

BUILDING 108

Response to Request for Proposals



Submitted to:

Teresa Polhemus
Executive Director/Secretary
Boston Planning & Development
Agency

Room 910
Boston City Hall
One City Hall Square
Boston, MA 02201

Submitted by:

POWER HOUSE PARTNERS

With

Conroy Development Company
Bruner/Cott Architects
Lee Kennedy Co. Inc.
Dain, Torpy, Le Ray, Wiest & Garner, P.C.

October 21, 2020

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Teresa Polhemus
Executive Director/Secretary
Boston Planning & Development Agency
Room 910
Boston City Hall
One City Hall Square
Boston, MA 02201

Dear Secretary Polhemus:

Power House Partners are pleased to submit this Proposal in response to the **Request for Proposals, Building 108** issued by the Boston Planning and Development Agency. Power House Partners has brought together a diverse group of individuals and companies who have participated, directly and indirectly, in many of the redevelopment projects in the Navy Yard over the last 30+ years.

After careful review of the different redevelopment options, Power House Partners is proposing an overall redevelopment program of approximately 67,000 GSF of new construction substantially complying with the underlying zoning, design guidelines, and other plans. We plan to activate with active uses with the remaining space on the ground floor and upper levels dedicated to R&D and Lab space use.

Power House Partners' proposal is heavily influenced by the presence of the existing uses in the Navy Yard, including Partner's Healthcare and Spaulding Rehabilitation Hospital. The projected strong market demand for R&D and Lab space, in close proximity to the finest healthcare institutions in the world, strongly supports our proposed redevelopment use and program for the site.

Moreover, we are excited about our diversity and inclusion plan. We believe the relatively modest scale of our development proposal creates opportunities for meaningful participation in all aspects of the development. We are confident in the team we have assembled and look forward to presenting the project in more detail to the BPDA and the community.

Thank you for this opportunity. Please do not hesitate to contact me at 617.780.7804 with any questions.

Sincerely,

Geoffrey S. Lewis
Managing Partner
Power House Partners

Introduction

Power House Partners is a to-be-created entity assembled to design, permit, finance, and construct a 65,000 SF building (the “Project”) on the Building 108 site (the “Site”) in the Charlestown Navy Yard.

Power House Partners is led by Geoffrey Lewis who is joined by Louis Cabral, Vice President at Conroy Development. Power House has assembled a team consisting of the development partners, architects, engineers, construction managers, attorneys, and others to be added as needed (the “Team”). We are proud of our the work we have done as far as diversity and inclusion while realizing that inclusion is a process as much as a goal. We will continue this process as the project progresses.

The redevelopment of Building 108 presents unique challenges including environmental contamination, stringent historic and design requirements, and a non-traditional ownership structure that require a creative approach to ensure success. At the same time, this is the final BPDA-owned site in the Historic Monument Area to be designated for redevelopment, highlighting the importance of the successful redevelopment of Building 108 for the surrounding area. The assembled team has extensive experience developing parcels the Navy Yard and is very familiar with the regulatory environment regarding the HMA Design Guidelines, Program of Preservation and Utilization, Urban Renewal, and of leasing publicly-held parcels.

Development Concept

The Team is proposing a 67,000 SF building with approximately 44,000 RSF of Lab and R&D space, 6,100 RSF of retail space to include a restaurant, neighborhood convenience or coffee shop, and associated building service uses including bicycle parking and trash room for the tenants and the Ropewalk.

- The approximately 28,015 RSF ground floor will include the retail/restaurant space and approximately 10,000 GSF of Lab and R&D space. A small café is located facing the courtyard between the Ropewalk and Building 108
- The second floor is entirely devoted to approximately 28,015 RSF of Lab and R&D space.
- The third and fourth floors are smaller (approximately 5,400 GSF) floors, containing additional Lab and R&D space.

As currently shown, the ground floor includes 5,500 RSF of restaurant or retail space. This could be built out as Lab/R&D space if market conditions require.

The site contamination and proposed final condition of the site makes below-grade parking infeasible. Providing above-grade parking was evaluated but the Team believes that the provision of program space and the activation that it brings is more important to the development program than parking. Therefore, no automobile parking is included in this Proposal but could be incorporated on the ground floor if desirable and requested by the BPDA. The project is eligible to utilize the Building 199 garage and we will work with the BPDA and the leaseholder of Building 199 to secure parking upon Tentative Designation.

The stated objectives of this RFP are:

- to promote residential and commercial activities compatible with the Waterfront;
- to promote balanced growth along Boston's shoreline; and
- to promote uses which integrate uses, activities, and physical connections between the harbor and its surrounding neighborhoods.

The development team is prepared to meet each of these objectives.

Promote residential and commercial activities compatible with the Waterfront

Because of the uncertain soil conditions that will remain after the existing structure is removed and the potential that the “premises may carry an Activity and Use Limitation (“AUL”) restricting certain uses as a result of contaminants that are not able to be fully remediated,” the Team decided to propose a Commercial/Lab/R&D development instead of a residential project. Additionally, the shape of the site accommodates a commercial building more efficiently than a residential building. While not a water dependent use, the proposed use is compatible with the

Waterfront location and is complementary of existing uses nearby, specifically the growing life science sector in the Navy Yard anchored by Mass General-Brigham in Building 149 and Spaulding Rehabilitation Hospital on Parcel 6.

Promote balanced growth along Boston's shoreline

The Charlestown community has seen significant residential development completed and proposed over the past decade. This housing is needed to meet the growing and unmet demand for housing in Boston and the region, and to meet of Housing Boston 2030's goal of 69,000 new housing units by 2030. Nevertheless, the Team is confident that Commercial/Lab/R&D development is the best use of the site for the reasons mentioned above. When making this decision, the Team took into account recent and nearby residential development such as Navy Yard 33, the Starboard at 45 First Avenue, and the Ropewalk; in addition to several recent developments and proposed projects in the Charlestown neighborhood. Most significantly, the opportunity to acquire Building 107 from the National Park Service ("NPS") creates the opportunity for additional residential development to balance the commercial growth created by Building 108.

The RFP notes the potential for the NPS to seek redevelopment proposals and dispose of Building 107. The Team believes this building is ideally suited for residential development due to its shape and dimensions, layout, fenestration, and location within the Navy Yard. The Team has reached out the National Park Service about building 107 and will continue to monitor the disposition status of Building 107 and will respond to any and all Requests for Proposals on that property. Additionally, the Team has significant experience with adaptive re-use projects, including Building 33 in the Navy Yard. Please note that the successful redevelopment of Building 108 does not depend upon the redevelopment of Building 107.

In the meantime, the Team's design for Building 108 seamlessly accounts for the Building 107/Building 108 connector and does not adversely impact any future redevelopment schemes of Building 107.

Promote uses which integrate uses, activities, and physical connections between the harbor and its surrounding neighborhoods

The existing Building 108 has been a barrier and eyesore for decades, so even the clearing of the site will create new connections within the Navy Yard. The Team assembled for this project is extremely excited about the opportunities that the Proposed Project brings to this corner of the Navy Yard.

The project design will complement the Ropewalk's landscaping, especially the Flirtation Walk and will provide a place for the Ropewalk's trash and recycling within the retail back of house space as required in the RFP. The redevelopment of Building 108 will link the newly opened Ropewalk to the remainder of the Navy Yard and the

waterfront by removing the fencing and creating a welcoming pedestrian path in its place.

Public Benefits and Development Without Displacement

The successful completion of this project will bring many benefits to the Navy Yard, Charlestown, and the City of Boston.

- The primary benefit of the redevelopment is the removal of the hazardous environmental conditions that have been present for over 40 years. The crumbling building will be replaced with a state-of-the-art facility designed to complement the historic buildings in the HMA.
- The project will also provide landscaping along the street edges and between the Ropewalk and Building 108. Just as importantly, the redevelopment will open up the entire open space between the Ropewalk, Building 108, and Building 107, providing a cloistered and inviting space away from active streets.
- The project will also preserve the connector between building 108 and 107 and in doing so, protect Building 107 and create opportunities for future development.
- This project as proposed will create approximately 100-125 permanent jobs in addition to the 150 construction jobs over the two-year construction period.
- The project will generate approximately \$1 million in real estate taxes each year and pay into the Navy Yard's CAM fund, providing additional resources for the Navy Yard maintenance and improvements.

As the project goes through the community process, the Team expects that improvements and refinements to the design will result in additional benefits.

There will be no displacement caused by the development of Building 108 because the site has been vacant, and indeed neglected, since 1974. Redevelopment of the site will improve public health by removing an environmental condition directly adjacent to a mixed-income housing project. Furthermore, the Team believes this project could be the catalyst to spur the development of Building 107, a likely housing project, creating additional opportunities for affordable housing in the Navy Yard.

While all construction projects create temporary inconvenience, the Team (especially Lee Kennedy) has experience building in close quarters. No residential units will need to be vacated as a result of construction. The Team looks forward to preparing a Construction Management Plan prior to beginning construction.

The Proposed Uses are building upon the burgeoning life sciences cluster in the Navy Yard anchored by Mass General Brigham and affiliated entities. As this cluster continues to grow in the region, demand for this space in the Navy Yard will remain strong as a centrally-located secondary market to the Seaport and Kendall Square.

In short, the Team worked diligently to design a project that builds upon the existing and thriving Commercial/Lab/R&D uses in the Navy Yard, offers amenities to the growing residential population, and replaces a hazardous barrier with an open and inviting project for all to enjoy.

Development Plan

The Team recognizes the robust regulatory and community process required for the successful completion of the project and realization of the stated goals of the RFP. However, this response was prepared to comply as fully as possible with the Articles 42B and 42F of the Boston Zoning Code, the Historic Monument Area Design Guidelines, Secretary's Standards, the Municipal Harbor Plan and associated Waterfront Activation Plan, and the Program for Preservation and Utilization. If in the opinion of the community and the BPDA, a more beneficial project can be developed with modifications to the governing regulations, the Team will work to seek such modifications with appropriate support. For example, expanding the third and fourth floors to be the same size as the first two floors would result in a more regularly massed structure compatible with the existing buildings in the CNY while providing additional floor area making the building more marketable to tenants and resulting in more ground rent to the BPDA.

The Proposed Uses (Lab/R&D and restaurant) are each permitted as of right under Article 42B of The Boston Zoning Code (the "Code") although we would require a Minor Modification to the Charlestown Urban Renewal Plan to allow the proposed uses. The project is designed to comply fully with the dimensional requirements of Articles 42B and 42F.

The Team is prepared to begin work immediately upon the awarding of Tentative Designation by the BPDA. A Letter of Intent ("LOI") to begin the Article 80 process will be filed within 90 days of Tentative Designation and an Expanded Project Notification Form ("EPNF") will follow approximately 30 to 60 days after the filing of the LOI. The Team expects the Article 80 process to take 6 to 9 months. Other regulatory approvals are expected to be completed concurrently with Article 80. The issuance of a Building Permit and Final Designation can occur within 21 months of Tentative Designation.

The Team will work diligently to successfully complete all entitlements for this project. However, the on-going COVID-19 pandemic has disrupted public participation and review processes. The timeframes given herein assume an end to restrictions on public participation and return to the typical review processes. Delays to the demolition and remediation of the site and any resulting uncertainty regarding the final condition of the site can delay permitting, financing, leasing, and ultimately the Final Designation and construction of the Project. The Article 80 process will begin immediately upon Tentative Designation and is expected to last at least six months after filing the EPNF, ending in November 2021. Schematic Design and Design Development will take another six months beginning upon issuance of a Scoping Determination Waiving Further Review. For these reasons, the Team believes that the requirements for Final Designation as outlined in the RFP cannot be achieved within nine months as specified in the RFP.

The attached schedule and below narrative provides more detail and milestones on what the team believes is an achievable schedule.

The Team has assembled key members and consultants and will begin assembling the remaining team members upon Tentative Designation by the BPDA in January 2021. Key consultants to add to the development team include geo-technical and environmental consultants, parking and traffic consultants, civil engineers, and LEED consultants. Once all needed consultants are fully in place and under contract, the Team will advance the design to a point sufficient for pre-file meetings with the BPDA and other officials, City/State agencies, and community members as needed.

The Team intends to prepare an Expanded Project Notification Form (“EPNF”) for the Proposed Project and will begin the preparation of this immediately upon team assembly. The filing of a Letter of Intent in by the end of March 2021 will begin the Article 80 process with an anticipated filing of the EPNF by end of May 2021. The team anticipates that the Article 80 process will take six to nine months to account for any delays associated with the Navy Yard regulations and/or contingencies arising from the remediation and demolition of the existing structure. The Team will seek a Scoping Determination Waiving Further Review with an anticipated BPDA approval in November 2021.

Below are the expected approvals and permits needed to successfully bring this Project to completion.

AGENCY NAME	PERMIT/APPROVAL
FEDERAL	
Advisory Council on Historic Preservation	Section 106 permit (to the Massachusetts Historic Commission)
National Park Service	Amendment of Design Guidelines (if required)
US Environmental Protection Agency	NPDES permit
STATE	
MWRA	Sewer Use Discharge Permit Construction Dewatering Permit (if needed)
Massachusetts Historic Commission	Section 106 permit
MEPA	MEPA approval (if needed)
LOCAL	
BPDA	Article 80B Large Project Review Zoning Variances Recommendations (if needed) Certification of Compliance with HMA design guidelines Ground Lease Minor Modification to the Charlestown Urban Renewal Plan
BCDC	Review and Approval of Design
BWSC	Sewer Use Discharge Permit Site Plan Approval Connection Permits Stormwater connection permits
Inspectional Services	Building and Occupancy permits
Boston Public Improvement Commission	Street and Sidewalk Occupancy permits (if needed) Specific Repair Plans (if needed)
Zoning Board of Appeals	Variance approvals (if needed)
BTD	TAPA CMP

Upon issuance of the Scoping Determination, the Team will begin Schematic Design and Design Development, secure financing and leasing commitments, and continue to work closely with the BPDA on the progress and status of the demolition of the existing structure. If necessary, the design process will be paused or delayed to account for changes in the BPDA's remediation, demolition, and/or final conditions of the site.

During this time, the Team will work closely with the BPDA, City of Boston, and the National Park Service to gain clarity on the disposition of Building 107.

At this time, the Team is anticipating a 24 month construction period. Depending upon the final conditions of the site following demolition, any remaining site work to be completed by the Redeveloper, or unanticipated findings, the actual duration may be shorter or longer.

The Project is expected to create approximately 150 construction jobs, exclusive of the jobs created by the remediation and demolition of the Site. Once completed, the Project can be expected to provide for at least 100 to 125 jobs associated with the R&D/Lab space, plus 10 jobs associated with the operation of the new building.

The Team is prepared to begin the permitting process immediately upon Tentative Designation. The assembled team has extensive experience permitting and developing projects in the Navy Yard, creating successful projects on ground-leased sites, and navigating the multiple layers of approvals within the Historic Monument Area.

It is the hope and intention of the Redeveloper to lease the building to a single end-user or institution on a Triple-Net (“NNN”) basis. As such, Power House Partners will not have a significant or active role in the operation of the building and annual maintenance and the associated costs will be covered by the tenant. If necessary, Power House Partners will engage a property management company and pay for these expenses out of the operating revenue.

Power House Partners

Building 108 proposed schedule

Oct-20

Task	Duration (d)	Start	End
Tentative Designation	0	1/1/21	1/1/21
Prepare preliminary permitting drawings	90	1/1/21	4/1/21
Assemble remaining team members	28	1/1/21	1/29/21
Preliminary Outreach/Pre-file meetings	28	1/29/21	2/26/21
File LOI with BPDA	0	3/29/21	3/29/21
Establish IAG	30	3/29/21	4/28/21
Prepare EPNF	90	2/12/21	5/13/21
File EPNF and ENF (if ENF needed)	0	5/13/21	5/13/21
Article 80 Community Process (including BCDC)	180	5/13/21	11/9/21
Other regulatory processes (inc. Minor Mod, C. 91, NPS, COB, MEPA)	180	5/13/21	11/9/21
Negotiation of Ground Lease/Term sheet	90	8/11/21	11/9/21
Demolition and Remediation complete	0	12/1/21	12/1/21
Issuance of Scoping Determination WFR	0	11/9/21	11/9/21
Schematic design	60	11/9/21	1/8/22
Design Development/Design Review	120	1/8/22	5/8/22
Submit for Building Permit	0	6/22/22	6/22/22
CD prep	90	5/8/22	8/6/22
Building Permit Review	60	6/22/22	8/21/22
Issuance of Building Permit	0	8/21/22	8/21/22
Final Designation	0	8/21/22	8/21/22
Execution of Ground Lease	0	8/21/22	8/21/22
Closing of financing	0	8/21/22	8/21/22
Construction	730	8/21/22	8/20/24

Development Team

Power House Partners is an entity to be managed by Geoffrey Lewis with the technical and management assistance of Lou Cabral, VP of Project Development at Conroy Development Corp. The entity will be created to acquire, permit, design, and construct the proposed project.

Geoffrey S. Lewis

Mr. Lewis will be a managing partner of Power House Partners. Mr. Lewis has over 20 years of real estate development experience with significant experience managing the permitting process of high profile projects and initiatives throughout the city of Boston and the region. During his 15 years at the Boston Redevelopment Authority, Geoff was primary point person and Project Manager for the development in the Charlestown Navy Yard.

Conroy Development Corp.

Lou Cabral, VP Project Development

Conroy Development is a full service commercial real estate and investment company. Founded in 1982 by Terry Conroy Sr., the firm has a significant track record with over 6 million square feet of development and investment properties in the Greater Boston area. Between 1984 and 1991, Conroy redeveloped five historic buildings in the Charlestown Navy Yard including; converting Buildings 79 and 96 into 50,000 square feet of office\Lab space, the Captain's Quarters was transformed into 24,000 square feet of office space as was the 6,000 square feet in Building P. More recently, the firm completed the successful rehabilitation and conversion of Building 33, into forty-seven (47) residential apartment units.

Lou Cabral, VP for Project Development for the firm, will be involved in assisting with all aspects of Power House Partners and their proposal. Mr. Cabral has a wealth of experience and knowledge with real estate matters in the Navy Yard, having previously managed Massport's extensive real estate portfolio holdings in the Navy Yard. Mr. Cabral's experience and involvement also included providing assistance in the development of the BRA's "Waterfront Activation Network Plan for the Charlestown Navy Yard," in 2007.

Bruner\Cott, Architects

Jason Forney, Partner

Bruner/Cott was founded 47 years ago with a commitment to design excellence and the belief that thoughtful architecture and planning can make a positive difference in the quality of life, shared sense of purpose, and vitality of a community. The firm is a 35-person firm comprised of 17 licensed architects including 6 Principals, 7 Associates, architectural and design staff members, and support staff, located in Boston, Massachusetts. The leadership team brings a broad, integrated perspective to design, giving depth to each of our practice areas.

The firm's work has been recognized for award-winning design from preservation to adaptive reuse and new construction, with a focus on educational and cultural institutions. The firm is known for creativity in inventing new solutions to complex programs and as design leaders for historic renewal and contemporary design in the context of urban revitalization and institutional re-invention.

Dain, Torpy, Le Ray, Wiest & Garner, P.C

Don Wiest

Michael Parker

Founded in 2006, Dain, Torpy, Le Ray, Wiest & Garner, P.C is a leading practice for clients acquiring, permitting, and developing large-scale projects in Boston. The Power House Partners Team has worked with Dain Torpy on a number of high-profile projects in Boston in the past.

Mr. Wiest's experience and expertise with the BPDA's processes, zoning, and community process has proven instrumental on dozens of development projects since co-founding Dain Torpy.

Mr. Parker has extensive experience in the acquisition, permitting and development large scale of projects with a focus on Article 80 large project review, waterfront licensing (Chapter 91) and climate resiliency planning.

Lee Kennedy Co. Inc.

Eugene Kennedy

Chris Pennie

Lee Kennedy Co. Inc. is providing pre-construction advice and pricing information on this project. The firm's extensive portfolio includes work in every major sector, including commercial development, academic, corporate interiors, life sciences, technology, retail, residential, hospitality and historic preservation.

With annual revenue of approximately \$500m, the company employs over 260 in-house and field personnel.

Diversity and Inclusion Plan

The Team agrees and shares the BPDA and the City of Boston’s commitment to “providing opportunities in real estate development for businesses and individuals who historically have been underrepresented in development projects of this size and scope.” A strong effort was, and continues to be made, to identify M/WBEs as well as other individuals who may wish to be meaningfully involved with this project including equity positions.

The modest scope of this project provides an excellent opportunity to be a model for M/WBE participation throughout the development process. The complexity and scale of many projects subject to Article 80 requires that only experienced individuals and established firms can participate in the development process, historically excluding “under-represented” businesses and individuals. While the successful redevelopment of Building 108 depends greatly on the expertise and professionalism of the assembled team, large and established companies are not required in every aspect of the development, design, and construction of the site.

A&E

The project architect, Bruner/Cott, actively seeks diversity and inclusion in the workplace. One-half of the firm’s employees are women and 20 percent of the firm is owned by a woman partner. Bruner/Cott led the effort to assemble the design team for this response to the Building 108 RFP and we are proud to report that 30 percent of the core A&E sub-consultants are M/WBE. As more sub-consultants are brought onto the Team, we will be requiring non-M/WBEs to assign underrepresented individuals to this project where possible. See attached narrative for more information on this exciting program.

Sub-consultant	Firm	M/WBE?
MEP/FP	Architectural Engineers, Inc.	WBE
Structural	RSE Associates	MBE
Landscape	Klopfer Martin Design Group	WBE
Civil	Bryant Associates	DBE/MBE
Code	Code Red Consultants	No

Construction

The GC, Lee Kennedy, has developed their Participation Program to increase M/WBE participation in the trades and develop them so they may participate in the construction of large scale development projects. To build the capacity of these often small or newly-formed companies, Lee Kennedy employees strategies such as dividing larger trade packages that are beyond the capabilities of these companies into more manageable contracts. Lee Kennedy also has successfully partnered smaller subcontractors with larger, more experienced subcontractors who provide collaborative guidance. The scale of this project lends itself well to these strategies.

Lee Kennedy also partners with the Compliance Mentor Group to provide technical school students exposure to the trades through mentoring and job shadowing. See attached narrative for more information on this exciting program.

Ownership and financial participation

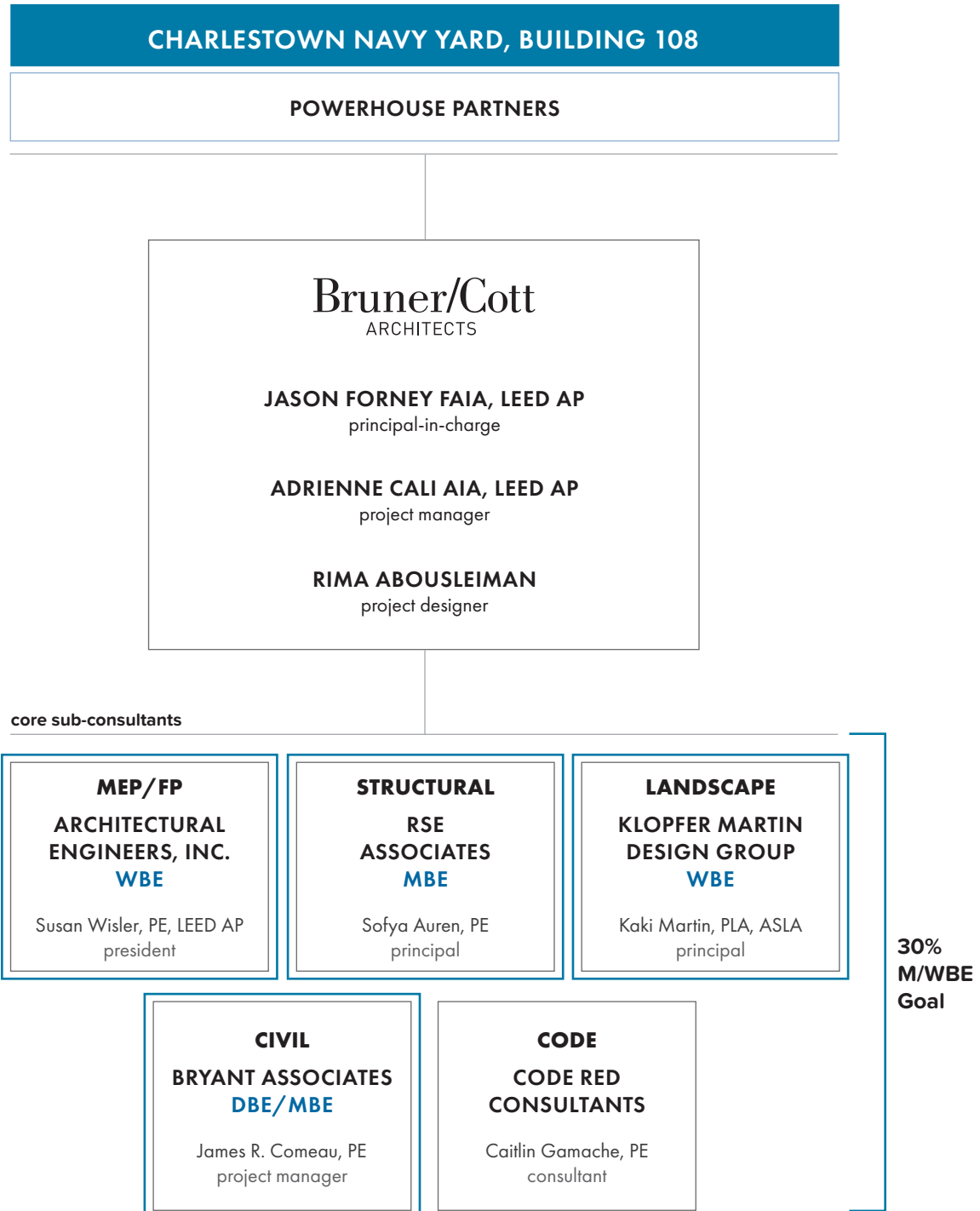
Furthermore, the \$45 million development cost and expected \$15 equity raise means the project could theoretically be funded by a collection of high-net-worth individuals or family offices allowing meaningful wealth building opportunities for underrepresented, albeit well-off, individuals, instead of the agglomerated institutional money usually required by larger projects. Power House Partners has already discussed this project with several investors in underrepresented groups and we anticipate that overall interest in meaningful participation will increase upon a more fulsome understanding of the project timeline, risks, and performance as it relates to the environmental remediation and demolition. The Team has the full expectation that we will be able to attract underrepresented investors and individuals to this project.

Public Process

Bringing traditionally under-represented groups into the development review process increases the diversity of civic engagement and can provide a window into the development process and the industry's multitude of opportunities. Upon Tentative Designation, the Team will actively seek to present the development plan and process to community groups focused on issues other than development, schools, churches, and youth organizations. We will hold these meetings outside the Navy Yard and will bring members of the design and construction team to each meeting. It is our hope that this demystifies the development process, expands public participation, and improves the project's design in ways we have not yet contemplated.

diversity + inclusion plan for design team

As part of the pre-development phase, we are fully committed to creating increased opportunities for people of color, women and Commonwealth of Massachusetts certified Minority and Women-Owned Business Enterprises. We have set a combined **M/WBE participation goal of 30%** for Building 108. Although design fees have not been calculated, our proposed team is certain to achieve that. Our proposed design team, inclusive of M/WBE Sub-Consultants, is listed below.



diversity + inclusion plan for design team

Bruner/Cott has a strong history of meeting and exceeding state inclusion goals for minority and women's business enterprises. Relevant examples include:

Client	Project / Location	Completed	State Goal	Bruner/Cott Compliance
Massachusetts Maritime Academy	New Residence Hall <i>Buzzard's Bay, MA</i>	2021 (est.)	17.9% M/WBE	Est. 17.9-25% of base design fee paid to M/WBEs
University of Massachusetts Dartmouth	Charlton College of Business <i>South Dartmouth, MA</i>	2016	17.9% M/WBE	28.65% of base design fee paid to M/WBEs
University of Massachusetts Amherst	The Blue Wall at Lincoln Campus Center <i>Amherst, MA</i>	2014	17.9% WBE	22.7% of base design fee paid to M/WBEs
Peddocks Island	Building Restoration and Visitor Center <i>Boston Harbor Islands, MA</i>	2012	4% WBE	6.32% of fee paid to WBEs
Mt. Wachusett	Dept. of Environmental Management Educational Center Restoration <i>Princeton, MA</i>	2003	4% WBE	22.8% of fee paid to WBEs

Example of MBE/WBE Compliance Report for The Blue Wall at the Lincoln Campus Center at UMass Amherst:

UNIVERSITY OF MASSACHUSETTS BUILDING AUTHORITY						
MBE/WBE DESIGN REPORT		PROJECT: UMass Amherst Lincoln Campus Center Renovations				
		UMBA Project No.:	12-A5			
MBE/WBE DESIGN GOAL: 17.9%						
		DESIGNER:	Bruner/Cott & Associates, Inc.			
		PERIOD COVERED:	2/1/2014	THROUGH	2/28/2014	
				INVOICED THIS PERIOD	INVOICED TO DATE	
SUBCONSULTANT	WBE/MBE	BASE FEE	TOTAL DOLLARS	TOTAL DOLLARS	% OF BASE FEE	
Bruner/Cott & Associates, Inc.	No	661,085	65,796	496,031	75.03%	
Garcia Galuska Desousa CE, Inc.	Yes	169,115	12,318	142,683	84.37%	
Lim Consultants, Inc.	Yes	38,000	1,428	34,428	90.60%	
Kalin Associates, Inc.	No	7,500	-	7,500	100.00%	
Haley & Aldrich	No	100,000	7,856	92,856	92.86%	
Daedalus Associates	No	20,000	-	20,000	100.00%	
Cosentini & Associates	No	11,650	471	10,471	89.88%	
CDW Consultants, Inc.	Yes	60,650	2,285	54,935	90.58%	
Colburn & Guyette	No	115,000	6,962	98,212	85.40%	
Erica Downs	No	12,000	1,428	6,428	53.57%	
Lewis Lighting	Yes	5,000	-	5,000	100.00%	
	TOTALS:	1,200,000	98,544	968,544	80.71%	
	TOTAL BASE DESIGNER FEE:					
	MBE/WBE PERCENTAGE OF BASE DESIGNER FEE:	22.73%				
	MBE/WBE JOB-TO-DATE PERCENTAGE:	24.47%				

diversity + inclusion plan for design team

Bruner/Cott believes that workforce diversity is paramount to success.



MIT SPURS Humphrey Fellow office presentation.



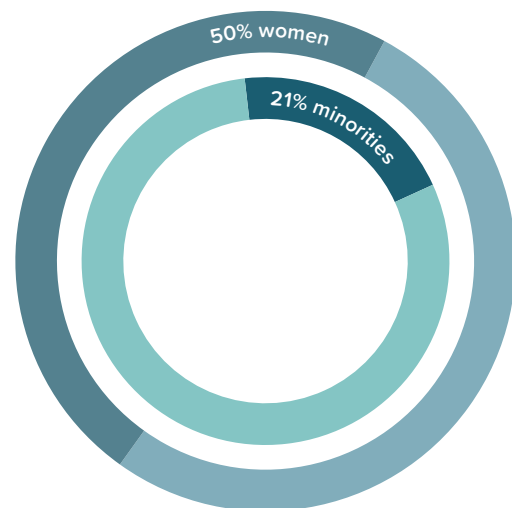
Bruner/Cott's Chinese Lunar New Year Celebration, January 2020.

By valuing differences, the firm embraces the skills, experiences, and knowledge of all employees. Accordingly, BCA is committed to providing equal employment opportunities for all persons regardless of race, color, religious creed, sex, age, marital status, national origin, ancestry, disability, sexual orientation, gender identity, genetic information, uniformed military or veteran status, or any other characteristic protected by law. BCA endeavors to consistently base employment on individual merit, qualifications, and competence.

Equal opportunity extends to all aspects of the employment relationship, including hiring, promotions, training, compensation, benefits, layoffs and all other terms of employment.

BCA is dedicated to upholding gender pay scale equity. The firm maintains a fair and equitable pay scale and does not discriminate based on gender or gender identity.

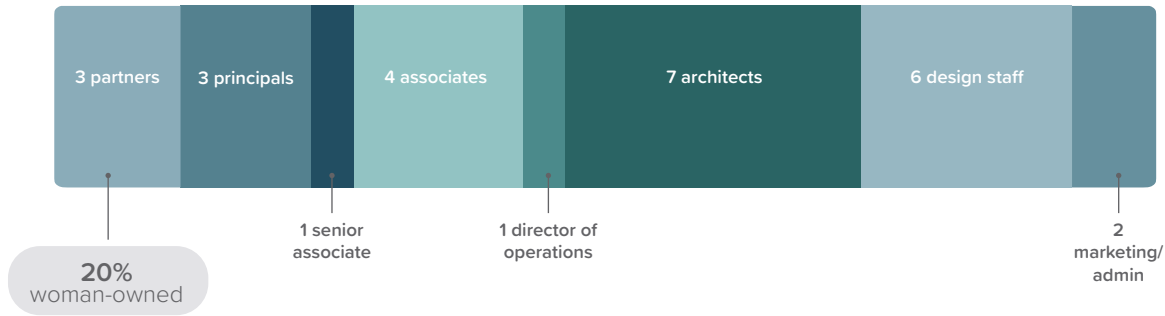
All employees performing the same or comparable work or work of equal value will be compensated on the same pay scale, which is based on individual merit, qualifications, levels of experience, and competence. BCA conducts regular internal reviews of the pay scale of all employees to ensure there is no racial or gender-based bias.



We regularly evaluate and report the firm's breakdown of women and minority staff within the firm.

OFFICE + PERSONNEL BREAKDOWN

We are a 30-person, single-office architectural firm located in Boston, Massachusetts.



APPROACH TO DIVERSITY + INCLUSION WITHIN OUR FIRM

Bruner/Cott is an active advocate for equity within the architecture profession.

Examples of our initiatives include:

- Our firm is comprised of 50% women, including 20% ownership held by Dana Kelly. Our current staff is comprised of 21% of ethnic or racial minorities.
- When hiring, we seek graduates from a wide range of universities and programs. We have team members from institutions like University of Virginia, Virginia Tech, North Carolina State University, Rice University, the University of Oregon, the Boston College of Architecture, Wentworth Institute of Technology, Northeastern University, and MIT.
- We have a co-op program for area students to gain hands-on project experience and work with firm leadership to refine their skills and learn more about the industry. Recently, we had a student from Bahrain conduct her Professional Affiliation with Bruner/Cott via the MIT SPURS Humphrey Fellowship Program. Over the course of two months, she actively researched and assisted with architectural project design work related to sustainable buildings with the ultimate goal of bringing sustainable housing design tactics back to Bahrain.
- The firm has been named an Emerging Professional Friendly Firm by AIA New England in both 2018 and 2019, recognizing its dedication to the professional development of junior staff. Additionally, the firm has sponsored multiple international employees requiring working visas and we further provide support to ensure that they can focus on their career and professional goals.
- Several members of the firm volunteer with DigitalReady, a nonprofit organization dedicated to activating the creative potential of high school students, especially underrepresented young people, to build tangible pathways to economic opportunities in Boston's innovation economy. BCA staff are paired up with students with an interest in design to serve as mentors.
- Bruner/Cott has an internal Equity and Racial Justice working group that sets goals and objectives for our practice. In building project teams, we aim to maximize the utilization of Minority-owned, Women-owned, and Veteran-owned businesses on all projects, both public and private. We set internal goals to ensure our project teams are inclusive of Women-owned and Minority-owned Businesses.



PARTICIPATION PROGRAM



Participation Program

Lee Kennedy Company (LKCO) is proud of its track record in supporting affirmative action initiatives. Through the hiring of minority and women-owned business and residents of the communities in which we work, the company has been able to respond to the need for equality in the workforce and answer the call to provide job training, employment, and contract opportunities for residents. LKCO supports this very important initiative with Nicole White, a full-time employee who manages our reporting and proactive approach to the program initiatives for Boston Residents Job Policy Program. Only through a proactive approach during the preconstruction period can effective programs be put in place to truly affect change.

SUBCONTRACTOR OUTREACH

Lee Kennedy Co. maintains a significant list of qualified MBE and WBE subcontractors and vendors by culling lists and databases posted by the City of Boston and the State Office of Minority and Women Business Assistance (SOMWBA) as well as by leveraging our existing relationships to expand our network of qualified firms. The result of this proactive outreach is an extensive list of qualified firms that has allowed LKCO to exceed the MBE/WBE compliance requirements for many projects.

As part of our ongoing effort to build capacity within this trade partner group, LKCO will be hosting several open houses during the early part of 2021 to engage the submarket on a more personal level. Our goal is to bring awareness to upcoming opportunities/partnerships as well as supporting them with financial prequalification, safety compliance requirements and Procore training.

Understanding that many of these subcontractors are small businesses that may not yet have the capabilities to manage full trade packages requires a thoughtful strategy in supporting them through an opportunity that is commensurate with their skill set. LKCO would look to break up larger trade packages into smaller components to help accelerate their professional development while also building capacity. Another successful approach we have utilized successfully in the past is to assign smaller subcontractors a specific scope under the direction of a more experienced subcontractor. This provides an avenue to learn from a more seasoned partner within a collaborative environment.

We foresee the possibility for both strategies to be utilized on the 108 Charlestown Navy Yard project.



MBE/WBE BUSINESS PARTICIPATION

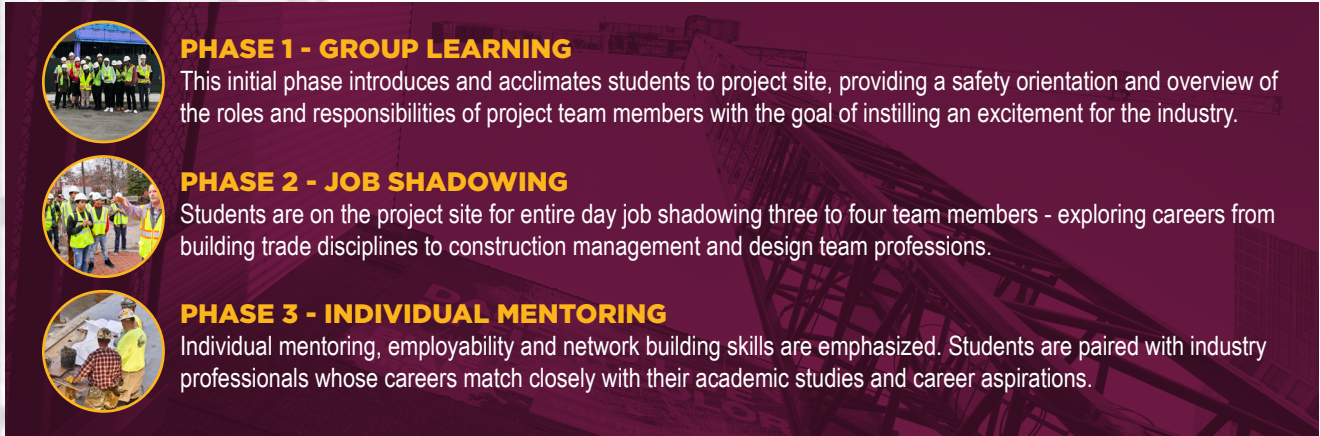
Historical data on our record with MBE/WBE business participation requirements is as follows:


PROJECT	ACTUAL %		GOAL %	
UMass Lowell Pulichino Tong Business Center	MWBE	16	MWBE	10.4
Fitchburg State University Hammond Campus Center	MBE	8.3	MBE	7.4
	WBE	7	WBE	4
Salem State University Library & Learning Commons	MBE	8.3	MBE	7.4
	WBE	4.5	WBE	4
Edward M. Kennedy Institute for the United States Senate	MWBE	11.49	MWBE	10.4
JFK Presidential Library & Museum	Small Bus.	41	Small Bus.	40
	MBE	12.5	MBE	12
	WBE	11.5	WBE	5
	Veteran	1.5	Veteran	1.5
	Dis. Vet.	open	Dis. Vet.	1.5
	HUB Zoned	1.5	HUB Zoned	1.9

LKCO SUPPORT OF ADDITIONAL PROGRAMS


Lee Kennedy knows the importance of engaging neighboring communities to provide opportunities that might not otherwise present themselves. We are particularly passionate about the youth development in these communities. LKCO supports many programs that focus on building the future of the youth and our industry.

One company that we are proud to partner with is The Compliance Mentor Group (TCMG), a hands-on mentoring program for inner city technical school students. In a time when not enough young people are willing to consider the trades as a solid career choice this program builds interest within our industry where we need it most, our youth. Their Construction Mentor Program (CMP) is a structured three-phased 11-month mentorship program that provides acclimation to the project site and trade responsibilities through group learning, job shadowing and mentoring experiences.






PHASE 1 - GROUP LEARNING
This initial phase introduces and acclimates students to project site, providing a safety orientation and overview of the roles and responsibilities of project team members with the goal of instilling an excitement for the industry.



PHASE 2 - JOB SHADOWING
Students are on the project site for entire day job shadowing three to four team members - exploring careers from building trade disciplines to construction management and design team professions.



PHASE 3 - INDIVIDUAL MENTORING
Individual mentoring, employability and network building skills are emphasized. Students are paired with industry professionals whose careers match closely with their academic studies and career aspirations.



LKCO worked with these students on two of our recently completed Harvard Business School projects. The Construction Mentor Program made it possible for students to benefit from hands-on experiences that motivate them to hone their craft skills and academic competencies to pursue careers in the building trades. The program helps provide true pathways to prosperity for local young talent in the vocational trades while also building a stronger, more diverse, next generation construction workforce. Several students on that project were accepted to a number of different union apprenticeship programs.

Other programs we have supported include Operation Exit, which trains young people returning from incarceration by giving them a second chance. Building Pathways, a six-week pre-apprenticeship program that helps low income women and minorities an introduction into the highly competitive apprentice opportunities, and Youth Build Boston, which provides underserved young people with the support and credentials needed to successfully enter the building trades. Each of these groups are a full-service diversity compliance firm servicing the construction industry that we support. Christine Walsh, our Director of Government and Community Relations is a Co-Chair for Building Pathways Employers Advisory Committee.



CO-OP PROGRAMS

Lee Kennedy employs several college students each school semester as full-time, temporary employees, or co-ops. This program gives students an opportunity to gain experience working in multiple departments of the company including field operations, project management, estimating, marketing, and accounting. Students take what they learn in the classroom and apply it to professional work experience teaching them invaluable skills.

Additionally, Lee Kennedy sponsors Cristo Rey Boston's Corporate Work Study Program. Cristo Rey Boston is a Catholic high school exclusively serving families of limited economic resources. Cristo Rey Boston has focused on providing the lowest-income students in the city with the educational and professional opportunities that will prepare them to succeed in high school, college, and beyond. Since 2010, 100% of their seniors have gained acceptance into at least one four-year college or university.

LKCO along with our subcontractors hired multiple students studying carpentry and sponsored them in the Union. We were able to put them to work on our Chao Center project at Harvard University learning valuable lessons on a challenging project. The Corporate Work Study Program plays an essential role in this accomplishment by providing students with real-world, transferable skills and exposing them to successful professionals and environments that encourage them to work hard and dream big.

LEE MICHAEL KENNEDY - COMMUNITY ENGAGEMENT

- Boys & Girls Club of Dorchester – Chairman of The Board
- Neighborhood House Charter School – Chairman, Board of Trustees
- College Bound Boston – Chair of Buildings and Grounds Committee
- Friend of YouthBuild



BUILDING 108



DESIGN SUBMISSION

Design Narrative

The Team invested considerable effort and thought into ensuring that the proposed building added to the unique urban landscape that is the Charlestown Navy Yard. The Project Site is located directly adjacent to the Ropewalk, arguably the most historically significant structure in the Navy Yard, and across the street from Building 150, a relatively recent addition designed to complement the historic buildings in the HMA. Special care was taken to have the design complement the existing structures, evoke the Site's industrial and maritime past, and be a forward-looking building with sustainability in mind.

As designed, the building is contained within the volume of the existing structure, complying with the HMA Guidelines and the design guidelines enumerated within the RFP . This volume allows for sufficient floor area, preserves the street wall and continuous façade along Third Avenue, and creates an interesting and sheltered courtyard between the Ropewalk and the rebuilt Building 108. The Team has not prepared a shadow study for this response, but no significant new shadows are expected from this design.

Materials are also in compliance with the guidelines and keeping with the historic setting. Traditional brick with punched windows along the Third Avenue street wall continues the façade largely created by Building 107. The connector remains as required and provides a smooth transition between the two buildings. Along Ninth Street, the materials transition to contemporary metal panels recalling the existing structure and the nearby Chain Forge Building. The tall windows with arched tops found throughout the Navy Yard are repeated here as well.

The decision to not include on-site parking provides the opportunity to eliminate garage entrances and/or at-grade parking, allowing an active ground floor, with tenant space and room for a small coffee shop, bicycle parking, and a lobby. Back-of-house is moved to the area between the Ropewalk and Building 108 to keep these less desirable uses away from the street edge and make the shared trash room more convenient to the residents of the Ropewalk.

The space between the Ropewalk and Building 108 is an opportunity for special activation and landscaping. An outdoor patio can integrate into the improvements made by the redevelopment of the Ropewalk and can provide a cloistered outdoor respite to be used by workers in the building and Navy Yard residents. In the unfortunate event that COVID persists, well-designed outdoor spaces like this will provide much-needed place for socially distant gathering. There is sufficient bicycle parking to comply with the City's policies.

Sustainability and Resiliency

The knowledge of the collective is greater than any singular person, and the Team believes that design is inherently a collaborative act. This works best when led by an

experienced facilitator who can collect and process information in a curated way. The design team is experienced in orchestrating a collaborative process that harnesses the power of a community of thinkers, and it begins by establishing and building a broadly agreed-upon set of values, goals, and objectives for the project and then weighing design decisions against these values. The Bruner/Cott philosophy is that deeply-rooted design solutions derive from a creative interpretation of place, culture, and program. The Team seeks to understand the culture, philosophy, physical and natural environment that surround a building site—so that our design reflects its distinctive nature.

This begins with the assembly of a team (including a pre-con/general contractor) with deep experience and insight in the programming, site analysis, and design of cultural and campus environments and the re-imagining existing buildings. The design team is committed to parameters using deeply integrated, collaborative design thinking. By integrating architecture, engineering, analysis and design, solutions become nested and solve multiple problems at the same time. In this way, greater levels of performance are achieved for the same cost as conventional buildings.

The Team is committing to meet the goals of Carbon Neutral Boston 2050. Integrating the following strategies into Lab/R&D buildings in historic districts may require special considerations (eg. special ventilation and equipment, integration of solar panels, and window to wall ratios) that our design team has already begun to consider.

In any event, the building will be designed to be robust, well insulated, and airtight to the extent possible, incorporating high efficiency, all electric building systems. Lighting in the common areas will be high-efficiency LED and we'll encourage the eventual tenant to use high-efficiency equipment.

The team is looking forward to working with BPDA design staff to develop a design, select low embodied carbon facade materials, and incorporate any required specialized mechanical equipment to comply with the HMA and this RFP's design guidelines.

The site's proximity to the shoreline makes resiliency an important issue with this redevelopment. The first floor's FFE will be kept at or above 20.5 BCB and critical equipment at 21.5 BCB to account for more frequent and more severe coastal storm events. The tight building enclosure will maintain temperature during power outages and extreme heat events, further assisted by a light-colored roof if permitted under the design guidelines.

Landscaping will be drought resistant and the design will incorporate storm water capture for irrigation, reducing or eliminating the need to use potable water for landscape.

The Team will prepare a Construction Management Plan to address site access, worker parking, material storage, and erosion control. At this time, the Team is not assuming

any soil exports, but will create a soil management plan if required by the final design and/or final status of the site remediation and demolition.

The project will comply with Article 37 and will strive for at least LEED Gold. The Team is addressing a major source of Greenhouse Gas emissions by not providing parking and encouraging tenants and visitors to take advantage of nearby bus and ferry routes. To the extent that parking is required, the Building 199 garage is nearby. See attached preliminary LEED Scorecard.



LEED v4 for BD+C: New Construction and Major Renovation

Project Checklist

Charlestown Navy Yard 108

10/16/2020

Y ? N

1			Credit 1	Integrative Process				1
8	6	2	Location and Transportation				Possible Points:	16
-	-	-	Credit 1	LEED for Neighborhood Development Location				16
		1	Credit 2	Sensitive Land Protection				1
2			Credit 3	High Priority Site				2
2	2	1	Credit 4	Surrounding Density and Diverse Uses				5
2	3		Credit 5	Access to Quality Transit				5
1			Credit 6	Bicycle Facilities				1
1			Credit 7	Reduced Parking Footprint				1
	1		Credit 8	Green Vehicles				1
4	5	1	Sustainable Sites				Possible Points:	10
Y			Prereq 1	Construction Activity Pollution Prevention				Required
	1		Credit 1	Site Assessment				1
	2		Credit 2	Site Development--Protect or Restore Habitat				2
	1		Credit 3	Open Space				1
2	1		Credit 4	Rainwater Management				3
2			Credit 5	Heat Island Reduction				2
		1	Credit 6	Light Pollution Reduction				1
3	4	4	Water Efficiency				Possible Points:	11
Y			Prereq 1	Outdoor Water Use Reduction				Required
Y			Prereq 2	Indoor Water Use Reduction				Required
Y			Prereq 3	Building-Level Water Metering				Required
1	1		Credit 1	Outdoor Water Use Reduction				2
2	2	2	Credit 2	Indoor Water Use Reduction				6
		2	Credit 3	Cooling Tower Water Use				2
	1		Credit 4	Water Metering				1
12	11	10	Energy and Atmosphere				Possible Points:	33
Y			Prereq 1	Fundamental Commissioning and Verification				Required
Y			Prereq 2	Minimum Energy Performance				Required
Y			Prereq 3	Building-Level Energy Metering				Required
Y			Prereq 4	Fundamental Refrigerant Management				Required
3	2	1	Credit 1	Enhanced Commissioning				6
8	3	7	Credit 2	Optimize Energy Performance				18
1			Credit 3	Advanced Energy Metering				1
		2	Credit 4	Demand Response				2
	3		Credit 5	Renewable Energy Production				3
	1		Credit 6	Enhanced Refrigerant Management				1
	2		Credit 7	Green Power and Carbon Offsets				2
5	8	0	Materials and Resources				Possible Points:	13
Y			Prereq 1	Storage and Collection of Recyclables				Required
Y			Prereq 2	Construction and Demolition Waste Management Planning				Required
	5		Credit 1	Building Life-Cycle Impact Reduction				5
1	1		Credit 2	Building Product Disclosure and Optimization - Environmental Product Declarations				2
1	1		Credit 3	Building Product Disclosure and Optimization - Sourcing of Raw Materials				2
1	1		Credit 4	Building Product Disclosure and Optimization - Material Ingredients				2
2			Credit 5	Construction and Demolition Waste Management				2
9	2	4	Indoor Environmental Quality				Possible Points:	16
Y			Prereq 1	Minimum Indoor Air Quality Performance				Required
Y			Prereq 2	Environmental Tobacco Smoke Control				Required
1	1		Credit 1	Enhanced Indoor Air Quality Strategies				2
3			Credit 2	Low-Emitting Materials				3
1			Credit 3	Construction Indoor Air Quality Management Plan				1
		1	Credit 4	Indoor Air Quality Assessment				2
1			Credit 5	Thermal Comfort				1
1	1		Credit 6	Interior Lighting				2
		3	Credit 7	Daylight				3
1			Credit 8	Quality Views				1
1			Credit 9	Acoustic Performance				1
3	2	1	Innovation				* Possible Points:	6
1			Credit 1.1	Innovation - TBD (possible - MRc2 exemplary performance)				5
1			Credit 1.2	Innovation - TBD (possible - MRc4 exemplary performance)				
	1		Credit 1.3	Innovation - TBD (possible - SSc5 exemplary performance)				
	1		Credit 1.4	Innovation - TBD (possible IEQc1 exemplary performance)				
		1	Credit 1.5	Innovation - TBD				
1			Credit 2	LEED Accredited Professional				1
0	4	0	Regional Priority				** Possible Points:	4
	1		Credit 1	Regional Priority: High Priority Site (threshold 2 points)				1
	1		Credit 2	Regional Priority: Rainwater Management (threshold 2 points)				1
	1		Credit 3	Regional Priority: Indoor Water Use Reduction (threshold 4 points)				1
	1		Credit 4	Regional Priority: Renewable Energy Production (threshold 2 points)				1
			OR	Regional Priority: Optimize Energy Performance (threshold 8 points)				
45	42	22	Total				Possible Points:	110

BUILDING 108

Drawings, elevations, and plans submitted under separate cover

