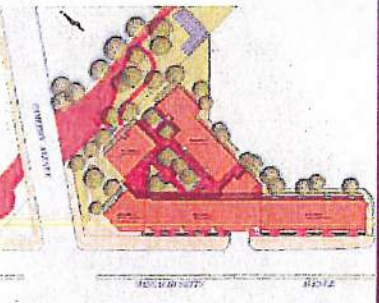
Zumix Youth Cultural & Performance Arts Space



3D computer generated model



Green Charrette



Site Plan

### DESIGNING TO FIT YOUR COMMUNITY

We are widely praised for being a "people" firm. We strive to develop close working relationships with clients and user groups. Our community workshops and participatory design techniques help to involve users in the design process by giving them a "hands-on" way of participating in design.

### DESIGN WORKSHOPS

As part of our commitment to community-based process, Davis Square Architects offers participatory workshops for residents and community members who wish to take an active role in the design process. Davis Square Architects provides visual aids (slides, sketches, models) which generate discussion about the goals and priorities of the building process. Small groups explore possible design solutions and work towards group resolutions.

A typical workshop agenda includes:

- Introductory visual presentation by architect
- Activities within smaller groups
- Listing of design goals and problems
- Ranking of goals in order of priority
- Brainstorming solutions using interactive model kits
- Presentation of design solutions from groups
- Group discussion and consensus building

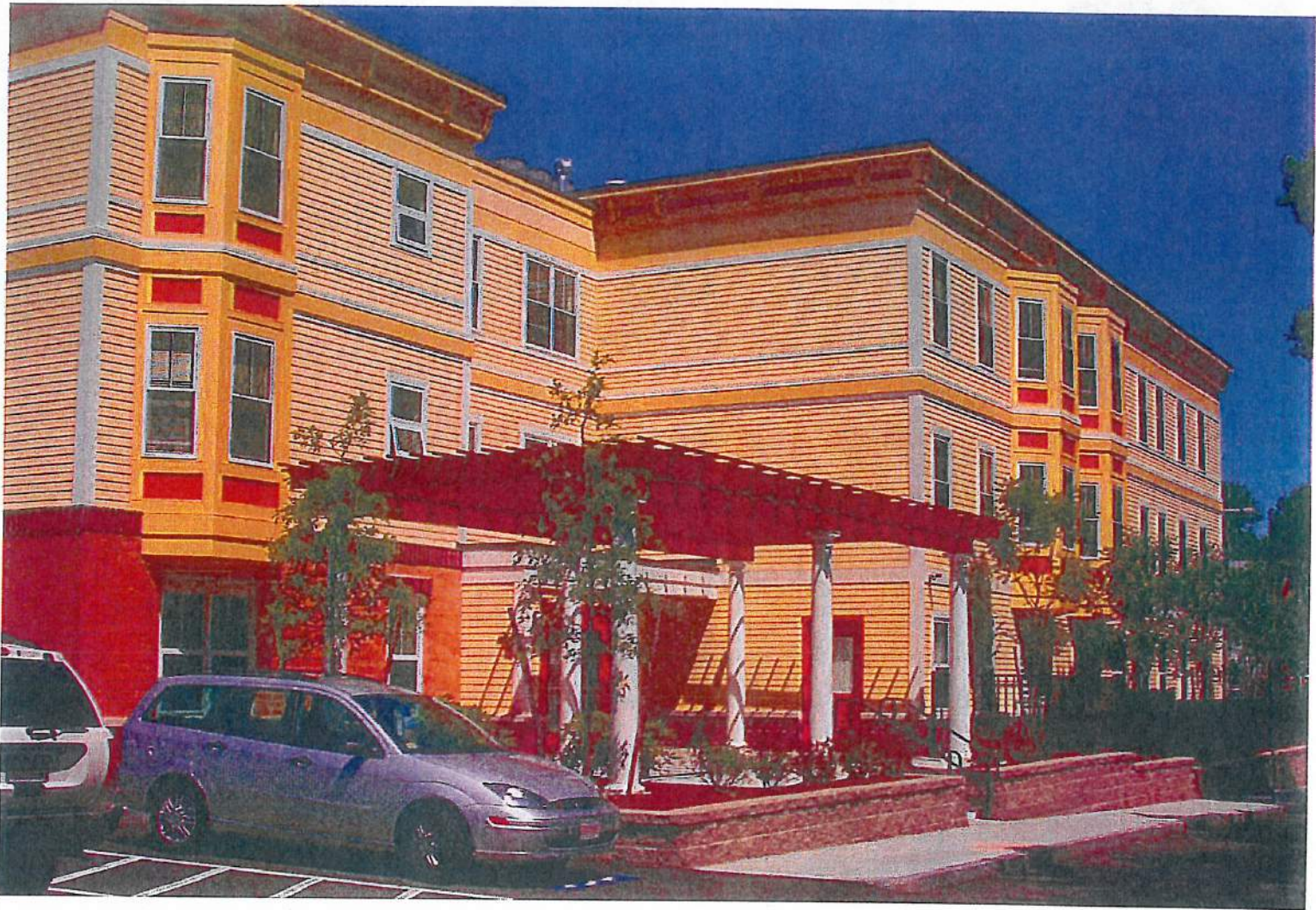
Following the workshops:

- Summary of presentations are posted in common areas
- Resident goals and priorities are identified
- Group design solutions are developed and displayed
- Resident suggestions are incorporated into design development ■

# COMMUNITY DESIGN



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## TALBOT BERNARD SENIOR HOUSING

Nestled in a residential neighborhood, the new Talbot Bernard independent living facility for seniors includes senior residences, activity spaces and a computer room. The center uses natural lighting to bring a sense of warmth and life to the interior common spaces. In addition, widened corridors allow for and encourage resident interaction.

Semi-private outdoor spaces include the southern facing courtyard, enlivened with garden plots and outdoor tables and seating, and a trellised entryway. A versatile retaining wall raises the senior center from the street level and provides both a sense of privacy and security to residents and enhances the public walkway. ■



### REFERENCE

James Hexter, Development Consultant  
42 Saint Rose St.  
Jamaica Plain, MA 02130-3956  
617.230.2080, tel

### LOCATION

Dorchester, MA

### DEVELOPERS

Codman Square Neighborhood Development Corporation

### SCOPE

New Construction  
31 units

### MOSTUE & ASSOCIATES



ARCHITECTS, INC.



## HIGHLAND HOMES AT FORT HILL

Set within the historic Fort Hill district of Roxbury, Highland Homes occupy a sloped site that was previously considered unavailable for development. The eighteen home-ownership units consist of market rate, moderate and affordable units for first-time home buyers, including two single-family units.

We engaged the client in the design process by using computer-generated 3D models to make complicated site options more understandable. The scheme that emerged respects the established neighborhood and enhances the natural topography. Intermediate terraces moderate the incline while providing convenient off-street parking. ■



**LOCATION**  
Roxbury, MA

**DEVELOPERS**  
Madison Park Development Corporation

**SCOPE**  
New Construction  
18 units



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## HOPE HOUSE

The new 35,000 sf Residential Treatment Center consolidates all of Hope House's programming and operations under one roof, allowing one of Boston's oldest substance abuse treatment centers for men to serve more clients and to deliver services more efficiently.

The Center is essentially two projects with separate entrances under one roof- an 80

bed Recovery Home where clients reside during the treatment program (includes a commercial kitchen, multi-use dining room, computer labs, meeting and counseling space), and a 22-unit Graduate Home with affordable housing for graduates. The new space allows Hope House to efficiently build the capacity of their services and programs as well as gives their clients access to more opportunities. ■



### SUSTAINABLE DESIGN

*Project designed to meet USGBC IEED "Silver" Certification standards; Reuse of existing building, Geothermal Heating & Cooling, Rooftop Photovoltaic array, construction/demolition waste recycling*

### LOCATION

Boston, MA

### DEVELOPERS

Hope House

### SCOPE

Renovation & New Construction  
20 SRO units  
80 Bed Recovery units



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davissquarearchitects.com



## FIRST CHURCH OF ROXBURY'S EDUCATION & JUSTICE CENTER

The First Church of Roxbury's new Education & Justice Center stands on an historic site dating back to 1635. The Center provides much needed space for the Unitarian Universalist Urban Ministry's after-school programs, community outreach operations, and congregational activities. It also creates an accessible route between the 1803 Meeting House and 1876 Chapel.

Davis Square Architects designed the new Education & Justice Center by forming a partnership with the Massachusetts Historic Commission and the Boston Landmarks Commission in order to receive preliminary approvals and feedback during design development. The final design sensitively recalls the historic context while asserting its own presence in the new millennium. ■



**LOCATION**  
Roxbury, MA

**DEVELOPERS**  
Unitarian Universalist Urban Ministry

**SCOPE**  
Renovation  
7,000 sf



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COMMUNITY & CHILD CARE CENTERS  
[davissquarearchitects.com](http://davissquarearchitects.com)





## BLOOMFIELD GARDENS APARTMENTS

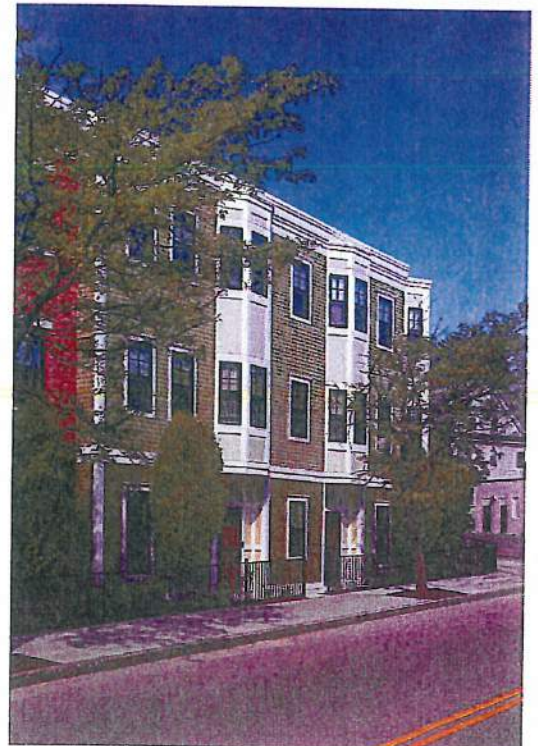
Bloomfield Gardens' rental apartment building is a perfect smart growth development for the City of Boston. The project involved the dense redevelopment of a vacant urban site already served by infrastructure. Located just steps away from the Fields Corner subway station and multiple bus stops, residents, customers and employees have easy access to public transportation.

Bloomfield Gardens provides 27 rental apartments (studios to 3-bedroom units) in a four story building, outdoor space and 13 parking spaces. This project is LEED-Silver Certifiable, and includes such elements as a white TPO roof, fuel efficient vehicle parking, drought tolerant plantings, and indoor secure bicycle storage. ■

**LOCATION**  
Dorchester, MA

**DEVELOPERS**  
Vietnamese-American Initiative for Development, Inc.

**SCOPE**  
27 units  
New Construction



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davissquarearchitects.com



### f. partnerships

#### **Nolan Sheehan Patten LLP**

Nolan Sheehan Patten LLP will serve as the transaction attorneys for this project. Specializing in real estate, this Boston based firm has extensive experience with low income housing tax credits as well as other forms of public and private real estate financing. Among the many projects in which they have participated are 1501 Commonwealth and St. Kevins in Boston.

In addition, as the attached correspondence indicates, the Boys and Girls Club of Boston has expressed interest in developing a facility for Pre-teens on the parcels on the north side of Regis Road. This would complement the facility for teenagers that they are currently developing in Mattapan.

**g. additional data****g. Additional Data****i.**

The unique joint venture development of the Cote Ford site by the Planning Office for Urban Affairs and the Caribbean Integration Community Development is complemented by a collaborative partnership with the AFL-CIO Housing Investment Trust ("HIT"). The Proposer's collaboration with HIT will bring a special partnership to the development and demonstrates the Proposer's commitment to economic development and job creation as a part of this proposal.

POUA and CICD each understand the importance of quality job training and the need to provide jobs for area residents. The collaboration with HIT will help increase the opportunity for well-paying construction jobs for local community residents. The Metropolitan Boston Building Trades Council runs a pre-apprenticeship program called the Building Pathways Program, which is a pre-apprenticeship program that provides opportunities for low-income Boston area residents to attain a career in the building trades. The program uses teachers from the trade union and a curriculum approved by the building trades union. Successful graduates of the Building Pathways Program are provided a slot in a union apprenticeship program.. Additional information on the Building Pathways Program and labor participation agreements are attached as a part of this proposal. HIT has worked on a repeated basis in partnership with local developers and the Building Pathways Program to facilitate the satisfaction of Section 3 hiring requirements, and HIT is committed to working with the Proposer in such a capacity in the redevelopment of the Cote Ford site. By providing access to Building Trade's apprenticeship opportunities for local residents, the program can help developers meet City and federally hiring requirements. HIT will play an important facilitating role in coordinating the Building Pathways Program with the Proposer's redevelopment of the Cote Ford site.

# B

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## GENERAL EVALUATION CRITERIA



**Appendix 2**

**STATEMENT OF PROPOSER'S QUALIFICATIONS**

All questions must be answered. All information must be clear and complete. Attach additional pages, if needed.

- 1. Name of proposer: Planning Office of Urban Affairs and Caribbean Integration Community Development
  
- 2. Names and titles of principals: Lisa Alberghini, Executive Director of Planning Office of Urban Affairs  
Donald Alexis, Executive Director of Caribbean Integration Community Development
  
- 3. Names of authorized signatories: Lisa Alberghini for Planning Office of Urban Affairs  
Donald Alexis for Caribbean Integration Community Development
  
- 4. Permanent main office address: 84 State St #600, Boston, MA 02109
  
- Phone: (617) 792-1245 Fax: \_\_\_\_\_ Email: Dalexis@cicdofboston.org
  
- 5. Date organized: To be formed
  
- 6. Location of incorporation: Boston Massachusetts
  
- 7. Number of years engaged in business under your present name: Combined 48 years
  
- 8. List at least three private or public agencies that you have supplied/provided with similar services to that in this solicitation:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_

Has organization ever failed to perform any contract?  YES  NO  
If YES, attach a written declaration explaining the circumstances.

---

AUTHORIZATION: The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

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Signature of individual submitting proposal  
**Executive Director**  
\_\_\_\_\_  
Title  
Caribbean Integration Community Development, Inc  
\_\_\_\_\_  
Legal Name of Organization  
**9/30/2014**  
\_\_\_\_\_  
Date





**Appendix 3**

**PRELIMINARY DEVELOPMENT BUDGET**

Planning Office of Urban Affairs and Caribbean Integration Community Development

**PROPOSER'S NAME:** \_\_\_\_\_

Complete this Preliminary Development Budget or you may substitute another form that provides substantially equivalent information. Note: Total of Uses of Funds should equal Total of Sources of Funds.

<b>USES OF FUNDING</b>	<b>AMOUNT</b>
Acquisition - Land	\$ 100.00
Site Prep/Environmental	\$ 1461033
Construction	\$ 18449209
Construction Contingency	\$ 944500
Architect(s) and Engineer(s)	\$ 1322300
Development Consultant	\$ 175000
Survey and Permits	\$ 188900
Legal	\$ 300000
Title and Recording	\$ 25000
Real Estate Taxes	\$ 25000
Insurance	\$ 141675
Construction Loan Interest	\$ 400000
Construction Inspection Fees	\$ 30000
Other:	\$
Other:	\$
Other:	\$
Other:	\$
Other:	\$
Soft Cost Contingency	\$ 150000
Developer Overhead	\$ 1100000
Developer Fee	\$ 1100000
<b>TOTAL: ALL USES</b>	<b>\$ 25812717</b>



SOURCES OF FUNDING	AMOUNT	Committed
Sponsor Cash In Hand	\$ 1	<input type="checkbox"/>
Additional Sponsor Fundraising	\$	<input type="checkbox"/>
Philanthropic Funding	\$	<input type="checkbox"/>
Philanthropic Funding	\$	<input type="checkbox"/>
Bank Loans	\$ 7400000	<input type="checkbox"/>
Donated Materials/Services:	\$	<input type="checkbox"/>
Other: Equity	\$ 12521600	<input type="checkbox"/>
Other:	\$ 5891116	<input type="checkbox"/>
<b>TOTAL ALL SOURCES:</b>	<b>\$ 25812717</b>	<input type="checkbox"/>

If any of the above-listed funding sources are already in hand or have been committed subject to designation/conveyance by DND, check off the right-hand box under "Committed".

Explanatory notes:  
Cash : \$1  
Federal LIHTC : \$9,800,000  
State LIHTC: \$2,721,600  
HIF : \$750,000  
City NHT/HOME : \$500,000  
State HOME \$750,000  
City HOME : \$500,000  
AHTF: \$1,000,000  
HSF : \$750,000  
CATNHP/TOD: \$750,000  
Brownfields : \$600,000  
Section 108: \$800,000  
Deferred Developer Fee: \$291,116  
Permanent Loan: \$6,600,000  
TOTAL: \$25,812,717



**Appendix 4**

**PRELIMINARY OPERATING BUDGET**

Planning Office of Urban Affairs and Caribbean Integration Community Development

**PROPOSER'S NAME:** \_\_\_\_\_

Provide a Preliminary Operating Budget on the form provided below. You may substitute another form that provides substantially equivalent information.

<b>SOURCES OF FUNDS: ANNUAL OPERATING INCOME</b>	<b>AMOUNT</b>
Rent Subsidy	\$ 126480
60% AMI	\$ 635863
Market Rate	\$ 103800
Commercial	\$ 75000
other	\$ 7000
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<b>ANNUAL OPERATING INCOME: ALL SOURCES</b>	<b>\$ 948143</b>

**Committed**

If any of the above-listed funding sources are already in hand or have been committed subject to completion of the new facility, check off the right-hand box under "Committed".

<b>USES OF FUNDS: ANNUAL OPERATING COSTS</b>	<b>AMOUNT</b>
Management Fee	\$ 45224
Administrative Fee	\$ 119740
Operations	\$ 137000
Security	\$ 10000



Resident Services	\$ 10000
Utilities	\$ 55000
Replacement Res	\$ 24500
Taxes	\$ 15000
Insurance	\$ 30000
Other Expenses	\$ 24750
	\$
	\$
	\$
	\$
	\$
<b>ANNUAL OPERATING COSTS: ALL SOURCES</b>	\$ 471214

Explanatory notes:





**Appendix 5**

**DEVELOPMENT TIMETABLE**

Planning Office of Urban Affairs and Caribbean Integration Community Development

**PROPOSER'S NAME:** \_\_\_\_\_

Assuming that you are designated on November 01, 2014, indicate below your target dates for achieving these key development milestones.

MILESTONE	DATE
Designs Complete	August 2015
Apply for Permit(s)	February 2015
Zoning Relief Anticipated?	<input checked="" type="radio"/> YES <input type="radio"/> NO
All Development Financing Committed	July 2015
Permit(s) Issued	September 2015
Financing Closed	October 2015
Construction Begins	October 2015
Construction Complete	February 2016



## CONSTRUCTION EMPLOYMENT STATEMENT

**PROPOSER'S NAME:** \_\_\_\_\_

How many full time employees does your firm currently have?

Under 25       25 -99       100 or more

Are you a Boston-based business?     YES     NO

*"Boston Based": where the principal place of business and/or the primary residence of the Proposer is in the City of Boston.*

Are you a Minority-owned Business Enterprise?     YES     NO

If yes, are you certified as such by the State Office of Minority and Women Business Assistance (SOMBWA)?     YES     NO

Are you a Woman-owned Business Enterprise?     YES     NO

If yes, are you certified as such by the State Office of Minority and Women Business Assistance (SOMBWA)?     YES     NO

### **RESIDENT, MINORITY AND FEMALE CONSTRUCTION EMPLOYMENT**

DND encourages developers to seek to achieve the following construction employment goals:

<b>Boston Residents</b>	<b>50% of project hours</b>
<b>Minority</b>	<b>25% of project hours</b>
<b>Female</b>	<b>10% of project hours</b>

These are targets, not requirements, but proposals that provide better evidence of their ability to achieve these targets will be more highly ranked. Explain what actions you will undertake to promote employment of these groups:

If you have additional information demonstrating your capacity to achieve these employment targets, you may provide this information on a separate sheet clearly labeled at the top with "Supplementary Construction Employment Statement" and the Proposer's name.

*Note: if you are, according the US Dept. of Housing & Urban Development, a Section 3 certified vendor, this will be considered strong evidence of capacity to achieve DND's employment goals.*

If you have completed any development projects in the last five years that have required employment reporting through the City's Office of Jobs & Community Services, please list the most recent here:

---



# C

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## COMPLIANCE REVIEW DOCUMENTATION









Parcel ID	Street #	Street name	Suffix	Unit #	Owner	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="v"/>	<input type="text"/>	ROLLINS SQUARE LP	<input type="button" value="Search"/>

Found 37 distinct parcels among 37 results. Click on details for information on a specific parcel, or map to open a GIS viewer. Return to the previous page

Parcel ID	Address	Owner	Value	Map	Details
0306455022	535 HARRISON AV	ROLLINS SQUARE LP	\$112,488	Map	Details
0306455036	535 HARRISON AV Apt. A-301	ROLLINS SQUARE LP	\$57,552	Map	Details
0306455042	535 HARRISON AV Apt. A-304	ROLLINS SQUARE LP	\$78,153	Map	Details
0306455044	535 HARRISON AV Apt. A-305	ROLLINS SQUARE LP	\$85,674	Map	Details
0306455046	535 HARRISON AV Apt. A-306	ROLLINS SQUARE LP	\$114,450	Map	Details
0306455052	535 HARRISON AV Apt. A-403	ROLLINS SQUARE LP	\$97,773	Map	Details
0306455054	535 HARRISON AV Apt. A-404	ROLLINS SQUARE LP	\$78,153	Map	Details
0306455064	535 HARRISON AV Apt. A-503	ROLLINS SQUARE LP	\$97,773	Map	Details
0306455066	535 HARRISON AV Apt. A-504	ROLLINS SQUARE LP	\$77,826	Map	Details
0306455076	535 HARRISON AV Apt. A-603	ROLLINS SQUARE LP	\$96,138	Map	Details
0306455078	535 HARRISON AV Apt. A-604	ROLLINS SQUARE LP	\$75,864	Map	Details
0306455086	15 WALTHAM ST Apt. B-105	ROLLINS SQUARE LP	\$57,879	Map	Details
0306455090	15 WALTHAM ST Apt. B-107	ROLLINS SQUARE LP	\$78,153	Map	Details
0306455092	13 WALTHAM ST Apt. B-108	ROLLINS SQUARE LP	\$143,880	Map	Details
0306455100	B-203 WALTHAM ST Apt. B-203	ROLLINS SQUARE LP	\$100,716	Map	Details
0306455106	15 WALTHAM ST Apt. B-206	ROLLINS SQUARE LP	\$54,609	Map	Details
0306455108	15 WALTHAM ST Apt. B-207	ROLLINS SQUARE LP	\$82,404	Map	Details
0306455122	15 WALTHAM ST Apt. B-307	ROLLINS SQUARE LP	\$82,404	Map	Details
0306455140	15 WALTHAM ST Apt. B-407	ROLLINS SQUARE LP	\$82,077	Map	Details
0306455144	15 WALTHAM ST Apt. B-502	ROLLINS SQUARE LP	\$82,077	Map	Details
0306455190	17 SAVOY ST Apt. D-111	ROLLINS SQUARE LP	\$133,089	Map	Details
0306455192	519 HARRISON AV Apt. D-112	ROLLINS SQUARE LP	\$84,693	Map	Details
0306455196	519 HARRISON AV Apt. D-116	ROLLINS SQUARE LP	\$54,609	Map	Details
0306455214	2 ROLLINS ST Apt. D-204	ROLLINS SQUARE LP	\$78,153	Map	Details
0306455224	519 HARRISON AV Apt. D-213	ROLLINS SQUARE LP	\$87,309	Map	Details
0306455226	519 HARRISON AV Apt. D-214	ROLLINS SQUARE LP	\$67,362	Map	Details
0306455238	519 HARRISON AV Apt. D-220	ROLLINS SQUARE LP	\$94,503	Map	Details
0306455248	2 ROLLINS ST Apt. D-304	ROLLINS SQUARE LP	\$83,385	Map	Details
0306455254	2 ROLLINS ST Apt. D-307	ROLLINS SQUARE LP	\$117,066	Map	Details
0306455266	519 HARRISON AV Apt. D-313	ROLLINS SQUARE LP	\$87,309	Map	Details
0306455270	519 HARRISON AV Apt. D-315	ROLLINS SQUARE LP	\$110,199	Map	Details
0306455296	2 ROLLINS ST Apt. D-407	ROLLINS SQUARE LP	\$117,066	Map	Details
0306455300	519 HARRISON AV Apt. D-413	ROLLINS SQUARE LP	\$87,309	Map	Details
0306455322	2 ROLLINS ST Apt. D-503	ROLLINS SQUARE LP	\$88,617	Map	Details
0306455338	519 HARRISON AV Apt. D-516	ROLLINS SQUARE LP	\$90,906	Map	Details
0306455364	519 HARRISON AV Apt. D-614	ROLLINS SQUARE LP	\$65,727	Map	Details
0306455368	519 HARRISON AV Apt. D-616	ROLLINS SQUARE LP	\$87,636	Map	Details

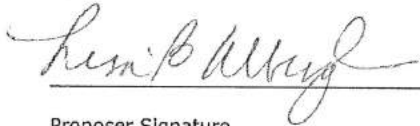


**AFFIDAVIT OF ELIGIBILITY**

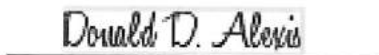
The undersigned hereby certifies, under the pains and penalties of perjury, that neither they, nor those with whom they have business ties, nor any immediate family member of the undersigned, is currently or has been within the past twelve (12) months, an employee, agent, consultant, officer or elected or appointed official of the City of Boston Department of Neighborhood Development.

For purposes of this Affidavit, "immediate family member" shall include parents, spouse, siblings, or children, irrespective of their place of residence.

This statement is made under the pains and penalties of perjury this 26<sup>th</sup> day  
of September, 2014  
Month Year



Proposer Signature



Co-Proposer Signature (If Applicable)

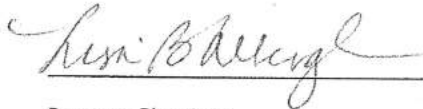


*Appendix 9*

**CHAPTER 803 DISCLOSURE STATEMENT**

In compliance with Chapter 60, Section 77B of the Massachusetts General Laws as amended by Chapter 803 of the Acts of 1985, I hereby certify that I have never been convicted of a crime involving the willful and malicious setting of a fire or of a crime involving the fraudulent filing of a claim for fire insurance; nor am I delinquent in the payment of real estate taxes in the City of Boston, or being delinquent, an application for the abatement of such tax is pending or a pending petition before the appellate tax board has been filed in good faith.

This statement is made under the pains and penalties of perjury this 26<sup>th</sup> day  
of September, 2014  
Month Year



Proposer Signature

Donald D. Alexis

Co-Proposer Signature (If Applicable)



*Appendix 10*

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

**INSTRUCTION SHEET**

**NOTE:** The Division of Capital Asset Management and Maintenance (DCAMM) shall have no responsibility for insuring that the Disclosure Statement has been properly completed as required by law. Acceptance by DCAMM of a Disclosure Statement for filing does not constitute DCAMM's approval of this Disclosure Statement or the information contained therein. Please carefully read M.G.L. c. 7C, s. 38 which is reprinted in Section 8 of this Disclosure Statement.

**Section (1):** Identify the real property, including its street address, and city or town. If there is no street address then identify the property in some other manner such as the nearest cross street and its tax assessors' parcel number.

**Section (2):** Identify the type of transaction to which this Disclosure Statement pertains --such as a sale, purchase, lease, etc.

**Section (3):** Insert the exact legal name of the Public Agency participating in this Transaction with the Disclosing Party. The Public Agency may be a Department of the Commonwealth of Massachusetts, or some other public entity. Please do not abbreviate.

**Section (4):** Insert the exact legal name of the Disclosing Party. Indicate whether the Disclosing Party is an individual, tenants in common, tenants by the entirety, corporation, general partnership, limited partnership, LLC, or other entity. If the Disclosing Party is the trustees of a trust then identify the trustees by name, indicate that they are trustees, and add the name of the trust.

**Section (5):** Indicate the role of the Disclosing Party in the transaction by checking one of the blanks. If the Disclosing Party's role in the transaction is not covered by one of the listed roles then describe the role in words.

**Section (6):** List the names and addresses of **every** legal entity and **every** natural person that has or will have a **direct or indirect** beneficial interest in the real property. The only exceptions are those stated in the first paragraph of the statute that is reprinted in Section 8 of this Disclosure Statement. If the Disclosing Party is another public entity such as a city or town, insert "inhabitants of the (name of public entity)." If the Disclosing Party is a non-profit with no individual persons having any beneficial interest then indicate the purpose or type of the non-profit entity. If additional space is needed, please attach a separate sheet and incorporate it by reference into Section 6.

**Section (7):** Write "none" in the blank if none of the persons mentioned in Section 6 is employed by DCAMM. Otherwise list any parties disclosed in Section 6 that are employees of DCAMM.

**Section (8):** The individual signing this statement on behalf of the Disclosing Party acknowledges that he/she has read the included provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts.

**Section (9):** Make sure that this Disclosure Statement is signed by the correct person. If the Disclosing Party is a corporation, please make sure that this Disclosure Statement is signed by a duly authorized officer of the corporation as required by the statute reprinted in Section 8 of this Disclosure Statement.





**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

The undersigned party to a real property transaction with a public agency hereby discloses and certifies, under pains and penalties of perjury, the following information as required by law:

(1) REAL PROPERTY:

820 Cummins Highway, 30-32 Regis Road, Boston, MA

(2) TYPE OF TRANSACTION, AGREEMENT, or DOCUMENT:

Purchase

(3) PUBLIC AGENCY PARTICIPATING in TRANSACTION:

City of Boston Department of Neighborhood Development

(4) DISCLOSING PARTY'S NAME AND TYPE OF ENTITY (IF NOT AN INDIVIDUAL):

Planning Office for Urban Affairs, Inc.

(5) ROLE OF DISCLOSING PARTY (Check appropriate role):

Lessor/Landlord

Lessee/Tenant

Seller/Grantor

Buyer/Grantee

Other (Please describe): \_\_\_\_\_

- (6) The names and addresses of all persons and individuals who have or will have a direct or indirect beneficial interest in the real property excluding only 1) a stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation or 2) an owner of a time share that has an interest in a leasehold condominium meeting all of the conditions specified in M.G.L. c. 7C, s. 38, are hereby disclosed as follows (attach additional pages if necessary):

NAME

RESIDENCE

- (7) None of the above-named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (Insert "none" if none):
- (8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

*No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been*



**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

*filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the Securities and Exchange Commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arms-length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.*

*Any official elected to public office in the commonwealth, or any employee of the division of capital asset management and maintenance disclosing beneficial interest in real property pursuant to this section, shall identify his position as part of the disclosure statement. The commissioner shall notify the state ethics commission of such names, and shall make copies of any and all disclosure statements received available to the state ethics commission upon request.*

*The commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.*

- (9) This Disclosure Statement is hereby signed under penalties of perjury.

Planning Office for Urban Affairs, Inc.

\_\_\_\_\_  
PRINT NAME OF DISCLOSING PARTY (from Section 4, above)

*Lisa B. Alberghini*

*09/26/2014*

\_\_\_\_\_  
AUTHORIZED SIGNATURE of DISCLOSING PARTY      DATE (MM/DD/YYYY)

**Lisa B. Alberghini, President**

\_\_\_\_\_  
PRINT NAME & TITLE of AUTHORIZED SIGNER



# D

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## **ADDITIONAL INFORMATION**





**BOYS & GIRLS CLUBS  
OF BOSTON**

September 24, 2014

Josh Kraft  
*Nicholas President and CEO*  
*In recognition of*  
*Pete and Ginny Nicholas*

Dana Smith  
*Chair of the Board of Directors*

Jonathan G. Davis  
*Immediate Past Chair*

**In Memoriam**  
Myra Hiatt Kraft  
*Chair Emerita*

Donald Alexis  
President  
Caribbean Integration Community Development, Inc.

Dear Mr. Alexis,

Boys & Girls Clubs of Boston are very interested in expanding our reach and service to the Mattapan neighborhood. As you know we are currently developing a project at the old Mattapan library that will open its doors in November of this year and serve Mattapan teens. This will be our only programming in the community and we hope to be able to build on that over time. If in the future the former Cote Ford site is developed with some space made available to Boys & Girls Clubs of Boston, we would explore the opportunity to serve younger members, ages 6- 12, at that site. We feel it could be a good location for youth programming and hope you are successful in developing the site to improve the quality of life for Mattapan residents. Best of luck in your endeavors.

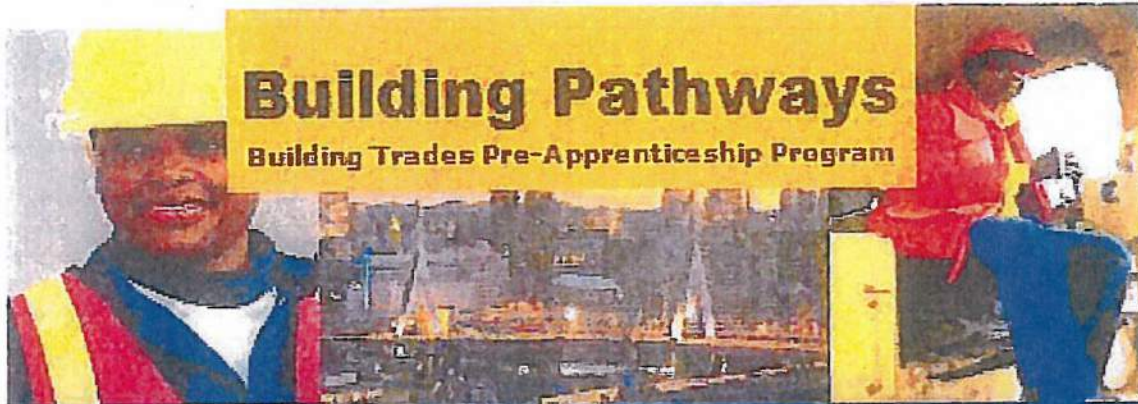
Sincerely,

Jerry Steimel  
EVP, Operations  
Boys & Girls Clubs of Boston









# Building Pathways

Building Trades Pre-Apprenticeship Program

## Boston Residents

### Get The Skills That Pay The Bills

Building Pathways Pre-Apprenticeship Program is looking for qualified people who want to begin careers as electricians, plumbers, sprinkler fitters, laborers and more.

Building Pathways provides seven weeks of career exploration and hands-on experience in the building trades followed by placement in a union apprenticeship.

### You Must Attend an Information Session to Apply:

#### Tuesdays

June 24, July 1, 8,  
15, 22, 29, August 5,  
12, 19

Boston Housing Au-  
thority  
125 Amory Street  
Jamaica Plain, 02119

All info sessions  
start promptly at  
10:00AM

#### Wednesdays

June 25, July 9, July  
23, August 6 and Au-  
gust 20

Tiemey Learning  
Center  
125 Mercer Street  
Boston, MA 02127

All info sessions  
start promptly at  
6:00PM

#### Thursdays

June 26, July 10,  
July 24, August 7  
and August 21

Lower Mills Branch  
Boston Public Lib.  
27 Richmond  
Street Dorchester,  
MA 02124

All info sessions  
start promptly at  
6:00PM

#### To apply you must be:

- \*18 years or older
- \*High school grad-  
uate or GED
- \*Physically able to  
work  
in construction
- \*Licensed Driver
- \*MUST BE DRUG  
FREE

No RSVP required, for questions, contact:

Tyrone Kindell Jr. - 617-282-2242

Brett Thomason - 617-348-6750

Azell Martin - 617-988-4091

Women are  
encouraged  
to apply



**BUILDING PATHWAYS**

Building Trades Pre-Apprenticeship Program



Building and  
Construction Trades  
Council of the  
Metropolitan District



ABCD, Inc. Learning Works

Building Pathways is a program of the Building Trades Pre-Apprenticeship Program, a program of the Building Trades Council of the Metropolitan District, a program of the Associated Builders and Contractors, Inc. (ABC) Learning Works. The program is funded by the City of Boston, the State of Massachusetts, and the Metropolitan District. For more information, contact Tyrone Kindell Jr. at 617-282-2242 or Brett Thomason at 617-348-6750.



# Building Pathways Graduates 15 Workers From Pre-apprenticeship Program

Posted by ABCD Public Information 7/9/2014 Categories: [ABCD](#)

**My SouthEnd.com Jul 9, 2014**

On Friday, June 27 fifteen young minority women and men graduated from the Building Pathways Program, made possible by the leadership of Boston's Mayor Martin Walsh. Building Pathways is a highly successful pre-apprenticeship program that provides an opportunity for low-income Boston area residents to attain a career in the building trades. Mayor Walsh has often referred to the Building Pathways Program as his proudest accomplishment in the building trades.

"Creating the Building Pathways program was one of my proudest achievements during my time with the Building Trades," said **Mayor Martin J. Walsh**. "This is a program of opportunity that makes real, tangible change in the lives of women and people of color. I'm moved by the stories of the program participants, and I could not be more proud of the success of the program overall. Congratulations to the graduates, and I wish you the best of luck as you start your new careers."





WORLD

Scotland votes to remain part of UK



BUSINESS

Kane's Donuts widening its horizons



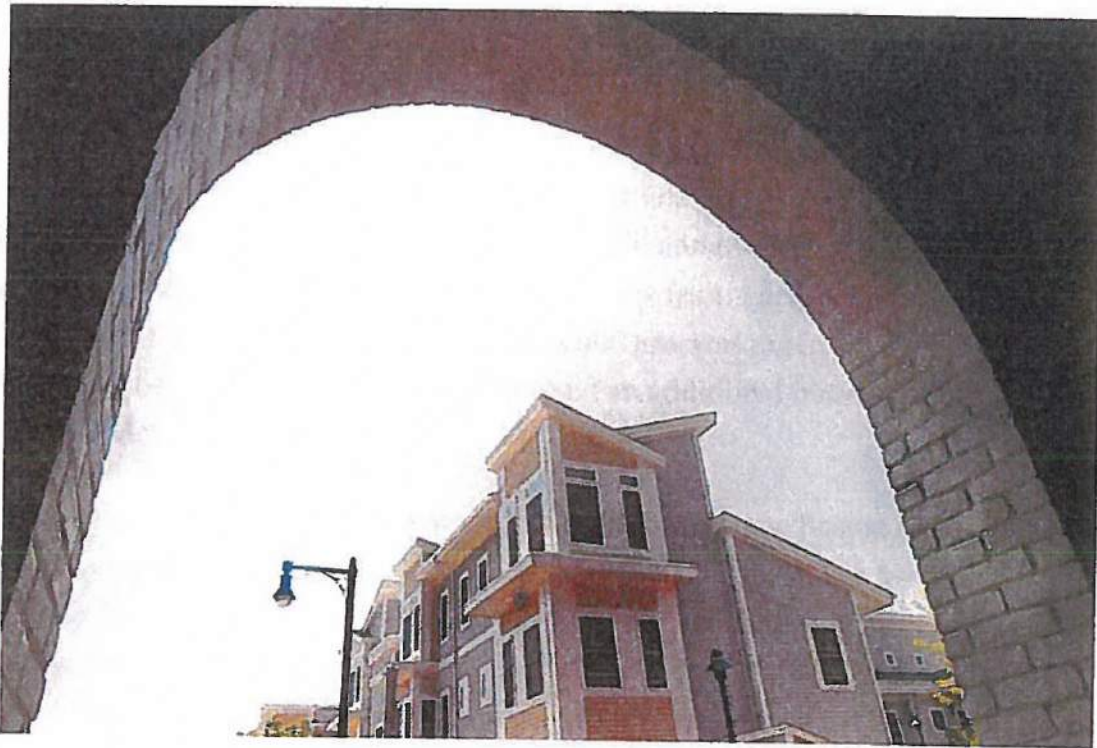
METRO

Brow Obama

OPINION | MARK ERlich

# At Old Colony, unions prove their worth

By Mark Erlich | MARCH 22, 2013



SUZANNE KREITER/GLOBE STAFF

**The new Old Colony buildings are framed by an archway in the old buildings in 2012.**

After 70 years, the Old Colony housing project in South Boston is getting a fresh start. The aging complex at the rotary where Columbia Road meets Old Colony Avenue has been transformed into 116 attractive new rental units made up of wood-framed townhouse-style homes, a six-story midrise, and a community center. The enhanced view from Dorchester Bay across Joe Moakley Park is only



the most visible change in the neighborhood. The second phase of the Boston Housing Authority's master plan is now underway under an innovative project labor agreement that will produce 169 more rental units and, as importantly, offer some of the project's residents a pathway out of poverty.

The master plan is the result of a year-long community process that will ultimately create another 453 units along with the goals for job opportunities for public housing and local low-income residents. The PLA negotiated with Boston's building trades unions incorporates language that exceeds the city's standard hiring goals for residents, minorities, and women by establishing additional employment preferences for Section 3 residents from Old Colony and the city's other public housing developments.

CONTINUE READING BELOW ▼

The project is making use of Building Pathways, a pre-apprenticeship program servicing Greater Boston, as well as other programs that prepare recruits with the soft and hard skills needed to thrive in the challenging world of construction. The PLA's commitment to diversity has already borne fruit. Forty participants have completed the Building Pathways program and are working in the trades. Ten more will be placed in upcoming months and an additional training cycle has been scheduled.

Almost half of the graduates are women; all are low-income Boston residents in search of a career, not just a one-time job. Tyiesha Thompson has lived at Old Colony for 10 years. A 38-year-old single mother of three, Thompson is now a union apprentice working on a high-rise in the Seaport District. As phase two of Old Colony unfolds, she hopes to be part of the renaissance of her home community.

The BHA reports that the work at Old Colony has been on budget and ahead of schedule. The housing authority's quest to provide ladders of upward mobility for its residents could never have happened without the training programs and union commitments that are built into the PLA's framework. After years of staggering levels of unemployment, the local construction industry is starting to gain





traction. Building trades unions can finally expand their ranks and take advantage of employment opportunities to more fully represent the demographics of Boston's workforce.

The ringing sounds of saws, drills, hammers, and heavy equipment at Old Colony represent a challenge to the advocates of austerity who promote low-paying jobs with minimal benefits as the most likely sources of opportunity. PLA critics and right-to-work proponents advocate a "race to the bottom" notion of competitiveness, but their low-wage non-union approach has failed to produce promised job growth and will do little to correct the continuing slide into economic inequality that has characterized the last four decades.

The recession has only exacerbated the growing divide. A recent issue of the normally cautious Economist expressed alarm over the fact that the wealthiest Americans' share of national income is now greater than it was during the Gilded Age. Social mobility is lower than in most European countries and, today, the US ranks 31st out of the world's 33 most advanced economies in terms of income inequality, more unequal than Third World countries such as Guyana, Nicaragua, and Venezuela.

The Old Colony PLA is one small part of an alternative model of growth, based on developing careers of craft skill, high productivity, and fair compensation. As traditional high-wage, blue-collar employment has been replaced by lower paying service sector jobs over the years, construction remains one of the few industries in which men and women who do not attend college can aspire to basic levels of economic security. The PLA at Old Colony is in keeping with the best traditions of the building trades — a pathway into the middle class.

*Mark Erlich is executive secretary-treasurer of the New England Regional Council of Carpenters.*

SHOW 16 COMMENTS

