

**PARCEL 8 Nubian Square**

**Book I: Development Submission**

Submitted by

**URBANICA**

June 2020



PALMER  
HOTEL WARREN  
Mary R. Connor  
3606  
2500

WARREN  
FURNITURE WAREHOUSES  
Frank Perlehand  
1379

TABER  
BATHONE HALL  
Thos P. Connor  
4591

HARRISON  
Phoebe Donnell  
2100

Boston Elevated Railway Co.  
46.203  
DUDLEY ST. STATION

BOARDING & SALES STABLE  
Alice P. Whittington  
et al Trs.  
19.251

THE BOSTON SAFE DEP. & TR. CO.  
BRADLEY BLDG.  
5.6307

HOTEL DARTMOUTH  
Wm. Sheafe et al  
18.047

13  
DUDLEY ST. BAPT. CHURCH  
25.760

134  
DANA  
Geo. W. Soren et al Trs.  
14.000

DANA  
Henry C. Richards  
1826

DANA  
Florence Pindell  
2055

ARMORY BUILDING  
GLENWOOD TER.  
12.755

MYRTLE PL.  
Mary J. Hurin  
6853

DANA  
Geo. W. Soren  
2135

DANA  
J. Lord  
1605

GLENWOOD  
HOTEL PUTNAM  
1610

GLENWOOD  
Oren C. Cattanah  
2906

GLENWOOD  
Jennie P. Shedd  
4019

GLENWOOD  
Eva M. Estes  
4670

WARREN  
HOTEL L. BROWN  
6658

WARREN  
Francis A. Stratton  
1741

WARREN  
Sampson A. Callahan  
4402

WARREN  
Jacob H. Goodman  
6498

KEARSARGE  
Trs. of the Rock Grammar Sch.  
8450

KEARSARGE  
Geo. S. Barker  
5260

KEARSARGE  
Barnet Neubaum  
2930

KEARSARGE  
Jas. W. Bolman  
3602

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### COVER LETTER / PROPOSAL SUMMARY

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

#### **PROPOSAL FOR PARCEL 8, BOSTON MA 02119**

Dear Ms. Polhemus,

Urbanica Inc, on behalf of NUBA, LLC is pleased to submit this proposal in response to the RFP for Parcel 8 Site in Roxbury.

With over 25 years of developing, designing and building projects in Boston, Urbanica has a long track record of successfully completed projects in both public and private ventures. In recent years, Urbanica has focused efforts on Request for Proposals for City/Town/Municipality-owned parcels to work collaboratively with neighborhood organizations, taking into considerations the concerns and desire of the community, with consistent emphasize in refined design aesthetic, quality work and job creations.

#### **DEVELOPMENT CONCEPT**

Located in the heart of Nubian Square, the Parcel 8 Site is in close proximity to numerous artistic and cultural resources. In order to integrate existing resources, activate the area, and realize the vision of the Roxbury Cultural District, the team proposes the development concept of “Nubian + Arts.”

This concept features mixed-income housing and a cultural center in partner with the National Center of Afro-American Artists (NCAAA) to preserve and foster the cultural arts heritage of people of color as well as to promote the arts, culture, commercial and retail enterprises in the area.

NUBA will create a community of like-minded individuals who live, learn and support the neighborhood in which they reside. The increased affordable housing choices will retain the talents in the community and provide development opportunities to create permanent wealth for the greater Roxbury area.

The distinct and memorable public park which honors the history of Roxbury’s industrial past while embraces the cultural diversity will build up a strong gateway identity for Nubian Square.

By creating a synergy with all these resources and existing contexts, NUBA would seek to create and sustain a lively center presenting multiply interdisciplinary artistic activities of wide interest to the public and to strengthen the identity of Nubian Square.

#### **ORGANIZATIONAL STRUCTURE**

NUBA, LLC is a partnership among Urbanica, National Center of Afro-American Artists (NCAAA), General Air Inc., Minority Crowd Fund and National Housing Partnership Foundation (NHPF).

**URBANICA**

Urbanica has vast experience working on projects through the public RFP process and has built up its rich experience in mixed income homeownership development through working with local and municipal entities. Urbanica has development track record of mixed income home ownership and public park in Allston. Other past projects include the SIX9ONE Residences at 691 Mass Avenue, Parcel 9 site in Roxbury, Parcel U MBTA site in Jamaica Plain, E+ 226-232 Highland Street in Roxbury, 74 Highland eHomes in Roxbury, D4 Condos in the South End and so on.

Most recently Urbanica has been designated by City of Boston to develop two income restricted homeownership projects in Dorchester. Urbanica's selected awards include: Excellence Award: "Champion of equity and inclusion and for creating access and opportunity for minority-owned firms and workers of color", awarded by Massachusetts Housing Investment Corporation; First Annual Hawthorn Youth and Community Center, EYCC Good Donor Awards; Energy Plus Winner for project at 226-232 Highland St.

**NATIONAL CENTER OF AFRO-AMERICAN ARTISTS**

The National Center of Afro-American Artists (NCAAA) is one of the oldest and most respected cultural institutions in Boston founded and operated by African Americans. The NCAAA seeks to announce for the world the greatness of black cultural and artistic heritage. It seeks as well to increase knowledge and appreciation of black contributions to global social and political culture.

**GENERAL AIR**

General Air Conditioning & Heating, Inc. ("General Air"), is a fully-owned and operated minority Massachusetts Corporation. General Air is a company dedicated to customer quality satisfaction; servicing municipal, commercial and industrial client properties in all phases of mechanical and maintenance received recognition for outstanding community commitment and involvement by being presented the Dr. Martin Luther King, Jr. Corporate Leadership Award on January 17, 2020 at the 12th Annual Martin Luther King Business & Community Breakfast. General Air is actively involved with Madison Park Technical/Vocational High School - Roxbury, MA in the implementation of a much-needed HVAC program at the school's campus. This introduces the trade fields to students that are seeking an alternative to attending college, but also provides lucrative salaries and personal growth.

**MINORITY CROWD FUND**

With considerable thought to trying to reduce the "wealth gap" potentially plaguing the neighborhood, we think it is important to establish a long-term wealth creation plan that begins with encouraging minorities to participate in sharing the benefit brought by the development in the neighborhood. Up to 10% of the ownership shares of the homeownership part of NUBA will be distributed exclusively to the minority investors and the management of this crowd fund will be designated to minority enterprises.

**NATIONAL HOUSING PARTNERSHIP FOUNDATION**

NHPPF is a leading nonprofit real estate developer, owner and operator of more than 9,000 affordable housing units in 16 States and the District of Columbia. In addition to being a successful developer/owner of affordable housing, and in full alignment with the non-profit service mission, The NHP Foundation also operates a robust Resident Services program that features Education/Youth Development, Health and Wellness, Financial Empowerment and Literacy, and Senior Services that we believe will be contributing to the long-term sustainability of affordable housing projects and to moving residents ever closer to financial self-sufficiency, holistic living and overall well-being.

## **PROPOSAL SUMMARY**

NUBA is a mixed-use and mixed-income development. It respects the community's vision for providing affordable and income restricted housing, encouraging neighborhood uses that capture the characteristics of the area that is part of the Roxbury Cultural District, establishing cultural facilities such as museums, art galleries, artist live/work spaces, and creating a significant public open space that serve as a gateway to the Nubian Square neighborhood.

Sustainability, Economic development, affordable/income-restricted housing, community benefits and development without displacement are top objectives of the RFP and the development team. The proposal provides solid plans and strategies to realize these goals.

### **CULTURAL AND HISTORICAL CONTEST**

The project will support and subsidize NACAAA's plan to create a satellite museum at NUBA as an extension of the Museum of the National Center of Afro-American Artists. The Museum would program Roxbury Gateway with the twin goals in mind. First, it would seek to create and sustain a lively center presenting multiply interdisciplinary artistic activities of wide interest to the public. And second, it would conceive and execute programs that promote the preservation of the historical heritage yet create more development opportunities to create permanent wealth for itself and for other artists within the greater Roxbury area.

### **MEMORABLE PUBLIC OPEN SPACE**

Approximately 7,000sf at the corner of Washington Street and Melnea Cass Boulevard is designed to be a distinct and memorable public open space. The park serves as a gateway that frames the Nawn Building façade through the allee of trees, shows respect to the site's historical heritage by highlighting the historic structures that existed within the park site with stone markings on the ground plane. The park is designed to bring authenticity to this historic corner of Roxbury to build up a strong community identity for Nubian Square. and serves as gathering and community civic space to this gateway corner of Washington Street. The architectural design of the project originates from the culture and history of Nubian Square. It shows full respect to the context including massing, density, building orientation, architectural character, exterior material, circulation, uses, and open space design.

### **AFFORDABLE HOUSING OPPORTUNITIES**

The project will build 102 units of housing with 44 parking spaces. 35 units will be homeownership condos, 7 units will be work-live condos and 60 units will be rental apartments. 100% of all units will be affordable or workforce housing for families earning between 30%AMI and 120%AMI. There is a wide range of unit types and target income levels to satisfy housing needs of families.

### **PERMANENT WEALTH CREATION FOR THE COMMUNITY**

Over 10,000 sf of the ground floor development will be commercial, cultural and community space. The ground floor provides 7 income-restricted live-work spaces to promote local small businesses. To accelerate the thriving of local economy, \$100,000 Entrepreneur Fund will be set up from the developer fee as a community benefit to support the local startup businesses with amounts ranging from \$5,000 to \$20,000.

The project will allocate another \$100,000 of its development fee to subsidize the museum space on the ground floor and to support the cultural programs of the museum. In addition, the project will allocate \$50,000 from the development fee support the local community programs.

The project will also set aside up to 10% equity investment of the homeownership part as a minority crowd fund to provide micro-investment opportunities that enable the minority communities to achieve long term benefit through the development of the parcel.

### **INCLUSION AND GOOD JOB STRATEGY PLAN**

The team has spent significant efforts has solid track record to maximize participation of Boston residents, minority, and female. From the design/development team, to the construction, to the ownership, financing and post construction, we have identified ways to include meaningful diverse participation.

The team has achieved outstanding inclusionary hiring statistics in the Parcel 9 project by allocating 80% working hours to minorities.

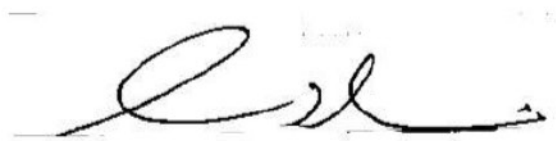
The NUBA project will be creating around 150 construction job. The team is committed to providing economic opportunities to Boston residents, people of color and woman in both the development phase and operations phase of the project. We still strive to meet and exceed the goals of:

- 51% of the total work hours go to Boston residents
- 51% of the total work hours go to minorities
- 12% of the total work hours go to women.

The team, with their exceptional experience of community-oriented development and servicing track records in the neighborhood, will work together to promote the best of the area's valuable artistic, historic and cultural asset. The project will also provide commercial condo spaces which can potentially accommodate the technology-related trade demands of the talents cultivated by Benjamin Franklin Institute of Technology as well as create permanent wealth to the communities.

Thank you for considering our qualifications and proposal for this exciting opportunity.

Sincerely,



Kamran Zahedi  
President  
Urbanica, Inc.

**COMMUNITY SUPPORT**





# Vine Street Community Center

339 DUDLEY STREET  
ROXBURY, MA 02119  
TEL. (617) 635-1285  
FAX (617) 635-1291  
WWW.VINESTREETCCBOSTON.ORG

MARTIN J. WALSH  
MAYOR

June 18, 2020

Urbanica Boston  
429 Melnea Cass Blvd  
Roxbury, 02119

Dear Mr.

On behalf of Vine Street Community I am writing to offer my wholehearted support for the Urbanica Program. Urbanica is a design/ development company specializing in the transformation of underutilized buildings and sites into extraordinary living and working spaces in the metro-Boston area.

Urbanica has helped minority individuals set up their own business infrastructure with resources and guidance to assist with building community empowerment, wealth and opportunity. Urbanica has a wide array of programs and resources that continues to help our community grow.

It is our goal to continue to support and recognize programs such as Urbanica Boston to ensure that our community benefits all the resources and programs it has to offer.

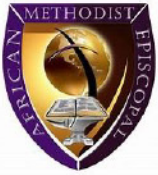
If you have any additional information that is needed please feel free to contact me at your convenience.

Sincerely,



David Hinton, Administrative Coordinator  
Vine Street Community Center  
339 Dudley Street  
Roxbury, MA 02119  
[David.Hinton@boston.gov](mailto:David.Hinton@boston.gov)  
617-635-1285





# Grant African Methodist Episcopal Church

Rev. Pedro A. Castro, Jr., Pastor



June 19, 2020

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

On behalf of Grant African Methodist Episcopal Church, we are writing in support of Urbanica Inc’s. project proposal for Parcel 8 in Roxbury. Urbanica Inc. has consistently demonstrated themselves to be an ally to the community and their past developments have shown to add value to the neighborhood. Urbanica Inc. also has a great track record of hiring locally for both development and post-development.

The Grant AME Church has served the Roxbury, Massachusetts community for nearly one century. The church has an active Women’s Missionary Society that services over one hundred families through the Boston Food Bank twice a month. We are also committed to supporting our youth as they pursue their dreams to attend college and graduate.

We are excited about the number of amenities and community resources that Urbanica’s project will provide. The proposed project would include 60 affordable apartment units and 35 affordable homeownership units. The units would provide affordable housing as well as attract new residents to the area. Along with this, the proposal includes several live-work units that can be used for a variety of purposes including art galleries, education centers and small start-ups. A large space is also provided for community use that can house programs and events for the neighborhood. The project also uses a large portion of the lot for an inviting park for the community and will also host programs and contain art installations. We see all these additions as beneficial and fully support Urbanica’s development bid. Urbanica has time and time again shown aptitude for creating projects that both add aesthetic and communal value to Roxbury. Kamran and his team have demonstrated great expertise, experience, and ethics in crafting their projects. We would be excited add another one of their developments to our community.

For any Questions please contact us at Rev. Pedro Castro or call 315-247-3477

Regards,

Rev. Pedro A. Castro, Jr.,  
Senior Pastor



**Central Boston Elder Services**

*Your Connection to Care*

*La Conexión Para Su Bienestar*

June 18, 2020

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

Central Boston Elder Services (CBES) would like to express strong support for the Urbanica Inc. project proposal for Parcel 8. We believe that the multiuse housing project that Urbanica proposes will provide an economic boost to the neighborhood as well as provide a new cultural center for all of Roxbury.

The team at Urbanica has a talent, experience and resources to promptly and reliably implement the development of Parcel 8. They are also very open to receiving community input and are very responsive regarding concerns. Their past projects in Roxbury have all been met with positive reception from residents and business owners. We believe that this proposal would be no different and its aspects provide nothing but positive resources to the community.

Urbanica's project would contain 60 affordable rental units and 35 affordable homeownership units. Along with housing, the building would also house several live-work units that would be used for purposes like start-ups, art galleries, culture, education and entertainment. This addition would give Roxbury and Nubian Square a new center of culture while also providing economic support. Another attractive aspect of the proposal is the 7000 Sq. Ft of public park space it would provide. This park space can be used for community events and programs as well as being simply a nice place the gather. For events requiring indoor space, the project also provides a large room for neighborhood groups and organizations to use. Urbanica has also done a great job using local workforces in their past projects in the area. We firmly believe in the project as well as the Urbanica team's ability to develop it with flying colors.

For any Questions please contact us at 617.277.7416

Sincerely,

Michael A. Vance  
Chief Executive Officer



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

Dear Secretary Polhemus:

I am pleased to provide this letter of support for Urbanica Inc. I understand that Urbanica is proposing to build a multiuse housing project on Parcel 8 to provide further economic and cultural investment in Roxbury. The team at Urbanica has the talent, experience and resources to promptly and reliably implement the development of Parcel 8.

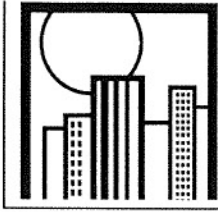
In my experience, Urbanica has been very open to receiving community input and are extremely responsive regarding concerns. Their past projects in Roxbury have been met with positive reception from residents and business owners. I cannot imagine that this proposal would be any different. Urbanica's project would contain 60 affordable rental units and 35 affordable homeownership units. Along with housing, the building would also house several live-work units that would be used for purposes like start-ups, art galleries, culture, education and entertainment. This addition would give Roxbury and Nubian Square a new cultural center while also providing economic support. Additionally, the proposal calls for 7000 Sq. Ft of public park space, a very important and attractive feature for our community. For events requiring indoor space, the project also provides a large room for neighborhood groups and organizations to use. Urbanica has also done a great job using local workforces in their past projects in the area.

In the past, we have been able to depend on Urbanica to step up and provide solid advice and support regarding our development related ideas to advance our mission of educational equity for Black and Brown students. They have done this as a service to the community and without expense to our nonprofit. We support them not just for their ability to get the job done, but for their demonstrated commitment to the community.

Sincerely,

Katrina Shaw, CEO  
(617) 445-3700

0.2  
COMMUNITY SUPPORT



*Tenants' Development Corporation*

566 Columbus Avenue • Boston, MA 02118  
(617) 247-3988 • Fax (617) 247-3979 • TTY 711

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June 22, 2020

Mr. Kamran Zahedi  
President & Developer  
Urbanica, Inc.  
429 Melnea Cass Blvd.  
Roxbury, MA 02119

Dear Mr. Zahedi:

Tenants' Development Corporation, TDC, supports Urbanica's Proposal for Parcel 8 based on the following factors as presented by your organization:

- 100% income restricted housing development
- 95 newly construction affordable housing opportunities for the moderate income residents of Boston
- 35 affordable homeownership condo
- 60 affordable rental units
- Creation of community amenities in the development such as a park and artist exhibit space

This project as presented will provide much needed:

- Construction jobs for minorities and woman and construction training opportunities.
- Business opportunities for MBE and WBE contractors and suppliers.
- Affordable homeownership which affords families and individuals to opportunity to acquire long term wealth via homeownership.
- Affordable rental units which based on our experience with opening the waiting list for two of TDC's Section 8/LIHTC properties continues to be an enormous need in Boston.
- Creation of a park to be the gateway to the Nubian Square neighborhood

This project appears to be in line with TDC's mission to provide affordable housing opportunities for people of diverse races and cultures in the South End - Lower Roxbury communities and greater Boston. We're interest in being a supportive partner as you proceed through the development process of this project. Let us know how we can continue to offer our support for this project.

Sincerely,  
TENANTS' DEVELOPMENT CORPORATION

Donald Ward  
Executive Director



June 23, 2020

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

Re: Urbanica Inc's proposal for Parcel 8

Dear Ms. Polhemus:

I write today in support of Urbanica Inc's project proposal for Parcel 8. We appreciate the economic boost that will come from this project. Urbanica Inc has been a long-standing supporter of Hawthorne Youth & Community Center and its programs and continues to partner with us.

Thank you,

A handwritten signature in blue ink, appearing to read 'Doris Morales', is written over the printed name.

Doris Morales  
Hawthorne Youth & Community Center  
Board Chair

**J S C**  
John Shelburne Community Council

2730 Washington Street, Roxbury, MA 02119

Honorary Board Members

Rev. Dr. Michael E. Haynes  
Clarence "Jeep" Jones  
H. Carl McCall  
Joyce Williams Mitchell

Board Members

Alfreda Harris  
Chairperson

Lisa Holmes  
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Paul Benders  
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Gregory Davis  
Sam Depina  
Jacqui Hoard  
Allison Depina  
Michael Mitchell  
Anthony Pitts  
Alma Wright

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

*Subject: Parcel 8*

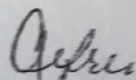
*We have met with Mr. Kamran in regards to above named project.*

*The Shelburne community Council very strongly supports this project.*

*Urbanica Inc has done a good job on other projects in this community. The proposed project for Parcel 8 will add much needed spaces for commercial, education, and exhibition in the Nubian Square area and Roxbury as a whole*

*We would like to see this project move forward*

*Truly,*



*Alfreda Harris  
Chairperson*

*CC: Board Members*

Phone#: (617) 635- 5214

Fax#: (617) 635- 5224



*In The Name of Allah, The Gracious, The Merciful*

***Mosque for the Praising of Allah***  
***Society for Islamic Brotherhood, Inc.***



June 21, 2020

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

We, the Mosque for the Praising of Allah, are glad to lend our support to Urbanica Inc.'s project proposal for the development of Parcel 8. We have been impressed with their past work in the community and have also witnessed the benefits that they provide. Urbanica's proposed project will create 35 affordable home-ownership units as well as 60 affordable rental units. It will also include 7 income restricted micro live-work units that can be used for educational, cultural, entertainment and artistic purposes. There will also be a "Community Room" which will provide an indoor space for local groups and organizations to host programs, events and artistic exhibitions. A portion of the lot will be used as a park of no less than 7,000 Sq. Ft for the community at the corner of Washington St and Melnea Cass Blvd that will recognize the historic character of the adjacent Nawn factory and Eustis Street Architectural Conservation District. This park space will include contemporary art installations and host programs and events for the neighborhood. We believe all of these aspects are needed and would improve the neighborhood immensely through education and culture.

Overall, we whole-heartedly support Urbanica's proposal and strongly believe that it will be a great addition to our community and that the resources that it will provide are of great importance to the growth of both the neighborhood and its culture. We look forward to working with Urbanica if their proposal is selected.

If you have any questions, please contact us at [mosquepraiseallah@gmail.com](mailto:mosquepraiseallah@gmail.com) or call us at 617-756-9090

Sincerely,

Imam Abdullah Faaruq

**Mosque for Praising Allah - Society for Islamic Brotherhood**  
 724 Shawmut Avenue Boston, Massachusetts 02119 U.S.A. - Tel. (617) 442-2805 / fax (617) 445-2345  
[mosquepraiseallah@gmail.com](mailto:mosquepraiseallah@gmail.com) - [mosquepraiseallah.org](http://mosquepraiseallah.org)

Page 1



## *Tropical Foods*

450 Melnea Cass Blvd.  
Roxbury, Ma. 02119  
617-442-7439

May 22, 2020

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

On behalf of Tropical Foods, we are writing in support of Urbanica Inc's. project proposal for Parcel 8 in Roxbury. Urbanica Inc. has consistently demonstrated themselves to be an ally to the community and their past developments have shown to add value to the neighborhood. Urbanica Inc. also has a great track record of hiring locally for both development and post-development.

As a business with 45 years of experience in Nubian Square, we are very excited about the number of amenities and community resources that Urbanica's project will provide. The proposed project would include 60 affordable apartment units and 35 affordable homeownership units. The units would provide affordable housing as well as attract new residents to the area. Along with this, the proposal includes a number of live-work units that can be used for a variety of purposes including art galleries, education centers and small start-ups. A large space is also provided for community use that can house programs and events for the neighborhood. The project also uses a large portion of the lot for an inviting park for the community and will also host programs and contain art installations. We see all of these additions as beneficial and fully support Urbanica's development bid. Urbanica has time and time again shown aptitude for creating projects that both add aesthetic and communal value to Roxbury. Kamran and his team have demonstrated great expertise, experience and ethics in crafting their projects. We would be very excited add another one of their developments to our community.

For any Questions please contact me at [rgarryjr@tropicalfoods.net](mailto:rgarryjr@tropicalfoods.net).

Sincerely,

  
Ronn Garry Jr

2000 Realty Associates  
c/o The Dartmouth Company  
351 Newbury Street  
Boston, MA 02115

June 22, 2020

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

I write today in enthusiastic support of Urbanica Inc's project proposal for Parcel 8. Their project would add many resources and aspects that the Nubian Square Community currently lacks. The project acts both as an affordable housing complex and a center for culture, education, art and entertainment. We see this as a large benefit to the community and advocate for Urbanica to be commissioned.

Our family has owned property at the corner of Melnea Cass Boulevard and Washington Street for almost 60 years. We have witnessed the transformation of the area and believe that Urbanica's proposed development will further that advance. We have seen the work they have completed, the degree of detail and attention they provide to their development, and their very personal involvement each aspect. They have an appreciation and understanding of those aspects of development which can bring benefits to the community. Urbanica's mixed used proposal further solidifies what we expect will be a vibrant development, creating a place where numerous people can live and visit.

The project will include 60 affordable rental units and 35 affordable homeownership units. A number of live-work units that will support art galleries, education centers and other uses will be placed on the ground level. We are also very excited for the community park that will be developed along with the building. Nubian Square needs a space for events and programs along and this park will do just that along with providing a place for people to gather and recreational use. With this project, the neighborhood will see both an economic boost as well as a cultural one. Urbanica Inc has a great history of projects in the Roxbury community and we believe that this Parcel 8 proposal will continue that.

Very truly yours,

David Smookler

[dsmookler@dartco.com](mailto:dsmookler@dartco.com)

**0.2**  
**COMMUNITY SUPPORT**



X-Men of Boston PO Box 106, East Walpole, MA 02032

**2018 X-Men of Boston  
Members and Officers**

- Kevin Ashley, Secretary
- Teddy Brown
- Greg Burgess
- Anthony Burns
- Craig Campbell
- Neil Carter
- Selvin Chambers
- Robert Cope
- Debra daSilva, Treasurer
- Reggie Easton
- Rudy Edwards
- Brian Embry
- Lee Gill
- Joe Harris
- George Johnson
- Anthony Jones, CFO/  
Treasurer
- Thomas Parker
- Ben Patrick
- Steve Rooker
- Derrick Smith
- David Snipe
- Leon Spencer, President
- Wayne Steele, Vice  
President
- Andrew Watson

**June 12, 2020**

To whom it may concern,

It is our pleasure to write this letter on behalf of the X-Men of Boston, Inc. in strong support of the proposed housing project for Parcel 8 by Urbanica and Kamran Zahedi.

The proposed project is highly relevant and well in line with the community's need. We have seen ample proof of the value their similar past projects have brought to our neighborhood.

As a locally based organization in the Roxbury community, the X-Men of Boston have noted Urbanica's ongoing and past projects as being very beneficial to our neighborhood's needs and growth.

We strongly support granting the application for building approval for this housing project, which is a continuation of the community development of the Roxbury – Boston area.

Sincere regards.

**Leon Spencer, President  
X-Men of Boston, Inc.**

22 June 2022

To whom it may concern,

One of the most direct and effective ways to address the racial wealth gap and promote equity and inclusion is to hire Black and Brown-owned businesses. Kamran Zahedi and his team at Urbanica do just that. The Massachusetts construction industry typically awards less than 3% of contract dollars to minority-owned businesses (MBEs). Two of Urbanica's most recent projects, Melnea Residences, which completed construction in 2019 and 90 Antwerp/UHomes, which is currently under construction, have awarded more than 40% of construction contracts to MBEs. Those two projects combined are responsible for channeling more than \$8M to Black and Brown-owned businesses, many of them local.

Additionally, Melnea Residences secured 10% of available work hours for women, 80% for people of color, and 45% for Boston residents. The project also utilized a Black-owned diversity consultant and provided opportunities for local youth through a contract with YouthBuild Boston.

Urbanica's commitment to equity and inclusion is something that we need more of in Boston. I hope that you will take a strong look at their impressive track record of working with MBEs when selecting a developer for Parcel 8.

Sincerely,  
Travis Watson  
Chairman, Boston Employment Commission  
Community Impact Officer, Massachusetts Housing Investment Corporation

**0.2**  
**COMMUNITY SUPPORT**

Dear Teresa Polhemus,

My name is Letitia McNeil, I am an African American lifetime resident in the city of the Boston area. The point of my email to you today is to give you the rundown on how I and the community benefited working with Kamran and Urbanica. I started working in the construction trade when I was 39 years old because I've always dreamt of rebuilding the inner city to be safer and more affordable to those who live in it. The union accepted me but unfortunately there were not any union sites in my city for me to work on, so I decided to start my own cleaning/construction business. This is when I was fortunate enough to meet Kamran Zahedi who provided me my first contract and got me right to work. Not only is he a knowledgeable business man he also cares about the inner city and youth of color. His morals align with how he does business which is extremely important to me when it comes to rebuilding my community. He helped me get my business True Cleaners up and thriving with pride and dignity. Urbanica (Kamran's Company) is exactly what this city needs, someone who cares about people from all walks of life.

Thank you, and have a blessed day.

To whom it may concern:

My name is Gael Shungu I'm the General Manager of the Residence Inn by Marriott. I'm happy to write this recommendation on behalf of Kamran Zahedi. As a new resident of the Boston area he has been an invaluable resource in helping me get acclimated within the community. I admire his inclusive efforts to promote diversity when the opportunity presents itself.

Kamran is constantly looking for innovative ways to further develop the community. He takes great pride in assisting local businesses and getting to know their employees. My family, friends and coworkers can attest to this. I trust his decisions as I've seen positive outcome from them.

Please don't hesitate to contact me at 802-578-8084 should you have any further questions. Again, I highly recommend Kamran Zahedi as the lead developer.

Sincerely,

Gael Shungu

**0.2**  
**COMMUNITY SUPPORT**

**NHK Electrical Contractors, Inc**  
**101 Humboldt Avenue**  
**Roxbury, MA 02121**  
**617-541-3411**

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

Dear Ms. Teresa Polhemus:

My name is Marquita Kelley, I am Vice President of NHK Electrical Contractors, Inc. NHK is a third generation MBE/WBE owned electrical company in business since 2004. I am writing this letter to express my personal support for Kamran Zahedi of Urbanica Design & Development locate in the heart of of our community at 429 Melnea Cass Boulevard in Roxbury, MA. Since 2009 Urbanica has worked with NHK to build and provide up to many mixed income and affordable housing units for Boston residents. In addition to residential units, Urbanica also has successful projects throughout Boston. We are especially impressed and excited for their proposed project for Parcel 8. The project will include a mix of affordable apartment units and homeownership units, several Live-work units and a community park. We believe that all of these aspects are much needed in our community and believe that Urbanica has the vison and team to produce a successful rendition. Urbanica also has a great track record of using minority workforce and community resources for both development and post development. It has been a wonderful experience working with Urbanica Design & Development.

If you would like additional information regarding Urbanica Design & Development, you can telephone me at 617-541-3411

Sincerely,  
Marquita Kelley, Vice President



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



We at R3vive Fitness write in enthusiastic support of Urbanica Inc's proposal for the Parcel 8 site. Kamran has been a huge help to us since our opening in the Melnea building. Kamran helped us secure, and build the space for our business and continues to offer support. It's obvious that he has a vast amount of care for the community and its businesses and has a desire to see it grow and improve. Through his projects and actions, he has shown himself to be a catalyst for those improvements. From what we understand, the proposed project is mixed use housing along with a community park. We see this as a positive addition to the area and builds on the foundation that Urbanica has established with the Melnea hotel and residence. Overall, Urbanica has been supportive and extremely generous with us while starting our business on their property, we look forward to our continued relationship and believe that they would be helpful to businesses and residents in the community.

For any questions please call

R3vive Fitness

617 347 2901

pl

DEVELOPMENT SUBMISSION  
**DEVELOPMENT TEAM**



## I.1

### PROJECT TEAM LIST

#### OWNER/DEVELOPER

NUBA, LLC  
429 Melnea Cass Blvd,  
Roxbury, MA 02119  
T: (617) 654-8900

#### DEVELOPER MANAGER

Urbanica, Inc  
429 Melnea Cass Blvd,  
Roxbury, MA 02119  
T: (617) 654-8900

#### PARTNER [MBE]

NACAAA  
300 Walnut Ave  
Roxbury, MA 02119  
T: (877) 829-5500

#### PARTNER [MBE]

General Air Conditioning & Heating  
Inc  
7 Gaston Street  
Dorchester, MA 02121  
T: (617) 427-7370

#### CO-SPONSOR

National Housing Partnership  
Foundation  
122 East 42nd Street, Suite 4900  
New York, NY 10168  
T: (646) 336-4940

#### MINORITY CROWD FUND

Feaster Enterprises [MBE]  
51 Elmore Street #3  
Roxbury, MA 02119  
T: (617) 723-0400

#### ARCHITECT

Stephen Chung, LLC [MBE]  
429 Melnea Cass Blvd,  
Roxbury, MA 02119  
T: (617) 654-8900

#### LANDSCAPE ARCHITECT

Mikyoung Kim Design [M/WBE]  
119 Braintree Street, Suite 103  
Boston, MA 02134  
T: (617) 782-9130

#### GENERAL CONTRACTOR

Urbanica Construction  
429 Melnea Cass Blvd,  
Roxbury, MA 02119  
T: (617) 654-8900

#### DIVERSITY CONSULTANT

L.H. Daniels Associates, Inc. [MBE]  
100 Hallet Street  
Boston, MA 02142  
T: (781) 704-4177

#### COMMUNITY & PUBLIC RELATIONS

D'LEAF Consultants [M/WBE]  
4 Savin Street  
Roxbury, MA 02119  
T: (857) 247-9842

#### CIVIL ENGINEER

#### TRAFFIC ENGINEER

Bryant Associates [MBE]  
90 Canal Street, Suite 301  
Boston, MA 02114  
T: (617) 248-0300

#### STRUCTURAL ENGINEER

RSE Associates, Inc. [MBE]  
63 Pleasant Street,  
Watertown MA 02472  
T: (617) 926-9300 x 103

#### M/E/P/FA/FP ENGINEER

Fernandez & Associates [MBE]  
63 Larkin Street  
Byfield, MA 01922  
T: (781) 335-4200

#### HERS/LEED CONSULTANT

CLEARResult  
50 Washington Street, Ste. 3000  
Westborough, MA 01581  
T: (508) 836-9501

#### CODE CONSULTANT

AKF Engineers  
99 Bedford Street, 2nd floor  
Boston, MA 02111  
T: (617) 737-1111

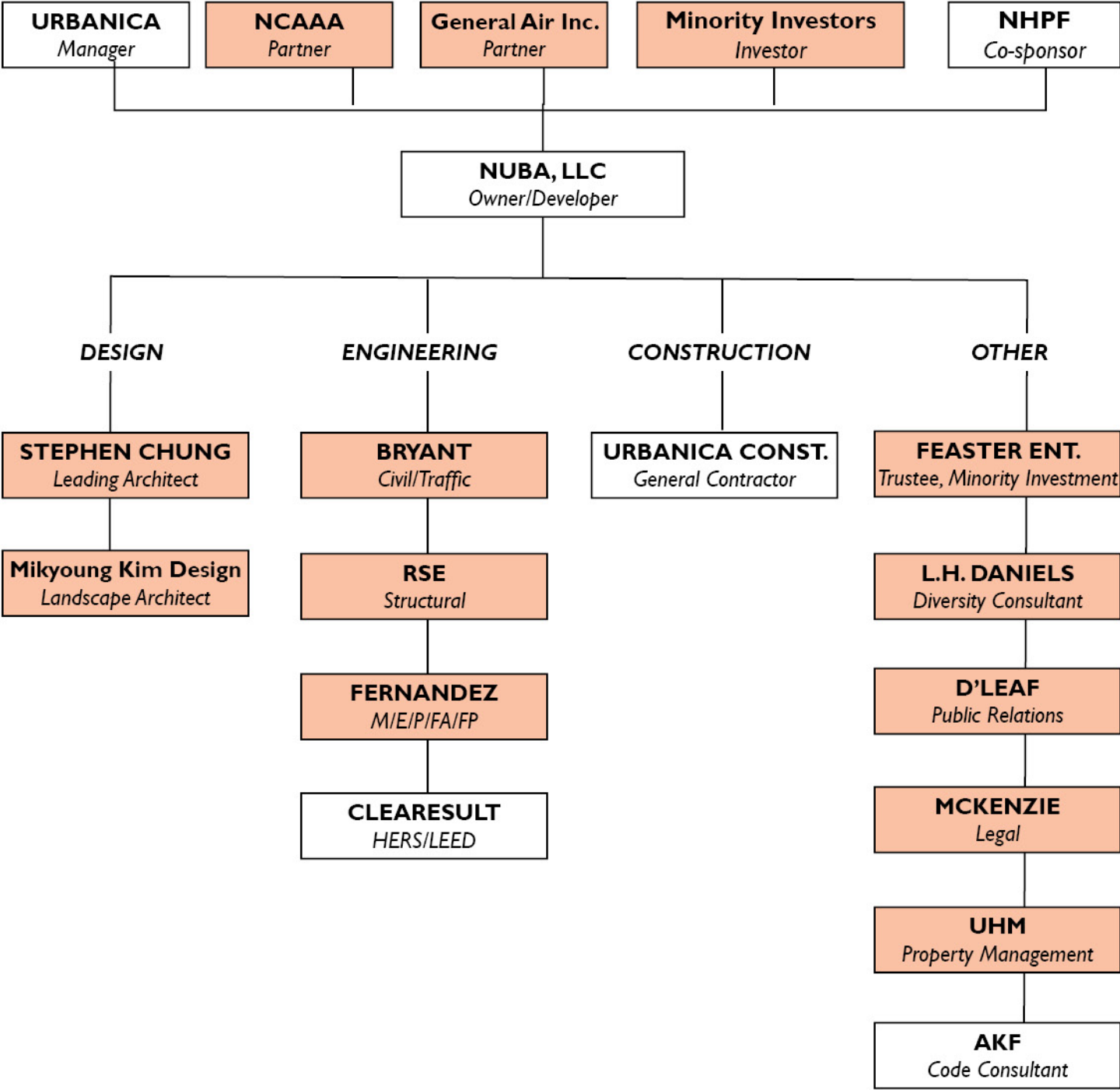
#### LEGAL TEAM

McKenzie & Associates, P.C. [MBE]  
183 State Street, Suite 6  
Boston, MA 02109  
T: (617) 723-7234

#### MANAGEMENT AGENT [MBE]

UHM Properties LLC  
530 Warren Street  
Dorchester, MA 02121  
T: (617) 541-5510

PROJECT TEAM LIST / ORGANIZATIONAL STRUCTURE



M/WBE



# URBANICA

URBANICA is a design/development company specializing in the transformation of under-utilized buildings and sites into extraordinary living and working spaces in the metro-Boston area.

We see each project as a unique opportunity to enhance the social, economic and aesthetic conditions of the local environment. With our design-oriented focus, we believe that uncompromising progressive design is a critical component in this equation.

## “...DIFFERENTIATION BY DESIGN...”

Urbanica has vast experience working on projects through the public RFP process and has built up its rich experience in mixed income homeownership development through working with local and municipal entities. Urbanica has development track record of mixed income home ownership and public park in Allston. Other past projects include the SIX9ONE Residences at 691 Mass Avenue, the Parcel 9 site in Roxbury, Parcel U MBTA site in Jamaica Plain, E+ 226-232 Highland Street in Roxbury, 74 Highland eHomes in Roxbury, D4 Condos in the South End and so on. Most recently Urbanica has been designated by City of Boston to develop two income restricted homeownership projects in Dorchester.

Urbanica’s selected awards include: Excellence Award:

- Champion of equity and inclusion and for creating access and opportunity for minority-owned firms and workers of color, awarded by Massachusetts Housing Investment Corporation;
- First Annual Hawthorn Youth and Community Center, EYCC Good Donor Awards;
- Energy Plus Winner for project at 226-232 Highland St.

**DEVELOPER MANAGERS / QUALIFICATION (URBANICA)****KAMRAN ZAHEDI**

President of Urbanica, Inc.  
 Urbanica, Inc. - Manager of NUBA LLC

The President of Urbanica is Kamran Zahedi. Over the past twenty five years, Kamran has designed, developed and built many projects in metropolitan Boston. More recently, he has focused his efforts on RFPs of city-owned historic buildings and converting them into new residential uses.

To each venture, Kamran brings a passion for urban form, progressive design, and a respect for the existing context. Kamran received his B.S. in Architecture and Civil Engineering from MIT in 1980, and a Certificate of Achievement from the Center for Real Estate, also from MIT.

**EDUCATION**

B.S. in Architecture and Civil Engineering from MIT, 1980  
 Certification, Center for Real Estate, MIT, 1991  
 Licensed Construction Supervisor, Boston, MA

**EXPERIENCE**

President of Urbanica, 2001-present  
 President of Built Form Development, Design and Construction, 1981-1996  
 President of Turnkey Development, Inc., 1996-present  
 General Partner for various real estate partnerships since 1993  
 Former Faculty at the Boston Architectural Center, 1986  
 Membership in BSA, ASCE, NTHP

## DEVELOPER MANAGERS / QUALIFICATION (URBANICA)



### MELNEA HOTEL + RESIDENCES

425-435 Melnea Cass Boulevard, Dudley Square, Boston, MA  
(Completed 2019)

Melnea Hotel + Residences is a mixed use development for Parcel 9 at Melnea Cass Boulevard and Washington Street in Boston, MA. This exciting project will serve as an iconic gateway for the Roxbury and Dudley Square areas, connecting to the South End and the greater metropolitan Boston region. The project consists of ground floor commercial spaces and 50 units of mixed income housing. The anchor of the project will be a 135-room hotel. The project will be a source of permanent job generation for the neighborhood as well as a buzz of urban activities. The goal of the project is to create a diverse and balanced neighborhood with sustainable and green strategies.



### PARCEL U PHASE A FOREST HILLS

143-171 Hyde Park Avenue, Jamaica Plain, Boston, MA  
(Completed 2018)

The mixed use project in the hip and vibrant neighborhood of Forest Hills, continues Urbanica's practice of invigorating neighborhoods by redeveloping underutilized sites - in this case, by the Massachusetts Bay Transit Authority (MBTA). For this project, Urbanica is proposing 126 residential units, commercial spaces and community room to benefit the neighborhood and residents. This project is envisioned as creating a 21st-century transit oriented and energy efficient community.



## DEVELOPER MANAGERS / QUALIFICATION (URBANICA)



### 226-232 HIGHLAND STREET

226-232 Highland Street, Roxbury, Boston, MA  
(Completed 2013)

The project was conceived as a replicable prototype of efficient and sustainable residential construction for the city of Boston. The building consists of four three bedroom townhouses, approximately 2,000 sf each. Sited on a currently vacant parcel in a vibrant urban neighborhood, the proposal will fill and densify the current neighborhood fabric. The building form and orientation serve to maximize natural daylight and solar gain for the photovoltaic array that will generate more electricity than is needed. Our approach includes two major strategies for energy reduction: first, a super insulated envelope minimizes heat transfer without relying on mechanical conditioning techniques; second, a feedback mechanism provides information and prompts to users in the house regarding their energy-related activity.



### 74 HIGHLAND STREET

74 Highland Street, Roxbury, Boston, MA  
(Completed 2016)

The project is a public-private partnership between Urbanica and Boston Housing Authority. It is part of a series of energy efficient townhouses to be built in the Fort Hill/Highland Park neighborhood. The building consists of 7 units of townhouses. These units will be three bedroom units. Sited on a currently vacant parcel in a vibrant corner in the urban Roxbury neighborhood, the proposal will fill in and densify the current neighborhood fabric. The project will follow best practices learned from the E+ prototype by offering energy efficient design.

DEVELOPER MANAGERS / QUALIFICATION (URBANICA)



SIX9ONE RESIDENCES

691 Massachusetts Avenue, South End, Boston, MA (Completed 2011)

six9one Residences is one of the last new-built developments in South End, Boston, with approximately 45,000 sqft of space including the basement garage. There are 40 residential units, ranging from 550 sf to 1,800 sf with unit types including studio, one bedroom and two bedrooms residences. There are also 30 deeded parking spaces available. Ground floor units are proposed as Small Office Home Office or “SoHo” units, taking advantage of the easy street access. These six first floor units are intended to attract professionals with a home office, or artists who would like to house a small gallery.



D4 SOUTH END

7 Warren Avenue, Boston, MA (Completed 2006)

This project involved the conversion of former D-4 police station into a new luxury condominium building with twenty five units. The existing shell was restored to its former state with only minor modifications on the principal elevations. The rear elevation consists of a new two-story block which taken together with the existing building envelope, forms a courtyard. The new courtyard is covered with a glass roof and conform to green building concepts. This project was awarded to Urbanica in response to an RFP sponsored by the BRA in 2003. Urbanica was selected over some of the most prominent developers in the city largely based on their growing reputation as “one of the top design/development companies in Boston.”



UHOMES

90 Antwerp Street, Boston, MA (Under Construction)

The project is a mixed Income Homeownership project that provides 14 affordable homeownership units. The project’s design is contextually influenced by the existing architectural characters of the surrounding homes. Elements of texture, color, roof shape, window proportions, angular bays, balconies and entries are carefully and sensitively crafted to offer a more contemporary interpretation of the existing context. At the same time, the project will allocate 50% of the lot for usable open space. The open space will consists of a Public Pocket Park and a “Living Street” inspired by the Dutch concept of “Woonerf” that combines parking, landscaping area, pedestrian paths and other passive residential uses. The project is also designed to be energy efficient and the project is proposed to achieve LEED certificate.

## DEVELOPER MANAGERS / QUALIFICATION (URBANICA)

### COMMUNITY ENGAGEMENT AND CONTRIBUTION

Through the years, Urbanica has helped many different causes and minority organizations in the community throughout the years.

- Urbanica has supported Hawthorne Youth and Community Center to fulfill their mission of serving the community needs through youth programs.
- Urbanica has been working with United Neighborhood of Lower Roxbury to create affordable housing opportunities and community space and to accommodate the community training programs and reutilize the community's sites.
- Urbanica has helped AME Church to study the feasibility of the institution's future expansion plans.
- Urbanica has been actively helping minority communities to get more work in other Boston neighborhoods. We have been promoting construction contracts and job opportunities to minority communities by bringing in minority business enterprises and workers to multiple projects in Roxbury Allston, Jamaica Plain.
- Urbanica has also helped minority individuals to set up their own business infrastructure with banks and insurance companies to accumulate long term wealth. We helped to provide them business opportunities throughout Boston area.

### URBANICA GALLERY

Managed by Kristin Simone Hanson, the ground floor space of Melnea Residences where Urbanica's office locate, is being programmed and prepared to be open to the community as a gallery that services the community's cultural life.



Founder/Owner of *The Grant Boutique Design House*, Kristin Simone is a Designer, Architectural Designer, and Curator who considers herself an Artist first and foremost. She studied Fine and Interdisciplinary Arts at Chester College of New England. After years as an independent designer in a range of disciplines, she is now seeking her license in Landscape Architecture with Boston Architectural College.

# KRISTIN SIMONE HANSON

Boston, MA - (857) 288-8227 - inquire@kristinsimone.com



## PROFILE

Landscape Architect student, designer, artist, and curator with seven years experience acting as Creative lead. With Social Sustainability at the forefront of every pursuit, I aspire to reimagine the intersectionality between humans and their environment.

## ACHIEVEMENTS

2013 Northeastern University Art Showcase | 2011 CCNE Dean appreciation for "Aborti" animation | 2011 Boston Globe Scholastic Awards: Gold Key, Silver Key, Two Honorable Mentions | 2010 Boston Globe Scholastic Awards: Silver Key, Honorable Mention | 2011 Massasoit Arts Festival (1st place) | 2010 House of Representatives acknowledgment for Congressional Arts Competition entry | 2010 "Macro Mitosis" Worcester Art Museum

## SKILLS

Art Therapy | Drafting | Rendering | Art Direction | Project Management | Photography | Drawing & Illustration | Branding & Identity | Team Management | Ecommerce

## SOFTWARE

Lumion, SketchUp, Revit | Adobe Creative Suite: In Design, Photoshop, Lightroom, Illustrator | Microsoft Suites: Word, Excel, PowerPoint | Final Cut Pro X

## EDUCATION

### **Boston Architectural College | Present**

Landscape Architecture | Undergraduate Degree

Vice President | 2019

Student Chapter of the American Society of Landscape Architecture

### **Chester College of New England | 2011**

Interdisciplinary Arts/Fine Art

## EXPERIENCE

### **GALLERY CURATOR / MANAGER**

2019 - PRESENT

- Develop, plan, and execute various exhibitions
- Event management, coordination, and design
- Publish information to blogs, catalogs, social platforms, and newsletters
- Collaborate with vendors, architects, and contractors to tailor customer experiences and ensure overall satisfaction.
- Maintain an in-depth knowledge of the collections and exhibitions upholding visual integrity

#### **Urbanica Gallery: Boston MA: Boston, MA : present**

Curator, Gallerist, Gallery Manager, act as liaison between Urbanica Architecture Firm and Urbanica Gallery

#### **Haley House Bakery Cafe: Boston MA: Boston, MA : present**

Heightened Artist visibility solidify arts program create monetary gallery system. Legitimize artists work. Monetize arts program. Create formal exhibitions.

#### **The Madd Curator: Online: present**

Owner | The blog of my boutique offers two well curated online galleries. One runs via instagram and other for purchase on the Boutique's site. This blog contains articles, runs exhibitions, and interviews my in home artists.

### **CREATIVE DIRECTOR / MARKETING CONSULTANT**

2011 - PRESENT

Kristin Simone

- Project manager and editor of all in-house content.
- Analyze market through impressions, SEO, and click-through rate to maximize key performance metrics and ROI with an average success increase rate of 67%. Implement strategies to increase sales and selling opportunities

#### **The Grant Boutique Design House Boston, MA 2018 – present**

Owner | My boutique houses a full collection of products in fashion, home décor, and art made by young creatives.

#### **MIND Boston MA: 2018**

Event Design. Oversaw organizational activities with strategic direction.

#### **LFOD Portsmouth, NH 2017 - 2018**

Facilitated a rebranding initiative that bridged a social-political gap between the liberal urban LFOD Radio audience and the rural audience of LFOD Apparel. Provided direction for on-air dialogue and audience interaction. Co-curated new line and slashed production costs by introducing better Ecommerce methods. Transformed radio show apparel into a complete urban fashion line. Increased Instagram following by 40%.

#### **Zeera Snacks Waltham, MA 2016**

Acted as Director, Co-shooter, and Set designer. Produced official brand photos and advertisements. Fortified brand through successful product launch resulting in product being picked up by Wholefoods and Vegan Boston.

#### **Viral Marketing Waltham, MA 2016**

Acted as Director, Co-shooter, and Set designer. Produced official brand photos and advertisements. Fortified brand through successful product launch resulting in product being picked up by Wholefoods and Vegan Boston.

**DEVELOPER MANAGERS / QUALIFICATION (URBANICA)**

**DESIGN CONSULTANT**

2015 - 2018

- Create original designs suited to clients needs.
- Draft budgets, room plans, floor plans, and time lines.
- See design projects from initial consultation to installation.
- Collaborate with vendors, architects, and contractors to tailor customer experiences and ensure overall satisfaction.

**Room & Board: Boston MA: Boston, MA : 2018**

Design Associate

**Wolfer's Lighting, Boston Shade, System 7: Allston, MA: 2017**

Designed lighting layouts for residential, sold lighting, and lighting systems ie. Lutron. Worked directly *Precision Marketing Group* to create content for social media. i.e. original videos & photos.

**Bassett Home Furnishings: Chestnut Hill, MA: 2016 - 2017**

Managed budgets from \$10K-\$75K for The only designer on staff to generate \$13K over base quota in the first month on staff. Maintained over 30% close ratio of outside partnership merchandise and services

**Freelance: Ka'U, HI: 2015 - Boston, MA: 2017**

Managed a book of clients not affiliated with showrooms.

**LANDSCAPE ARCHITECTURAL DESIGNER**

**COG: Boston, MA: Feb. 2020 - present**

VOLUNTEER

**LANDSCAPE ARCHITECTURAL DESIGNER**

**COG: Boston, MA: Feb. 2020 - present**

Redesigning Eliot School first school green spaces.

**INTERIOR DESIGNER**

**Haley House Bakery Cafe: Boston, MA: Nov.2020 - present**

Redesigned Café for a more approachable alluring gallery like look. Three articles were written about remodel with raving reviews.

**PRODUCT DESIGNER**

**The Makery: Hilo, HI: Feb. 2015 - Sept 2015**

Designs products using CAD to translate to 3D printer. Pieces were made using Koa wood and sold in retail store.

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## REFERENCES FOR URBANICA

### **NO. 1 Brookline Bank**

Principal Contact : Henri Soucy, Senior Vice President  
Address : 131 Clarendon Street, Boston MA 02116  
Email Address : soucy@brkl.com  
Phone Number : 617.927.7972

### **NO. 2 BPDA (formerly known as BRA)**

Principal Contact : Paul Foster, (Former) Executive Board Member  
Address : 142 Commercial Street, Unit 206, Boston MA 02109  
Phone Number : 781.929.0611

### **NO. 3 Home Buyer**

Principal Contact : Ted Resnikoff, Homebuyer from E+ Development at 226-232 Highland Street  
Address : 232 Highland Street, Boston MA 02119  
Email Address : ted@resnikoff.com  
Phone Number : 646.623.9357

### **No. 4 Massachusetts Housing Investment Corporation**

Principle Contact: Ayman Doughman, Investment Officer  
Address: 21 Custom House Street, 8th Floor, Boston, MA 02110  
Phone Number: 617.850.1000



## THE NATIONAL CENTER OF AFRO-AMERICAN ARTISTS, INC



King Aspelta, from *Aspelta: A Nubian King's Burial Chamber* (above)

300 Walnut Avenue  
Boston, Massachusetts  
02119

617.442.8614

[www.ncaaa.org](http://www.ncaaa.org)

Edmund Barry Gaither  
Executive Director Museum  
Director



The National Center of Afro-American Artists (NCAAA) is one of the oldest and most respected cultural institutions in Boston founded and operated by African Americans. It is the living legacy of the late Elma Lewis (lower left) who founded the Elma Lewis School of Fine Arts (ELSFA) in 1950, the Elma Lewis Playhouse in the Park in 1965, and the NCAAA—which subsumed both earlier entities—in 1968. For her vision and work, Dr. Lewis received the Presidential Medal for Art, thirty-three honorary doctorates from prestigious universities including Harvard, and was in the first group of John D and Catherine T. MacArthur Fellows. Dr. Lewis was also honored as a Visionary Leader by the Visionary Leadership Project of the John F. Kennedy Center of the Arts in Washington, DC. She continued as Artistic Director of the NCAAA until her death in 2004, when Edmund Barry Gaither (upper right) assumed the executive directorship of the NCAAA. He had worked closely with Dr. Lewis since joining the NCAAA in 1969 as director of its museum division.

Gaither's own presence in the arts has been considerable. He served as curator for ten exhibitions at the Museum of Fine Arts, Boston (MFA), Panel Chairman for the Expansion Arts Division of the National Endowment for the Arts, first president of the African American Museums Association, and he was a member of President George H. W. Bush's *Advisory Board for Historically Black Colleges and Universities*. A recipient of five honorary doctorates, and the Commonwealth Prize, the state's highest recognition in the arts, he was named among the one hundred most important museum figures of the 20<sup>th</sup> century by the American Association of Museums.



The NCAAA seeks to announce for the world the greatness of black cultural and artistic heritage. It seeks as well to increase knowledge and appreciation of black contributions to global social and political culture. Activities in this arena include that the NCAAA has sponsored public receptions for many African ambassadors, presidents and prominent cultural figures, such as when it collaborated with the Boston Pan-African Forum to present the Honorable Kofi Annan when he became Secretary-General of the United Nations. It hosted a community reception for the first Chinese Ambassador to the United States when détente with China became United States policy, and provided it s chorus of young singers on the Esplanade during the visit of Nelson Mandela to Boston following his election as president of South Africa. In cooperation with other arts organizations in Boston such as the Boston Pops Orchestra, the NCAAA brought to Boston stellar figures such as Randy Weston, Max Roach and Big Black, as well as commissioning new orchestral compositions by notables such as Parisian-based Noel Da Costa.

In the performing arts, NCAAA is the producer of the nation’s longest-running production of Langston Hughes’ holiday classic, *Black Nativity*. NCAAA’s production, begun in 1970, has been very influential though several features that it pioneered. The late John Andrew Ross, NCAAA’s esteemed musical director, rearranged much of the music, creating parts for children’s voices. Children had not been in the original production. George Howard, the original choreographer for NCAAA’s show, designed a very dramatic *pas de deux* for the dance of Mary and Joseph using the music of the renowned Nigerian artist, Michael Babatunde Olatunji. These elements were not part of the Broadway production. The National Center has preserved and built upon these features over the forty-eight years of its performances. Incidentally, in one recent year, the great actor, Ruby Dee, joined the NCAAA cast. *Black Nativity* has become an inseparable part of Boston’s Christmas season where it is presented as a gift from the black community to people of *good will* from all traditions.

*Black Nativity* at the Paramount Center, (right)  
*Eternal Presence*, 1987, by John Wilson, on museum grounds,  
 (below)



The Museum offers a calendar of exciting changing regional and international shows, as well as its permanent exhibition *Aspelta: A Nubian King's Burial Chamber*. *Aspelta* displays a fully accurate recreation of the Nubian ruler's tomb, and is one of few shows in North America featuring the art of the ancient Nile valley kingdom of Nubia. Created over a two-year period, the exhibition was possible because of the NCAAA'S close ties to the Museum of Fine Arts, Boston, which holds the largest collection of Nubian art and artifacts outside of the Sudan. Since its opening, *Aspelta* has been viewed by tens of thousands of visitors, including countless school children to whom curator Edmund Barry Gaither has said, "come and meet your great, great, great, great grandfather, and be challenged by his work."

The Museum places great emphasis on collaborations with other arts institutions in Greater Boston. For the last six years, NCAAA has been a leading participant—along with several other colleges, arts and medical organizations—in the *Violence Transformed*, a project that focuses on the ways in which the arts promote social, personal and emotional healing from the ravages of domestic trauma. Each institution produces exhibitions and programs exploring the use of art in rebuilding community and promoting social wholeness. *Think About It: The Art of Laurence Pierce*, is our current show in this tradition.

For several years, the Museum has aggressively presented early career exhibitions for young artists that have recently graduated from notable art schools. Among such artists are School of the Museum of Fine Arts ("SMFA") graduates Cullen Washington (*A Hero's Story: Cullen Washington*); Maya Freelon (*Enter-Action: New Works*); and Kibi Schultz and Isa Dean (*Almost*). Since Washington's Museum show, he has been included in the most important regional annual exhibition in New England at the DeCordova Museum and Sculpture Park. Marlon Forrester, a Yale School of Art graduate, explored basketball and the black male image in society in his striking exhibition *Playoff X: Recent works*. The unique role that the Museum plays for these young artists is vital to supporting a living tradition of visual arts production, and in launching the next generation of significant painters, printmakers and sculptors.

Embracing a wide viewpoint, the Museum is committed to a global vision of the visual arts heritage of the black world. Toward that end, it has mounted exhibitions such as *Merengue: Ritmos* featured historical and contemporary art of the Dominican Republic. Organized within that nation, the exhibition introduced viewers—including a large population Boston Hispanics—to a little known artistic heritage. The Museum accompanied the show with an extensive schedule of related bilingual public programs. Similar bilingual programs were part of *Haiti: Painting by Marilene Phipps*. Ms. Phipps, who is Haitian, is also recognized poet of distinction. Important contemporary African exhibitions co-organized and presented by the Museum include *A Decade of Democracy: Witnessing South Africa* that was the first US show from South Africa employing young South African curators; and *Reflections in Exile: Five Contemporary African Artists* showing critical work by artists from Zimbabwe, Ethiopia, Ghana and Sudan. *The Rockefeller Foundation supported A Decade of Democracy*. The Museum played a large role in the presentation of *Bicycles: Work by Bryan McFarlane*, which opened at the Sunshire Contemporary Art Museum in Beijing, China.. McFarlane is a Jamaican-born artist that the Museum previously has shown.

Every tradition has its seminal figures, and the Museum has not ignored such artists in its region. Among shows focusing on towering African American artists active in New England, the Museum presented *Allan Rohan Crite: In Memoriam (1910-2007)* and *Calvin Burnett: 1921- 2007*. Both of these painters are acknowledged 20<sup>th</sup> century artists of great importance in American art. Both are also represented in major collections across the nation, including the American Museum of Art at the Smithsonian Institution.

The NCAAA sees its future anchored by the magnificent *Abbotsford*, a 19<sup>th</sup> century mansion that it presently occupies, and where it will continue to operate. It also sees a rich role for its considerable collection of art from the global black world. *Abbotsford Mansion* (below) is engaged in a capital campaign to raise \$1,150,000 to replace its roof and copper work. It has raised more than two-thirds of the necessary funds, but is seeking help securing the remainder. The structure is the last of the grand houses built in Roxbury in the nineteenth century and the only one with significant portion of its grounds. Occupied in 1972, it was the residence of Aaron Davis Williams, Jr. and was originally named “Oak Bend”.



Board of Directors  
NATIONAL CENTER OF AFRO-AMERICAN ARTISTS, 2015

1. Margaret A. Burnham, Co-chairman, JD  
Distinguished lawyer and civil rights activist, Burnham is Professor of Law at Northeastern University. First African American woman to serve in the Massachusetts judiciary and formerly a principal of *Burnham and Hines, Attorneys-at-Law*, she is internationally known for her contributions to the struggle for human rights and justice. Burnham is founder of the Civil Rights and Restorative Justice Project at Northeastern University.  
Member, Elma Lewis Partners
2. Vivian Johnson, Ed.D, Co-chairman  
Associate Professor Emeritus (School of Education) at Boston University, Johnson pioneered innovative and successful educational development programs for urban youth and their communities. Working along with her husband of fifty years, Willard Johnson, she has assisted black communities and nations internationally in improving their education and social productivity while deepening their cultural grounding.
3. Kafi Meadows, Ph.D, Treasurer  
A graduate of Wellesley College and Albany Medical College, Meadows is a Field Application Specialist for QIAGEN, Inc. She is the niece of the late Elma Lewis, Founder and Artistic Director of the National Center of Afro-American Artists, and a member of Alpha Kappa Alpha, Inc.
4. Frances Bernat  
A founding member of the NCAAA Board of Directors, Bernat is a patron of the arts and prominent member of several leading professional women's organizations including the Middlesex Links, Inc., and the African American Women's Service Organization.
5. Michele David, MD, MBA, MPH  
David is Associate Professor of Medicine at the Boston University School of Medicine, with specialties in women's health and health disparities. She is also a fine artist working in fibers and textiles who has drawn critical national attention through exhibitions.
6. Sharif Abdal Khallaq  
Khallaq is the Principal of SAAK Realty Company and has interests in other entrepreneurial ventures. He is a long-time residence of Roxbury where his family has long and extensive business roots.

7. Denzil D. McKenzie  
McKezie is Managing Director, McKenzie & Associates, PC, Jamaican Honorary Consul to Massachusetts, and Vice President, Executive Committee of the Boston University School of Law Alumni Association.
8. Melissa Nobles, Ph.D  
Nobles is the Arthur and Ruth Sloan Professor of Political Science at the Massachusetts Institute of Technology, Cambridge, Ma. She has authored two books, *Shades of Citizenship: Race and the Census in Modern Politics*, and *The Politics of Official Apologies*. Acting Manager, Elma Lewis Partners
9. Amy Olatunji  
A founding member of the NCAAA Board of Directors, Olatunji is a member of Peace Action International, and is active with several initiatives of the United Nations and other organizations concerned with cultural and humane issues in New York City. She is the wife of the late Nigerian drummer Michael Babatunde Olatunji.
10. The Honorable Milton L. Wright, Jr., JD  
Milton Wright is retired First Justice of the Roxbury District Court in Boston. He is a Commissioner of the City of Boston Licensing Board. A gifted singer and writer of a musical productions as well as a lawyer, Judge Wright is Musical Director for adults in Langston Hughes' *Black Nativity* as produced by the National Center of Afro-American Artists, and Co-founder of the Butterfly Project.

I. Introduction

A. General

The NHP Foundation (NHPF) is a 501(c)(3) nonprofit developer and owner of 9,000 units of low- and moderate-income housing in 16 States and the District of Columbia. The Foundation’s headquarters are in New York, NY, with additional offices in Chicago, IL and Washington, DC. NHPF Employs 46 professionals among its three offices. NHPF was incorporated as a nonprofit housing developer in 1989.

NHPF is fully authorized to do business in the State of Massachusetts, and our tax exempt non-profit status with the Internal Revenue Service (IRS) is current and up to date, with all filings accomplished. Our DBA is The NHP Foundation, sometimes found as The National Housing Partnership Foundation, but our legal name in all States we do business in is The NHP Foundation. For the fiscal year ended December 31, 2018, The NHP Foundation had approximately \$76.5 million in revenue. Our 2017 and 2018 Audited Financial Statements (with accompanying Notes) may be found under separate cover. The NHP Foundation’s 2019 Financial Statement for the period ending December 31, 2019 is pending as of the due date of this procurement.

**Certifications:** The NHP Foundation is not the subject of any legal proceedings or pending proceedings filed by owners or contractors against it. In addition, The NHP Foundation has never been sued or the subject of any disciplinary action by any public housing authority or any other government instrumentality. The NHP Foundation has not been subject to any Debarment, Project Termination or Unfavorable Practices action for any of its projects in the past five years.



## Project Leadership



### **Mecky Adnani, Senior Vice President**

Mecky is a member of NHP Foundation’s Senior Management with over 25 years of experience in the field of affordable housing. She is an expert in identifying investments, raising capital, subsidy renewal, and capital restructuring and finance strategies that lead to feasible housing transactions. Since joining NHPF in 2014, her primary charge is to find at-risk acquisition prospects that can be structured and financed as successful LIHTC preservation transactions. Her efforts have resulted in acquisitions totaling \$106 million. Through these accomplishments, NHPF gained more than 1,000 affordable units in various stages of recapitalization, generating \$300 million of total investments in nine properties.

## **II. Project Experience and Completed Projects**

### ***The Blue Mountain Portfolio: NHP Foundation’s Current Investment in Roxbury***

The NHP Foundation is excited to be leading a \$100 million redevelopment of our Blue Mountain rental apartment portfolio in Boston. The project will close later this year and when completed, will accomplish a comprehensive green rehabilitation of 217 rental apartments in the Roxbury community, ensuring their availability and continued affordability for Boston families for generations to come. We are proud that the Massachusetts Department of Housing and Community Development and Mass Housing are supporting this important project with generous



funding, including federal and state low income housing tax credits, historic tax credits, tax exempt bonds, and soft loans.

### **Sample of Other NHPF Projects in the United States**

We believe that for any developer, the best demonstration of development capacity is the ability to show *results through our completed or in-progress projects*. To that end, below we discuss five recently completed projects that highlight NHPF’s development capacity, and that we feel are most relevant to the kinds of Developer Services that you are seeking:



**The Strand Residences and Theater** is a mixed-use, mixed-income development featuring an 86-unit midrise building (new construction), new retail space (10,000 SF), a 60-space parking garage, and the renovation of an historic theater in Washington, DC’s Deanwood community. The development is currently under construction with a completion date of January 2021. The residences will serve District of Columbia households earning between 30% and 80% of Area Median Income (AMI). The \$33.2 million project was

funded with low income housing tax credits, new markets tax credits (for the community theater) and additional funding from the DC Municipal Government. The project is currently in construction and employs Enterprise Green design and construction standards.



**The Mark Twain Hotel** is a mixed-use single room occupancy (SRO) hotel with 10,000 SF of ground floor retail space in Chicago, IL’s Near North neighborhood. NHPF used a combination of federal historic tax credits, low income housing credits, and additional funding from the City of Chicago to transform the hotel into a 148-unit rental building serving households with incomes up to 60% of Area Median Income (AMI). The

total project cost is \$53.4 million. Substantial completion was reached December 2019.





**Sunset Bay Apartments** is a 308-unit multifamily property in Cutler Bay, FL serving households earning between 30% and 80% of AMI. The property was acquired in 2016 and a joint venture partnership of NHPF and TPI (a Florida nonprofit) plans a comprehensive \$62.9 million green rehabilitation of the property's interiors, systems and exteriors using 4% LIHTC and tax-exempt bonds from the Miami-Dade Housing Authority. Construction closing is expected

summer 2020.

**The NHP Foundation and Vision of Victory CDC's Roundtree Residences** is a 91-unit newly



constructed senior housing building located in the Anacostia neighborhood of Ward 8 in the District of Columbia (SE DC). The \$18 million project was constructed with a combination of 4% LIHTC equity, District of Columbia HFA tax exempt bonds, HOME funds, and grants from the District of Columbia. 80% of the project's rental units are set at 60%AMI and the remaining 20% are 50%AMI. The project site comprises approximately 3 acres in size and construction type is 3 –

4 story stick construction on sloped land. Completion and then conversion to permanent financing occurred in the fall of 2013. Roundtree seniors receive a menu of educational and health and wellness services built into the project and offered by NHPF. Vision of Victory CDC is the nonprofit affiliate of Allen AME Chapel, one of the oldest AME churches in the United States. The project was built with Enterprise Green construction standards and includes solar electric cogeneration panels on its rooftops.

**The NHP Foundation's Walnut Square Apartments** is another outstanding example of successful



collaboration with a public housing authority to build badly needed affordable housing following one of America's largest natural disasters. Walnut Square had been a 289-unit low-income rental property prior to Katrina; however, the entire development was destroyed by the hurricane. Those buildings in the prior Walnut Square that were not completely destroyed by the hurricane were razed, leaving only

the concrete pads from the prior development. Construction on the new Walnut Square Apartments began in 2008 and permanent conversion took place in 2010. Walnut Square Apartments' construction financing was provided by federal tax credit equity (9%), and CDBG funds from Louisiana Office of Community Development.

**Bayview Towers** in Stamford, Connecticut was built in 1973 as 200-unit mid-rise and high-rise



towers under the HUD LIHPRHA and Section 236 programs. The property serves low and moderate income families and seniors. NHPF acquired the property and served as developer of a \$37 million recapitalization of the property using a tax exempt bond, 4% low income tax credits, and soft funds provided by Connecticut Light and Power and Connecticut Housing Finance Agency Housing Tax-Credit Contribution Program. Approximately 40% of the units also receive Project-based Section 8 Rental Assistance from HUD. The project consisted of an in-place tenant rehabilitation with approximately \$62,000 of repairs per unit and the addition of a community services

center and fitness center for residents. The project was completed in the summer of 2014. NHPF also has been able to document approximately \$150,000 in annual utility and water/sewer savings resulting from the green rehabilitation, adding to Bayview's ongoing financial health.

**Ships Cove** in Fall River, MA was built in 1973 as 201-unit, 18 story high-rise tower under the HUD



LIHPRHA and Section 236 programs. Approximately 81% of the units also received Project-based Section 8 Rental Assistance from HUD. The property serves low and moderate income families and seniors. NHPF acquired the property and served as developer in 2018 of a \$27 million redevelopment (with tenants in-place) of the property using a tax exempt bond, 4% LIHTC equity (Mass Housing), seller note and existing project capital reserves. The redevelopment consisted of life and safety improvements, modernization and upgrade to the building's external envelope, HVAC and electrical upgrades, UFAS accessibility improvements. Selective

plumbing upgrades were also accomplished. The project's "green upgrades" involved modernization of the building's exterior cladding and windows, plumbing and lighting fixtures (apartment interiors, corridors and common areas) and HVAC replacement. Post construction, NHPF continues to own and operate the project, utilizing third party property management.

### III. Resident Services Summary

The NHP Foundation's social and resident services affiliate, **Operation Pathways** proposes to be included in the redevelopment to provide services to project residents.

#### **Operation Pathways Overview**

Building on its commitment to affordable housing, NHPF launched **Operation Pathways** in 1996 to provide programs and service coordination for their residents. As this resident services division grew, it took on the name Operation Pathways and developed nationally recognized programs and services. In 2015, Operation Pathways began implementing organizational changes to better equip the organization to expand its impact and serve more affordable housing communities across the country. This process included becoming a 501(c)(3) nonprofit organization affiliated



with NHPF. The bulk of *Operation Pathways'* funding is provided from NHP Foundation revenues and NHP Foundation developer fees.

Residents in the communities we serve have access to a wide variety of educational, health, and enrichment programming, including one-on-one support through our work. These programs offer low- and moderate- income families assistance as they engage and choose their pathway to academic achievement, healthier living, and financial stability.

Operation Pathways programs and services are offered at 25 community centers across the country, impacting the lives of over 11,000 individuals. As noted above, we are positioning ourselves for the future so that we can continue to expand this impact. We've instituted a new data collection system to better track a range of outputs and outcomes across our programs and developed a new leadership team structure to facilitate organizational growth and support our local staff.

We would include an annual budget in our underwriting and develop a menu of services for the property with the following program parameters:

- Financial self-sufficiency program, tenant savings program, and a resident internship (summer) for youth
- Workforce development
- Community art/neighborhood beautification
- Youth development and after school programming
- Adult literacy
- Health and Wellness (including health screenings, fitness programs)
- Senior Services (fraud prevention, aging in place supports, cultural enrichment)

## I.3

### DEVELOPER CO-SPONSOR - NHPF REFERENCES

#### IV. References

Terril Bates, CEO  
Daytona Beach Housing Authority  
(386) 253-5653  
[batest@dbhafl.org](mailto:batest@dbhafl.org)

District of Columbia Housing Finance Authority  
Chris Donald, CEO/Executive Director  
815 Florida Avenue, NW  
Washington, DC 20001  
(202) 777-1600

Tom McCasland, Director  
City of Houston Housing and Community Development  
601 Sawyer, Suite 400  
Houston, TX 77007  
(832) 394-6200

Ellen Rogers, Senior Vice President  
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Todd Crow  
Executive Vice President – Tax Credit Capital  
PNC Real Estate  
[Todd.crow@pnc.com](mailto:Todd.crow@pnc.com)  
(502) 581-3262



I.4  
ARCHITECTS



## URBANICA DESIGN

URBANICA Design is the architectural design division of Urbanica, Inc. Urbanica Design, LLC offers a range of services from conceptual design to design management.

Past projects include:

- D4 Condominium, South End, Boston, MA
- 226-232 Highland Street E+ Townhouses
- 74 Highland Street Energy Efficient Townhouses
- six9one Residences, South End, Boston, MA
- 50 Bow Street, Somerville, MA
- Engine 1 Condominiums, Belmont, MA
- 109 Chandler Street, South End, Boston, MA
- 57 East Concord Street Artist Lofts, Boston, MA
- 100 Pearl Street Artist Lofts, Chelsea, MA

Currently, Urbanica Design is working on:

- Parcel 9: Melnea Hotel and Residences, Roxbury, MA
- Parcel U, Jamaica Plain, MA Mixed Use Housing Project
- 90 Antwerp Street, Brighton Boston MA

Stephen K. Chung, A.I.A.  
142 Berkeley St, #402  
Boston, MA 02116  
tel: 617. 818. 2790  
stephen@stephenchung.com



Stephen K. Chung, AIA, LEED AP is a registered architect and since 2015, a principal of Urbanica Design in Boston. The Urbanica partnership with developer, Kamran Zahedi was formed in 1999 and continues today. The focus of the office is on the design and development of mid-sized residential projects throughout metropolitan Boston. Urbanica's highest profile project to date was a partnership with uber-designer, Philippe Starck on a luxury twenty-six unit residential building in the South End of Boston called D4. Current Urbanica projects includes: a 24 unit townhouse project in Jamaica Plain; a 76 unit low-rise residential project also in Jamaica Plain; and a 50 unit residential building on Melnea Cass Blvd. in Roxbury. Stephen is nearing completion of a new 89 room boutique hotel in Sarasota, FL. For this project Stephen designed the building and all of the interiors.

In addition to practice, Stephen taught design and drawing at several institutions, including Northeastern, Cornell, Rhode Island School of Design, the University of Texas at Austin and Yale University. Most recently, he taught an upper level design studio at Syracuse University. The option studio used video as the primary means of exploration and communication. Currently, Stephen is an Adjunct Professor at the New England School of Art and Design.

Finally, Stephen was the creator, executive producer and host of the acclaimed public television series called "Cool Spaces: The Best New Architecture". Season 1 of this landmark series debuted nationally on PBS in early 2014. [www.coolspacestv.com](http://www.coolspacestv.com)

Stephen received his architecture degree from Harvard.

National Design Awards

Fast Company's 2019 Most Innovative Companies

Cooper Hewitt National Design Award

ASLA Design Medal. American Society of Landscape Architects

American Architecture Prize

The Prudential Plaza at 888 Boylston

American Architecture Prize

Chicago Botanic Garden: Regenstein Learning Center

Harvard University's Veronica Rudge Green Prize

Chongae River Restoration Project

Architizer A+ Award

140 West Exhale Plaza

American for the Arts Honor Award

Miami Jackson Healing Garden

Waterfront Center Design Excellence

Chongae River Restoration Project

Architizer

Groundbreaking Firm

General Services Administration Design Honors

U.S. Federal Courthouse

Tucker Design Award

Boston Children's Hospital

Pinnacle Award of Excellence

Longwood Entry

International Federation of Landscape Architects

Excellence in Design Award

ASLA National Honor Awards

Chicago Botanic Garden: Regenstein Learning Center

Crown Sky Garden; Ann & Robert H. Lurie Children's Hospital

Chongae River Restoration

Farrar Pond Residence

LG Research Center



## about mikyung kim design

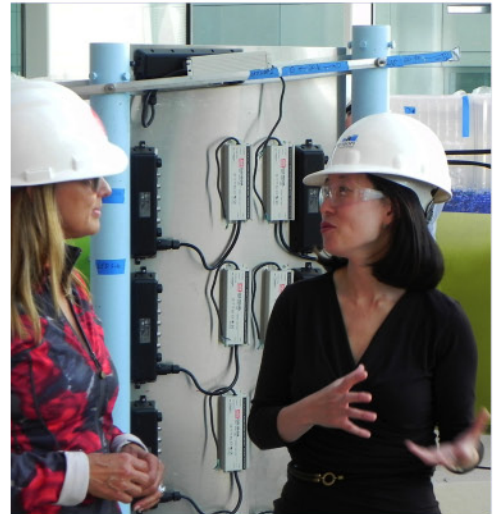
Over the course of two decades, Mikyoung Kim Design has crafted an exceptional body of work that redefines the discipline of landscape architecture. The firm's award-winning portfolio creates a fresh, distinctive approach — one that reveals and weaves together the art and science of landscape architecture. In the city, the studio's work celebrates the transforming conditions of water and light to create memorable destinations.

A hallmark of Mikyoung Kim Design's work is the integration of community voices throughout the design process. From the design of urban plazas, playgrounds, healing gardens, amphitheaters, and interactive elements, the studio's design ideas emerge from the neighborhood and its history. Our work has brought together diverse demographics and socio-economic neighborhoods to create a civic destination that is whimsical and transformative.

Our work is inspired by the unique aspirations of the community. Each project reflects the complex cultural identity of each neighborhood, creating civic spaces that celebrate the transforming nature of the cities, both culturally and ecologically. From day to night, wet to dry, and season to season, Mikyoung Kim Design creates a vibrancy that enlivens communities and celebrates the collective human experience.

Mikyoung Kim Design functions as an idea lab; it is a think tank of innovative landscape architects, architects, graphic designers, and artists. As a multi-disciplinary office, our ideas emerge through a responsive and collaborative approach that imagines possibilities across disciplines.

Mikyoung Kim Design, LLC  
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Boston, MA 02134  
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## Mikyoung Kim FASLA

Founding Principal



### Registrations

Massachusetts, Connecticut,  
Illinois, Maryland, Missouri  
New York, North Carolina, Pennsylvania,  
Rhode Island, Texas, and Virginia

### Education

Harvard Graduate School of Design  
Masters in Landscape Architecture  
  
Oberlin College and Conservatory  
B.A. Sculpture and Art History, Minor in Music

Mikyoung Kim is the founding principal of Mikyoung Kim Design. For over two decades, Mikyoung has crafted an exceptional body of work that explores the intersection of art and science, defining the art of ecology and restorative experience. Her firm functions as an idea lab, a think tank of innovative landscape architects, architects, graphic designers, and artists. As a multi-disciplinary office, their ideas emerge through a responsive and collaborative approach that imagines possibilities across disciplines.

In 2018, Mikyoung received both the National Design Award from Cooper Hewitt and the Design Medal from the American Society of Landscape Architects (ASLA). Mikyoung was named as an AD Innovator by *Architectural Digest* and has been awarded over fifty national and regional design excellence awards from leading organizations such as the ASLA and the American Institute of Architects (AIA). Her work is part of the Smithsonian Museum's "American Voices Collection." Mikyoung is an Olmsted Scholar and a recipient of the Veronica Rudge Green Prize and the Jacob Weidenman Prize from the Harvard Graduate School of Design.

Mikyoung is currently a commissioner for Boston's Civic Design Commission, appointed by Mayor Martin Walsh. She has served on numerous juries including the design jury for the American Academy in Rome, the ASLA Council of Fellows, and the Heinz Award for the Arts and Humanities. She has been a guest lecturer internationally and has spoken at the Yale University School of Architecture, Stanford University, The Chicago Art Institute, and the National Building Museum. Her work has been highlighted in numerous publications, including *The New York Times*, *The Washington Post*, *The Guardian*, *Architectural Record*, *Dwell* magazine, *Surface* magazine, *National Geographic*, and *The Chicago Tribune*. Mikyoung has taught at the Harvard Graduate School of Design and is a Professor Emerita at the Rhode Island School of Design, where she received the Dean's Leadership Prize when she was Chair.

**Bryan Chou**  
Associate Principal



**Registration**  
Massachusetts

**Education**

2009

Rhode Island School of Design  
Master of Landscape Architecture

2002

University of Washington  
Bachelor of Arts  
Community and Environmental Planning

Bryan Chou is an associate principal and design lead at Mikyoung Kim Design, where he is an integral part of the firm's design delivery team. Under Bryan's leadership, the firm's cross-disciplinary design process has been guided by a research-based ideology merging the science and art of landscape architecture. Over the past decade, he has planned and designed landscapes in the U.S., the Middle East, and East Asia, focusing on the impact of civic space in our cities.

Collaborating with Mikyoung, he has led design for the Prudential Plaza and Eataty Roof Terrace, Boston Children's Hospital Green Master Plan and Brookline Place Master Plan, the Boston University Theatre Plaza, the Children's National Health System Campus Plan, the Tanja Waterfront Development in Tangier, Morocco and the 515 West 18th Street Development in New York City. The projects he has overseen have received numerous awards from the ASLA, the AIA, and *Architizer*.

Prior to joining MYKD, Bryan was a long-range planning researcher at the City of Federal Way in Washington and superintendent of site construction at M & G Construction. He is a registered Landscape Architect and holds a masters in landscape architecture from the Rhode Island School of Design and a bachelors in Community and Environmental Planning from the University of Washington.

Bryan has taught at the Harvard Graduate School of Design and has been a frequent guest critic at the Rhode Island School of Design. He has presented at numerous conferences, including the Greater and Greener Parks Conference and Cooper Hewitt's Design Fair. Bryan is active in the local and national design community and has served as a jury member for the Philadelphia Airport Image Maker Competition. He is currently serving as a member of the 2018-19 Urban Land Institute Pathways to Inclusion Cohort and will serve as a juror in the Boston Society of Landscape Architects' 2019 awards program.



TESLA SOLAR

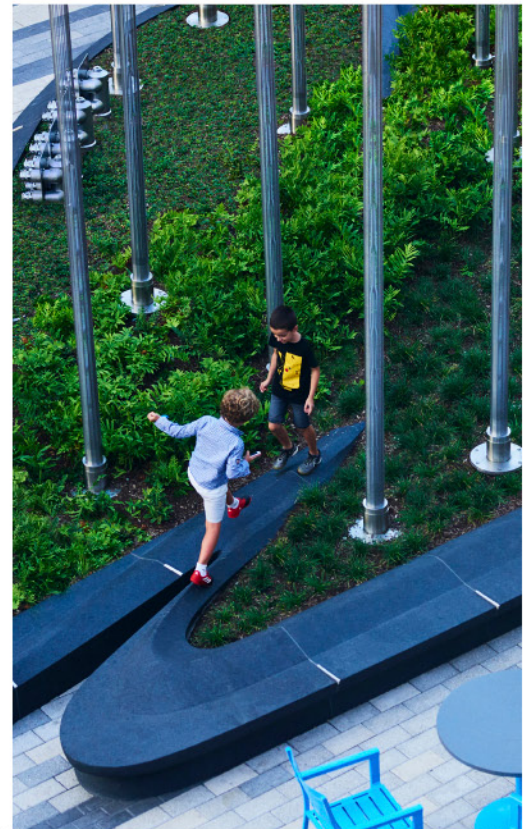


# The Exchange at Prudential Center

## Boston, Massachusetts

Located in the heart of Boston's Back Bay, between the Mandarin Hotel and the Hynes Convention Center, this sustainable mixed-use building stands as the highest-performing office building in New England, and one of the highest-performing in the country. The plaza is an ecologically self-sustaining microcosm using the energy generated from the building's wind turbines to power the landscape. Stormwater is collected on all of the roofscapes and used to irrigate the plant material on site. This urban plaza provides access to a series of different entrances, including the new 888 Boylston office tower, the Eatly Food Court and the existing Prudential Retail Arcade. The Plaza also serves as a gathering space that functions to provide flexible programming, from weekly concerts to annual sports celebrations.

The plaza consists of a series of sculpted planters and a grove of stainless steel wind vanes. The planters are designed to rise out of fluid paving bands and are sculpted to create multiple seating opportunities within the plaza. The wind vanes feature color-changing lights that are programmed to a weather sensor, highlighting the wind intensity on the site. The lights change color based on the intensity of the wind to reflect real-time wind data in the form of a colorful light show.









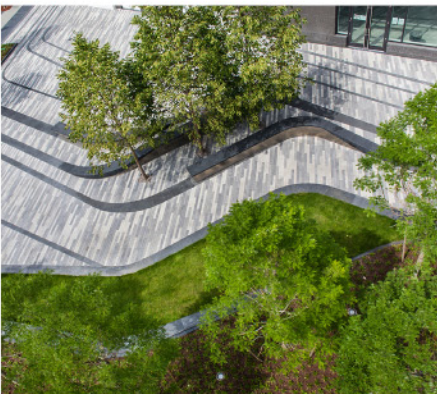
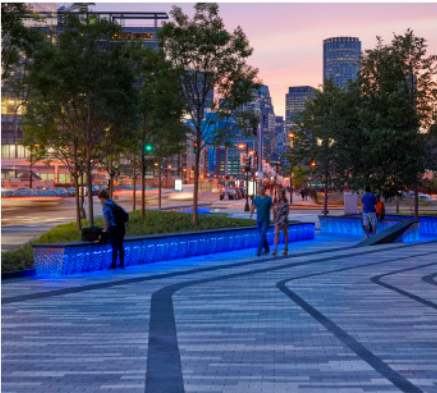


## Pier 4 Seaport Plaza

### Boston, Massachusetts, USA

Pier 4 is a civic plaza located in the heart of Boston's thriving Seaport Innovation District. The development of the mixed-use tower includes a cultural space and plaza that provides a home to the Society of Arts and Crafts. The plaza also serves as an important connector between other adjacent civic and cultural institutions, the Institute of Contemporary Art and the Seaport World Trade Center. The design brings a front porch to the Society of Arts and Crafts and hosts numerous cultural institutions' programmed events and activities, including dining events, performances and large gatherings.

The design of the plaza uses contemporary granite and stainless steel seating elements and planters that rise and recede back into the paving, referencing the ebb and flow of the Boston Harbor. The benches become a theatrical element at night, with LED lighting that emanates from within the benches, passing through custom-perforated stainless steel panels to create a colorful display of patterned lights on the ground plane. The fluid and kinetic lines of the paving are inspired by the hidden urban infrastructure below and reference the historical railway tracks that once defined the site. The design celebrates this layered history and the proximity to Boston's waterfront.



LANDSCAPE / MIKYOUNG KIM DESIGN





**GENERAL CONTRACTORS / URBANICA CONSTRUCTION**



**URBANICA CONSTRUCTION**

URBANICA Construction is the construction division of Urbanica, Inc. Urbanica Construction, LLC offers a range of services from cost estimation to construction management.

Past projects where Urbanica Construction acted as General Contractor include:

- D4 Condominium, South End, Boston, MA
- 226-232 Highland Street E+ Townhouses
- 74 Highland Street Energy Efficient Townhouses
- six9one Residences, South End, Boston, MA
- 50 Bow Street, Somerville, MA
- Engine 1 Condominiums, Belmont, MA
- 100 Pearl Street Artist Lofts, Chelsea, MA

Currently, Urbanica Construction is the General Contractor of:

- Parcel 9: Melnea Residences, Roxbury, MA
- Parcel U Phase B, Jamaica Plain, MA
- 90 Antwerp Street, Brighton Boston MA



**Gail Forbes Harris** is an activist, educator and champion for young people who has dedicated much of her personal and professional life advocating for children and families. She spent forty years in Boston Public Schools (BPS) serving hundreds of students from all of Boston's neighborhoods. Gail's first teaching position was in South Boston during the busing era. She experienced firsthand the racism and inequalities that continue to plague our country. During her tenure Gail was a teacher, an administrator for alternative education, a special education advocate and principal. She was at the forefront of the family/school engagement efforts and worked closely to empower, strengthen and support families with becoming actively engaged in their children's education. As director of BPS Re-Engagement Center she was heavily involved in BPS successful efforts to increase graduation rates and lower dropout rates. She served as a Retention and Cultivation Specialist for Diversity Programs, supporting the district's effort to hire, develop and retain educators of color through outreach, engagement and intervention. Since her retirement Gail remains committed to serving Boston's youth, families and communities and utilizes her extensive skill set to consult, mentor and volunteer. ***"I am a lifelong advocate for children and families. Any time I can help a student uncover their passion, pursue a dream, achieve a goal or guide them to viable options that help them become productive members within their families and community; I have only done what is expected."***

Gail resides in Roxbury, has four incredibly well rounded, intellectually outspoken children and a beautiful grandson who she simply adores.

Photo credit: *The Boston Globe*



## **Luis F. Fernandez, P.E.**

### **Fire Protection Engineering and Code Consulting**

Luis F. Fernandez specializes in the design and project management of fire detection, suppression and alarm systems for educational institutions, places of assembly, warehouse facilities, office buildings, data centers, telephone central offices, wireless cell sites, industrial and residential occupancies.

Prior to establishing his own firm in 1997, Luis F. Fernandez worked for engineering consulting firms in the Boston area of Massachusetts and in the Hamden area of Connecticut. Luis F. Fernandez received a Bachelor of Science in Chemical Engineering from Northeastern University and a Master of Science in Fire Protection Engineering from Worcester Polytechnic Institute.

### **Registrations:**

Connecticut  
 Maine  
 Massachusetts  
 New Hampshire  
 New York  
 Pennsylvania  
 Puerto Rico  
 Rhode Island

### **Memberships:**

American Institute of Chemical Engineers, Member  
 Fire Prevention Association of Massachusetts Inc., Associate Member  
 International Code Council, Professional Member  
 National Fire Protection Association, Member  
 Society of Fire Protection Engineers, Member

### **Professional Experience:**

1997 – Present Fernandez & Associates, Byfield, MA  
 1996 – 1997 Bard, Rao + Athanas Consulting Engineerins, Inc., Boston, MA  
 1994 – 1996 DeCarlo & Doll, Inc., Hamden, CT  
 1992 – 1994 P.R. Sherman, Inc., Woburn, MA  
 1988 – 1992 Emerson College, Boston, MA  
 1986 – 1988 New England Alarm, Burlington, MA

## FIRM PROFILE

**F**ounded in 1976, Bryant Associates, Inc. (Bryant) is a professional consulting firm that provides civil, structural and traffic engineering, water resources, construction management and surveying services to public and private clients throughout the Northeast, Midwest and Mid-Atlantic regions.

Bryant is a minority and disadvantaged business enterprise (MBE/DBE) certified by various states, government agencies, counties, cities and towns. Our public sector clients include local, state and federal environmental management agencies, facility management agencies, housing authorities, parks and recreation departments, public works agencies, municipalities and transportation agencies. Our private sector clients include architects, contractors, developers, engineering firms, corporations and institutions.

For over four decades, Bryant has helped our clients change the shape of their communities by providing thoughtful, innovative solutions to a wide array of infrastructure challenges. Capabilities include:

### Site/Civil

- Feasibility Studies
- Grading & Erosion Control
- Land Use Planning & Permitting
- Site Development & Utilities
- Stormwater Drainage
- Stormwater Pollution & Prevention Plans
- Water & Wastewater Systems

### Survey

- 3D Laser Scanning
- Aerial Photogrammetry
- Airport Runway Surveys
- ALTA & As-Built Surveys
- Construction Layout
- Control/Location Surveys
- GIS Data Capture
- Global Positioning Systems
- Bathymetric
- Property Line/Right-of-Way
- Rail Survey
- Topographic & Utility Surveys
- Wetlands & Resource Surveys

### Water/Wastewater

- Combined Sewer Overflows
- Manhole Inspection
- Pipeline Rehabilitation
- Sanitary Sewer System Evaluation Study
- Stormwater Management
- Trenchless Technologies

### Structural

- Ratings
- Culvert Design
- Rehabilitation
- Seismic Investigations and Retrofit
- Substructure & Superstructure Design
- Type Studies
- Utility & Water Facilities

### Transportation/Traffic

- ADA Compliance
- Bike Paths & Rail Trails
- Drainage Design
- Highways, Intersections & Roadways
- Parking & Pedestrian Studies
- Roundabouts
- Runways
- Sidewalks & Walkways
- Traffic Calming Methods
- Traffic Impact Analysis
- Traffic Signal Design
- Work Zone Control Plans

### Construction Management

- Agency/Utility Coordination
- As Built Drawings
- Claims Analysis/Resolution
- Constructability/Design Review
- Construction Admin. & Management
- Contract Closeouts
- Field Investigations
- Public/Community Outreach
- Resident Engineering & Inspection
- Value Engineering

Clients choose Bryant because of our commitment to quality, our knowledge of their needs, standards and constraints, and our proficient and thoughtful professional team, which includes registered engineers, professional land surveyors, construction managers and a skilled and creative technical staff.

We regularly work both as a prime and subconsultant and often collaborate with professional peers and organizations that complement our skills and experience, to build teams with diverse capabilities. We are quality driven and our leadership team is accessible, involved and available.

### Locations

#### NORTHEAST

Boston, MA (headquarters)  
Lincoln, RI  
Rocky Hill, CT

#### MID-ATLANTIC

Landover, MD  
Baltimore, MD

#### MIDWEST

Louisville, KY

### Capabilities

Civil/Site Engineering  
Construction Management  
Structural Engineering  
Water Resources Engineering  
Survey & Mapping  
Transportation & Traffic Engineering  
Permitting

### Executive

Jeffrey C. Bryant, PE  
Chief Executive Officer  
(617) 603-2372  
jcbryant@bryant-engrs.com

### Certifications

Minority & Disadvantaged  
Business Enterprise

DBE in 237110, 541990,  
236220, 541330, 237310,  
237990 and 541370



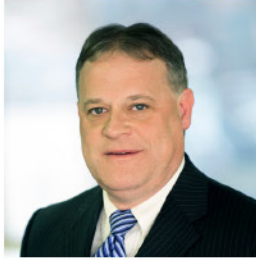
Jack D. Bryant, PhD, PE  
Founder and Tuskegee Airman



www.bryant-engrs.com

**JAMES R. COMEAU, PE**

PROJECT MANAGER



Mr. Comeau has been with Bryant Associates for more than a decade and is an experienced civil engineer with over 30 years of varied expertise working with public and private clients. He has worked on numerous transportation infrastructure improvement projects including highway, bridge and roadway projects providing engineering design as well as construction oversight services. Mr. Comeau has also provided engineering design, environmental permitting and construction management services for institutional, industrial, commercial and residential real estate and civil/site development projects throughout the New England area.

**Relevant Projects****Quinzani Bakery / 370-380 Harrison Avenue Development | Boston, MA**

Project Manager responsible for site engineering, grading, drainage and permit assistance for a new 14-story, multi-use building at 370-380 Harrison Avenue, the site of the former Quinzani Bakery and the Ho-Kong Bean Sprout property. This mixed-used building will include commercial and residential space (173 apartments and 109 condominiums) and the addition of three levels of below-grade parking for 180-cars. Permit assistance will include Boston Sewer and Water Commission Site Plan Review and Boston Public Improvements Commission Specific Repair Plan review process.

**The Beverly | South Boston, MA**

Prepared the Boston Water Sewer Commission site plan submittal package for the new mixed-use development (retail, commercial and hotel) on a 52,985 SF parcel located above MassDOT's Central Artery I-93 Tunnel.

**Parcel V-1 Parking Lot Improvements | South Boston, MA**

Project Manager providing engineering services for Parcel V-1, a surface parking lot within the Raymond L. Flynn Marine Park, a portion of which is situated within 100-feet of Boston Harbor. Services include: the investigation of existing site for the removal and salvage of a temporary steel Quonset hut; assessment of existing pavement conditions and provisions for drainage system; design of parking lot, new full-depth pavement and sidewalks and new stormdrain system; parking lot striping, signage, security fencing and video monitoring; site lighting, new power/telecommunications service, new fee collection system and new electronic vehicle charging stations. Will file final design documents with the City of Boston Conservation Commission and Boston Water and Sewer Commission.

**Frostburg State University Residence Hall | Frostburg, MD**

Currently providing civil/site design/permitting services for Frostburg State University's new 171-unit residence hall, consisting of six-floors, with approximately 76 beds per floor. The residence hall will be serviced by new domestic water, fire suppression, gas, sanitary sewer, electrical, and telecommunications service connections. Permitting involves storm water and erosion/sediment control filings with the Maryland Department of the Environment (MDE), as well as a Letter of Exemption permit filing with MDE for work within the 100-Year Floodplain.

**Beecher Terrace Redevelopment | Louisville, KY**

The Louisville Metro Housing Authority is razing the current 16-block public housing complex and replacing it with of a mixed-income housing development. Mr. Comeau is providing full design of the reconstruction of 8,500 LF of interior roadways and 21,000 LF of interior and exterior streetscape sidewalks, all of which are designed to meet federal complete street multi-modal standards.

**Education**

BS, Civil Engineering,  
University of Lowell, 1983

Certificate of Completion,  
Environmental Impact Assessment,  
Harvard Graduate School of  
Design, 1988

**Training**

SHEA Design and Specification for  
Precast Stormwater Structures &  
Systems

MicroStation V8i (SELECTseries)  
Fundamentals

**Memberships and Affiliations**

Boston Society of Civil Engineers

**Professional Registrations**

Connecticut #PEN.0026715

Maryland #46635

Massachusetts #38056



**JAMES R. COMEAU, PE**

PROJECT MANAGER

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Underground utility infrastructure within the street network will receive electric, telecommunications, sewer and storm water upgrades. Individual blocks will be developed to meet current Kentucky Division of Water stormwater and environmental standards. New utility services for each block development will also be designed. Phased design sections will be submitted for approval with the Kentucky Division of Water, Louisville Public Works, Louisville and Jefferson County Metropolitan Sewer District, the Kentucky Transportation Cabinet and the Louisville Light, Gas and Electric Company. A conceptual construction cost estimate for roadway reconstruction and utility upgrades was provided to the Client and will receive progressive upgrades at each design submission milestone.

**Eliot K-8 School Phase III | North End, Boston, MA**

Provide preliminary and final site/design services as well as construction administration for the renovation and expansion of the school, which is located in a heavily populated urban area.

**Boston Common Brewer Fountain and Lafayette Mall Improvements, Phase I and II | Boston, MA**

Responsible for the design of the replacement stormwater drainage system including the incorporation of underground storage chambers used for ground water recharge in response to reduction of nitrogen/phosphorous loadings directed towards the nearby Charles River watershed. Provided site grading and overall drainage associated with Phases I and II of this project. Provided resident engineering services associated with the construction of all components for Phase II of the project which will revitalize the high-traffic area of parkland leading to the Massachusetts State House.

**Union Station Regional Intermodal Transportation Center | Springfield, MA**

Responsible for support of the site/civil design and permitting for the rehabilitation of Union Station, a regional transit hub, which entails two landmark structures both built in 1926. Responsibilities include new site drainage improvements, ornamental street lighting, streetscape trees and plantings, brick paver/concrete sidewalks, as well as other streetscape improvements. Work scope includes the preparation and filing of permits for the above proposed facility improvements from all required City of Springfield departments.

**Wynn Resort | Medford and Everett, MA**

Project Manager responsible for engineering services for utilities located at five intersections related to the design of off-site transportation improvements to Route 16 in Medford to accommodate construction of new, nearby casino and hotel complex that is expected to draw over 18,000 cars per day. The traffic improvements will help reduce accidents and maintain capacity on the newly improved roadway and sidewalk surfaces. Also responsible for filing Specific Repair Plans for proposed roadway improvements within the Route 99 City of Boston portion (Alford and Dexter Streets) with the City of Boston Public Improvement Commission (PIC). Attended both PIC New Business and Public Hearings to present plans to the commission.

**Springfield College – New Field House, Wellness Center and Athletic Training and Education Addition | Springfield, MA**

Provided site/civil design and permitting for Springfield College's new two-level 85,000 SF field house, 28,000 SF wellness center and 9,000 SF athletic training addition. The site design involved generating a complete utility relocation package for the existing utilities in order to maintain continual utility service during the construction phases. It also involved the plan of a new pedestrian plaza and walkway, new parking areas, decorative lighting and other infrastructure improvements.



**TODD E. BRAYTON, PE**

DIRECTOR OF OPERATIONS - RI; TRANSPORTATION DIRECTOR



Mr. Brayton joined Bryant in 1999 and has managed Bryant's Rhode Island office since 2015. As Director of Operations, his duties include project assignments and scheduling, professional staff supervision, and quality control/quality assurance. He has nearly 20 years of experience, specializing in traffic and highway engineering including project management and design of new roadway construction, highway rehabilitation and renovation, bridge approach roadways, and major

urban intersections. His expertise in the area of traffic engineering includes the preparation of numerous traffic studies for transportation improvement, as well as traffic and parking impact analyses for proposed residential, commercial and industrial developments. These studies include trip generation calculations and capacity analysis of roadways, as well as signalized and unsignalized intersections, crash analysis, and site circulation reviews. The design of mitigating measures such as traffic signal installation, roadway widening, and intersection and roadway improvements to eliminate or minimize adverse impacts is also included. Mr. Brayton's expertise in highway engineering services, including highway safety improvements; ADA improvements and transit and pedestrian accommodations; complete streets; pavement rehabilitation and design; vertical and horizontal alignment; drainage analysis and design, including environmental permitting; development of final plans and contract documents; and right-of-way plans, plats, and descriptions. Mr. Brayton has also prepared traffic management plans and traffic control plans for many utility, highway, traffic, and bridge projects.

**Relevant Project****Dowling Village Mixed Use Development Traffic Impact Analysis | North Smithfield and Woonsocket, RI**

Responsible for the preparation of a traffic impact analysis for a mixed-use development (613,000 SF of retail space, 75,000 SF of office space, 18,000 SF of restaurant space and 76 residential units). Reviewing internal circulation and parking, and determining traffic impacts to the existing roadway system. The mitigation for the project included a new signalized intersection and the design of a new traffic signal, including additional lanes, to replace an existing signal at the other development entrance.

**Tiverton Casino Traffic Impact Analysis and Roundabout Design | Tiverton, RI**

Transportation Director oversaw the traffic engineering services and performed a traffic impact analysis for the newly proposed casino, which will feature an 85,000 SF gaming facility, 84-room hotel and more than 1,100 surface parking spaces for customers.

**CVS Corporate Services | Woonsocket and Coventry, RI**

Responsible for the traffic engineering services for new store development. Examined the site and traffic operations in the vicinity of various CVS sites and prepared analyses of the impacts to highway safety and capacity of the construction and use of the developments. Traffic volume and speed data were collected and analyzed. Information, including roadway widths and geometry, existing traffic control devices, utility locations, existing sight distances, traffic operations, and other pertinent data, was obtained from field reviews of the sites and surrounding roadways and intersections. The on-site traffic circulation was reviewed and improvements were suggested to the site engineer to mitigate any negative impacts. A report for each site was prepared describing the data collection, analysis, and conclusions and recommendations. Provided testimony as part of the review process with municipal boards.

**Education**

MS, Civil and Environmental Engineering, University of Rhode Island, 2002

BS, Civil and Environmental Engineering, University of Rhode Island, 1996

**Training**

National Highway Institute Courses

Traffic Impact Study Training, Kentucky Transportation Center

OSHA 10-hour Construction Safety and Health

**Memberships and Affiliations**

Institute of Transportation Engineers, Rhode Island Chapter

Intelligent Transportation Society, Rhode Island Chapter

Chi Epsilon - Civil Engineering Honor Society

Tau Beta Pi Engineering Honor Society

Providence Engineering Society

Society of American Military Engineers

**Professional Registrations**

Rhode Island #9000

**Publications / Presentations**

*The Effects of Maintenance and Rehabilitation Alternatives for Asphalt Pavements in New England and New York, Long-Term Performance Program: Making Something of It, ASCE and FHWA, 2001*

*Development of Performance-Based Mix Design for Cold In-Place Recycling of Asphalt Mixtures, Transportation Research Board 80th Annual Meeting, Washington, DC, January 7-11, 2001*

**TODD E. BRAYTON, PE**

DIRECTOR OF OPERATIONS - RI; TRANSPORTATION DIRECTOR

Page 2

**New Police Station Traffic Impact Analysis | North Andover, MA**

Responsible for the preparation of a traffic impact analysis for the proposed police station on the west side of Chickering Road in North Andover. Examined the site and traffic operations in the vicinity and prepared an analysis of the impacts to highway safety and capacity of the proposed police station. Prepared a bound traffic report describing the data collection, analysis, and conclusions and recommendations.

**Tewksbury High School Traffic Impact Analysis | Tewksbury, MA**

Responsible for the preparation of the traffic impact analysis, including capacity analysis, crash analysis, and review of site circulation for a new high school to replace the existing high school building on a parcel of land on Pleasant Street. The new school accommodates approximately 1,100 students.

**Winchester High School Traffic Impact Analysis | Winchester, MA**

Responsible for the preparation of a traffic impact analysis for the new high school, which will accommodate up to 1,370 students on the north side of Skillings Road. The project included the replacement of the existing traffic signal at the main school driveway, including reconfiguration to allow for two-way traffic, which required a new left turn lane into the site. Traffic signal plans and specifications were prepared for construction, and construction services were provided including shop drawing review.

**East Providence High School | East Providence, RI**

Examined site traffic circulations at the High School and Career Technical Center to determine the feasibility of adding new construction, which would physically link these two existing buildings and house an early education program. This project was in support of the East Providence School Department's Rhode Island Department of Education Stage II application for renovation and new construction projects.

**Grafton High School Traffic Impact Analysis | Grafton, MA**

Responsible for the preparation of a traffic impact analysis for the new 187,000 SF high school and renovation of the existing school for use as an upper middle school. Performed a traffic signal warrant analysis for a nearby intersection. Designed a new left turn lane on Providence Road for access into the site. Also included were new school zone flashing beacons, new sidewalk, and upgraded guardrail. Since Providence Road is a state highway, the improvements required a MassDOT Access Permit and approval of the school zone.

**Bancroft Elementary School Traffic Impact Analysis | Andover, MA**

Responsible for the preparation of the traffic impact analysis for the replacement of the existing school building with a new 680-student school on another portion of the same parcel of land. The study included the analysis of three separate access driveways to the school, which assisted decision makers in their final determination of the layout for the site. Provided expert testimony to the School Building Committee during the review process for the new school.

**Center Elementary School Traffic Impact Analysis | Stow, MA**

Responsible for the preparation of a traffic impact analysis for the proposed expansion to the 98,000 SF Center School. A traffic study of the impacts of the proposed school expansion was required as part of the review process with the town. The traffic impact analysis included the examination of the site and traffic operations in the vicinity of the site, as well as a review of traffic capacity and safety from the proposed school expansion.

**Forest Park Middle School Traffic Impact Analysis | Springfield, MA**

Responsible for the preparation of a traffic impact analysis for the renovations/additions of the Forest Park Middle School. The site and traffic operations in the vicinity were examined and an analysis of the impacts to the highway safety and capacity of the proposed school development was prepared. The on-site traffic circulation was also reviewed.

**Publications / Presentations**  
(Continued)

*Development of Modified Superpave Mix-Design for Cold In-Place Recycling, Asphalt Recycling and Reclaiming Association Semi-Annual Meeting, Cincinnati, OH, November 13-14, 2000*

*Development of Performance-Based Mix-Design for Cold In-Place Recycling of Asphalt Mixtures, 13th Rhode Island Transportation Forum, University of Rhode Island, October 13, 2000*

*Performance-Based Mix-Design Method for Cold In-Place Recycling of Bituminous Pavements for Maintenance Management, Proceedings of the Ninth Maintenance Management Conference, Juneau, Alaska, July 16-20, 2000*

*Laboratory Evaluation of Mix-Design Methods for Cold In-Place Recycling, Proceedings of the Fifth ASCE Materials Engineering Congress, Cincinnati, Ohio, May 10-12, 1999*

*Use of the Superpave Gyrotory Compactor and Mix-Design for Cold In-Place Recycling, Transportation and Engineering Forum, University of Rhode Island, October 1998*

*Development of Performance-Based Mix Design for Cold In-Place Recycling of Bituminous Pavements, Transportation and Civil Engineering Forum, University of Rhode Island, October 1997*





## Firm Profile

### Introduction

RSE Associates, Inc. was established in 2001 and has since expanded into a multi-disciplinary international firm. With offices across the United States and in London, RSE has successfully completed award winning projects throughout America, Europe and Asia. Our principals and engineers have extensive and diverse experience in complex and demanding projects. We provide the technical ability of a large international firm with the personal service of a small firm.

### Technology/BIM

Engineering design is carried out using state-of-the art computer software. We have extensive experience in delivering projects with Building Information Modeling (BIM) requirements, fully integrating the building structure with the overall building information models.

### Services

We provide a full range of structural and geotechnical engineering services including:

- New Construction
- Renovation/Adaptive Reuse and Historic Restoration
- Master Plan and Feasibility Study
- Structural Investigation
- Design Competition
- Temporary Construction Support Systems

### Building Types

We have extensive experience in a wide range of project types including:

- Museum
- Office
- Retail
- Residential
- High Rise
- Mixed Use
- Educational
- Civic Buildings and Courthouses
- Historic Restoration
- Science and Technology
- Colleges and Universities
- Performing Arts
- Sports Facilities

### Design Philosophy

We strive to provide structural designs that are sensitive to owner requirements, architecture, building services as well as cost effectiveness and ease of construction. Design innovations will be balanced with practical considerations. We are committed to delivering quality and personal service.



Bowdoin College Walker Art Museum



Integrated Science Complex, UMass Boston



Cincinnati River Front Park



Lulu Island, Abu Dhabi



Hamilton College Performing Arts Center

Boston

London

Los Angeles

New York

Portland

[www.rseassociates.com](http://www.rseassociates.com)



Selected Projects – Multi-Family Residential

**Parcel 24 South  
Boston, MA**  
Architect:  
Utile, Inc.



Structural Engineering for the new 6-story affordable housing building with 51 residential units.  
- Completed 2017 -

**Parcel U – Phase A  
Jamaica Plain, MA**  
Client:  
Urbanica

Structural Engineering for 5 new low-rise buildings with approximately 110-120 residential units. Total square footage is approximately 36,000 sf.  
- Completed 2017 -

**Upper Washington Street  
Housing – Viet AID  
Dorchester, MA**  
Architect:  
Utile, Inc.

Structural Engineering for 2 new affordable housing buildings totaling 46,000 sf. One of the buildings is 4-stories tall with 21 residential units; the other is 3-stories tall with 14 residential units.  
- Completed 2016 -

**Roxbury Crossing Senior  
Building  
Roxbury, MA**  
Architect:  
Goody Clancy



Structural Engineering for a new 34,700 sf, 5 story building with 4 levels of residential occupancy (40 units) over a parking garage. The building was constructed from CMU and precast concrete plank, with unique design elements that provided visual interest at the exterior.  
- Completed 2015 -

**557/559 East 2<sup>nd</sup> Street  
Boston, MA**  
Architect:  
Utile, Inc.



Structural Engineering for a new 3 story condominium building in an urban setting.  
- Completed 2006 -

**321 West 2<sup>nd</sup> Street  
Boston, MA**  
Architect:  
Utile, Inc.



Structural Engineering for a new 4 story condominium building in an urban setting.  
- Completed 2006-



## Translating carefully developed plans into real life results

CLEAResult’s Building Performance Consulting and certification teams provide consultation and project management to advance high-performance buildings.

We help ensure the highest level of design and construction team performance to maximize building performance; health, durability and energy efficiency for a range of commercial and residential building types.

Our dedicated staff includes building scientists, professional engineers, Certified Energy Manager, existing/building commissioning professionals, BPI Multifamily and HVAC specialists, LEED faculty and HERS certifications. Our experts work with owners, architects and builders to support design work by providing building consultation, certification and training services and ensure quality is delivered in the field through construction quality control.

▲ Our building consulting services include:

- Enclosure and mechanical systems
- Commercial building energy audits
- Design support and consultation
- Plans review
- Energy modeling
- Renewable energy system guidance
- Field quality control inspections
- Diagnostic analysis
- Third party verification and certifications
- Technical training for architects, builders and contractors

# CLEAResult

## ▲ Enclosure and HVAC systems commissioning

- HVAC commissioning and retrocommissioning (RCx)
- Energy use analysis
- Benchmarking
- Design, construction and post-construction (RCx) services
- Ongoing monitoring and commissioning
- Energy auditing
- Lifecycle cost analysis (LCCA) of capital investments
- Operations and maintenance consultancy
- Facility condition assessments

## ▲ Building performance diagnostic testing services

Our trained technicians can meet your building performance diagnostic testing needs by quickly and skillfully performing these technical tasks required for code compliance in high performance buildings:

- Air leakage testing (blower door testing)
- Duct leakage testing (duct blaster testing)
- Ventilation flow measurement
- Pressure differential testing
- Infrared camera scans
- Data logging
- Combustion safety testing

## ▲ Third-party verification and certifications provided

Third-party verification and certifications processes we help simplify include:

- Home Energy Rating System (HERS Ratings)
- ENERGY STAR® Certified Homes
- ENERGY STAR Qualified Multifamily High Rise Buildings
- LEED for Homes
- LEED for Homes Mid-Rise
- National Green Building Standard (NAHB Green)
- Enterprise Green Communities
- Passive House
- Net-zero energy ready



### Talk to us

Learn how CLEAResult can help you change the way you use energy. Contact us at 866-342-9989, [info@clearresult.com](mailto:info@clearresult.com) or visit [clearresult.com](http://clearresult.com).

# CELEBRATING 34 YEARS

McKenzie & Associates, P.C.  
Counselors at Law

183 State Street, Suite 6  
Boston, Massachusetts 02109  
617.723.0400  
[www.mckenzieassociatespc.com](http://www.mckenzieassociatespc.com)

As McKenzie & Associates, P.C. marks its 34th year as a law firm, it has proven year after year that in making important decisions, there is no substitute for quality, affordable legal advice. We are proud to provide our clients with the best solutions and outcomes available.



Founded in 1984, McKenzie & Associates, P.C. is New England's oldest African-American owned law firm, conveniently located in the heart of Boston's Financial District.

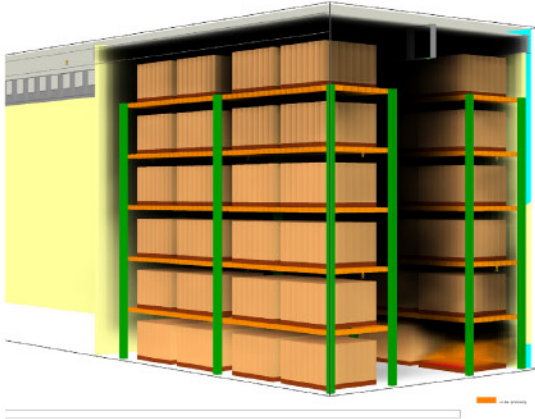


## FIRM OVERVIEW

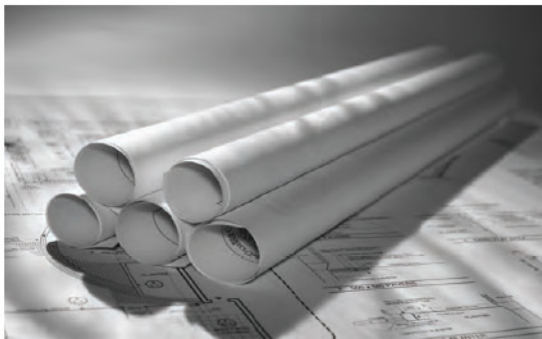
Founded in 1984, McKenzie & Associates, P.C. is New England's oldest African-American owned law firm, conveniently located at 183 State Street, in the heart of Boston's Financial District. Since 2002, Boston Magazine has recognized it as "one of the city's most successful and socially responsible minority-owned law firms." McKenzie & Associates, P.C. has served the legal needs of educational and financial institutions, government agencies, corporations, entrepreneurs, and successful individuals and families. We are guided by the simple but proven philosophy that in making important decisions, there is no substitute for quality, affordable legal advice. We provide such advice by carefully listening to our clients and gaining a thorough understanding of their needs. With this knowledge, we help our clients achieve their goals by guiding them through the complexities of statutory, judicial and administrative laws. Our keen ability to listen, understand, and provide solutions has enabled us to develop long-term relationships with our clients, serving as advisors to them on both business and personal matters.

McKenzie & Associates, P.C. has extensive experience counseling clients in business matters and real estate. The combined talents of our attorneys ensure that our clients receive the full benefit of our collective expertise in corporate, real estate, business and commercial transactions, estate planning, probate, business litigation and a variety of other areas of practice. We consistently produce positive results for our clients. We understand the unique facts of each dispute and often exceed our clients' expectations by turning around disputes when others would concede.

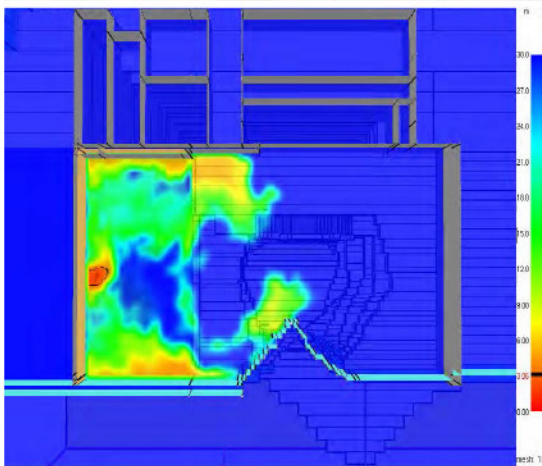
## CODE CONSULTING



Our code consultants have specialized expertise in the application and interpretation of the International Building Code (IBC) and related codes and standards pertaining to accessibility, sustainability, and fire safety including the NFPA Fire Codes. As a specialty service within a full-service MEP/FP engineering firm, AKF's code consultants also are well versed in codes and standards relevant to mechanical, electrical, plumbing, fire protection, fire alarm, and elevator systems.



Our proposed project team has extensive experience in the evaluation and investigation of code compliance issues in new construction and existing facilities undergoing maintenance and repair activities as well as being modified by alteration, change in use, and addition. Our team members serve as project code consultants to architects and owners during design, permitting, and construction including negotiating code compliance strategies with local authorities having jurisdiction and boards of appeal. Our team members apply this experience as peer reviewers for new construction and existing building projects on behalf of owner's looking for a second opinion or authorities having jurisdiction seeking outside technical assistance.



Clear and consistent communication is crucial to team building and a successful new or existing building study project. Therefore a great deal of our efforts will be focused on providing reliable communication regarding design review assignments with all relevant parties. Providing the design team with reliable and consistent code compliance information during the design, permitting, and construction phases of a project will allow for informed decisions to be made with regard to the available options. AKF prides itself on moving beyond the literal language of the code in presenting the intent of the code and associated exceptions as how local officials and boards of appeal have dealt with similar situations in the past. This insight helps our clients understand their options under the applicable code and available exceptions within the current regulatory environment. AKF's Code Reports are comprehensive and customizable for each building tailored to the existing conditions and proposed scope of work and client's needs. In addition to providing a code report, our typical services include architectural plan review comments documented in written form. These include drawing markups and a plan review comment sheet.





## A. VERNON WOODWORTH, FAIA, LEED® AP / Code Consultant



Mr. Woodworth has over 30 years of experience in architecture, code enforcement, and code consulting in a broad range of project sectors. He is a licensed architect in the State of Massachusetts and a member of the faculty at the Boston Architectural College. Vernon represented the AIA on the drafting committee of the International green Construction Code (IgCC), as well as on two subsequent code amendment hearing panels. He was the 2012 President of the Massachusetts Chapter of the American Institute of Architects and currently serves as Civic Engagement Commissioner on the Boston Society of Architects (BSA) Board of Directors.

### RELEVANT PROJECT EXPERIENCE

#### 41 Westland Avenue, Boston, MA

Residential Condominiums

#### Charles Playhouse, Boston, MA

Renovations and Accessibility Upgrades

#### Boston Scientific, Marlborough, MA

Peer Review of Master Plan

#### Downtown Quincy Redevelopment, Quincy, MA

Mixed Use Peer Review

#### FM Global, Waltham, MA

Office Building

#### Fowler-Clark Farm, Boston, MA

Due Diligence Study

#### Jackson Commons, Boston, MA

Residential Unit- Code Review

#### Massachusetts Institute of Technology, Cambridge, MA

Rapid Response Capital Renewal Feasibility Study

Hobby Shop Feasibility Study

Buildings 1,3,5 RRFs Study

Buildings 4,6,8 RRFs Study

#### Mount Ida College, Newton, MA

Carlson Hall Renovations

Shaw Hall Renovations

Dental Clinic Expansion

#### 165 Cambridge Park Drive, Cambridge, MA

Egress Analysis

Massachusetts Gaming Commission Building, Site Design, and Mitigation,

Massachusetts Gaming Commission, Boston, MA

#### Northeastern University, Boston, MA

Multiple Renovation Projects

#### Simmons College, Boston, MA

Simmons Classroom C103 Study

Science Security Doors Study

#### Wheelock College, Boston, MA

Building Assessment

Role: Code Consultant

Years in Practice: 30

Architectural License: MA- 30091704

Specialties: Healthcare, Corporate, Education

Education: MS, Theological Studies

Harvard Divinity School

BA, Urban Design

New College, Sarasota, FL

Accreditation: LEED® AP; Certified Building

Official (ICC) since 1994

Professional Affiliations: BSA, AIA since

2000 ICC Sustainable Buildings Technology

Committee (ICC SBTC)

Co-chair BSA Committee for the Advancement

of Sustainability

Past BSA Codes Committee 1999-2010

Past Chair AIA Codes Committee 2004.

AIA Sustainability Task Force 2006

AIA Board of Directors Sustainability Discussion

Group 2007-2008.

AIA Board Advocacy Committee 2005

**1.7**  
**MANAGEMENT AGENT**



530 Warren Street, Boston, MA 02121

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T 617.541.5510 | F 617.442.7231 | TDD Relay: 800.439.0183

[UHMproperties.com](http://UHMproperties.com)

June 19, 2020

Mr. Kamran Zahedi, President  
Urbanica, Inc.  
429 Melnea Cass Blvd.  
Roxbury, MA 02119

**Re: Urbanica – Parcel 8**

Dear Mr Zahedi:

UHM Properties is a professional management services company with over 17 years of experience in property management. With a philosophy of ensuring local economic participation, our firm is directly aligned with the development goals established by Urbanica.

We are eager to work with Urbanica as the management agent on the new Parcel 8 development.

Best Regards,

J. Kevin Bynoe  
CEO

## ABOUT UHM PROPERTIES LLC

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### OVERVIEW

UHM Properties LLC (UHM) is a professional management services company whose broad mission is to create and preserve affordable housing communities that will remain affordable for working families. We desire that the residents will survive and prosper because the owners have included the residents as an essential component in its Management Plan while focusing on individual responsibility, as well as building a sense of pride in their communities.

By way of our professional background, our senior management staff previously served as the entire staff of the residential division of Long Bay Management Company until the retirement of its general partners. UHM purchased the retiring general partners' interests in their residential portfolio in 2003, and we began our new venture as United Housing Management LLC, and as part of a strategic growth plan we changed the name to UHM Properties LLC on January 1, 2019.

UHM currently manages 20 properties consisting of over 1,400 units in greater Boston and concentrated in the Grove Hall area. The properties include 12 that have 100% Section 8 contracts, and seven of the remaining eight all have affordability components. UHM has the capacity and experience to manage affordable housing properties owned by local not-for-profits as exhibited by our customer base which includes Dorchester Bay EDC, Habitat For Humanity, VBCDC, and also the Boston Housing Authority. Financing for these properties consists of many typical lenders found in the local affordable housing arena, including HUD-insured mortgages, MassHousing, MHIC, MHP, and conventional lenders.

## Profile of three of the UHM Partners

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### J. KEVIN BYNOE

CHIEF EXECUTIVE OFFICER

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Mr. Kevin Bynoe is the Chief Executive Officer (CEO) of UHM Properties. As the CEO, Kevin is responsible for overseeing all aspects of the company including management decisions, implementing UHM's long and short term goals and acts as the primary spokesperson.

Kevin's career in affordable housing began while still in high school and continued as a construction laborer early in his career. In 1987, Kevin began his professional career in the housing industry as a Maintenance Supervisor; he then progressed through the ranks as an Assistant Property Manager, Property Manager, Senior Property Manager, and Regional Manager. Kevin attended Central State University where he majored in Management. He has received Boston University's Certificate in Real Estate Finance, the Registered Housing Manager (RHM) designation from the National Center for Housing Management, his Low Income Housing Tax Credit C<sup>12P</sup> certification from Spectrum Enterprises and completed the Minority Property Management Executive Program at MIT.



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### PATRICIA A. FARR

DIRECTOR OF HUMAN RESOURCES

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Ms. Patricia A. Farr is our Director of Human Resources.

As the Director of Human Resources, Pat is responsible for coordinating all aspects of the business relationship between our company and each of our employees, providing information and training about our company policies, procedures, benefits, compensation and insurance.

Pat was born and raised in Jamaica, West Indies. When Pat immigrated to the United States in 1977, she attended Roxbury Community College and where she received a degree in business administration in 1979. She pursued her education by attending courses in real estate finance and management at Boston University, as well as completing the Minority Developer Executive Program at MIT, and attending various human resource management programs at Northeastern University.

Pat began her business career at Long Bay Management Company in 1979, first as an administrative assistant, then Office Manager, and then in 1995, she became the Director of Human Resources.



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**SHEILA P. HARPER****DIRECTOR OF OPERATIONS AND TAX CREDIT COMPLIANCE**

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Ms. Sheila P. Harper is our Director of Operations and Director of Compliance.

Sheila grew up in Roxbury and graduated from Fisher Junior College in 1980. She began her career in housing management in 1984 as a Property Manager for Long Bay Management Company. In 1992 she was appointed as a Senior Property Manager, and again in 1995, she was promoted to Regional Manager. In 1996, she became the Director of Operations where she assumed responsibility for supervising all of the other property managers.

Sheila's most critically important job, however, is acting as our company's tax credit compliance monitor. This critical role began in 2000 when she assumed responsibility of ensuring that every property under management, to which federal low-income housing tax credit had been allocated, was in full compliance with state and federal regulations. She also assumed responsibility for training all of the staff about the appropriate procedures for maintaining compliance. Simply stated, Sheila reviews every resident file and she must give the final OK before any resident/applicant can sign a lease and move into a regulated property. Her depth of experience and education ensures that all of the government regulations have been followed. Sheila is certified as a Credit Compliance Professional by Spectrum Enterprises at level C<sup>15</sup>P and a Registered Cooperative Manager.



## PROFILES OF KEY MEMBERS OF THE LEADERSHIP TEAM

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### CHRISTOPHER A. SHEPHERD

Director of Business Development

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Chris serves as Director of Business Development and is responsible for producing new business opportunities for United Housing Management. This work includes the review of opportunities for acquisition of existing properties and portfolios, in addition to the review of new construction and renovation possibilities. Chris also manages energy efficiency and green programs, as well as serves as a liaison between UHM and the owners of the properties that UHM manages. Chris joined UHM in 2007 as Manager of Real Estate Development and then later became Director of Real Estate Development.

Chris graduated from Howard University, with a degree in Finance with a concentration in banking. Early career experience included progressing from commercial lending trainee to Vice President in commercial lending within various lending areas including construction lending and real estate loan workouts. Chris has also owned a construction company and has developed and managed commercial real estate.

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### JEFFREY CAPUTI, CPA

Chief Financial Officer

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Jeff joined UHM in 2016 and serves as the Company's Chief Financial Officer. Jeff and his team provide financial and accounting support for all of the Company's activities. Jeff oversees UHM's financing and banking functions, and is responsible for external audits, tax reporting, budgeting and provides strategic support in helping UHM achieve its goals and objectives.

Jeff comes to UHM with over 15 years of experience in public accounting specializing in the affordable housing industry. He graduated from the University of Massachusetts - Amherst, is a Certified Public Accountant and is a member of the American Institute of Certified Public Accountants and the Massachusetts Society of CPA's.

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### WINNIE LAMOUR

Chief Operating Officer

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Winnie has been with UHM since its inception in 2003, originally as Support Coordinator and progressed to her current position as Director of Administration. Winnie is responsible for a variety of administrative duties including preparation of all HAP Contracts Renewals and Rent Adjustments for UHM portfolio. She also oversees the Waiting List Department where she maintains and revises policies and procedures that are consistent with HUD regulations for all properties. With over 20 years of experience in the Housing Industry, Winnie plays an active role in strengthening and assisting in the management, governance culture and practices that reflect the Company's core values, discipline and professionalism.

Prior to joining UHM, Winnie began her career in 1990 as a Paralegal for Long Bay Management Company where she worked closely with the Attorney, attending court on non-payment and violation cases for the entire portfolio. In 1997 she was appointed as a Property Manager where she was responsible for the management of 185 units and in 2000 was promoted Assistant to the General Manager.

Winnie Lamour holds a Bachelor of Science in Business Management with a Certification in Paralegal Studies and Tax Credit Professional C7P. She is fluent in Haitian Creole and able to communicate in Spanish and Sign Language.



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Robert Ortiz  
Regional Property Manager

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Robert is the Regional Property Manager for UHM Properties and works hand in hand with the property managers and maintenance team in efforts to serve residents and members in more than 1,400 units in the greater Boston area.

Prior to his position with UHM, Robert began his housing management career as a superintendent with another prominent management company, where he worked his way up through the ranks and earned an opportunity to transition to the administrative management side where he held positions such as Assistant Property Manager and ultimately Property Manager serving the company for fifteen years. Robert also served as the Director of Management for the Worcester Housing Authority prior to coming to UHM.

Robert Serves his community as well by holding several town elected positions such as Vice-Chair of the Spencer East Brookfield Regional School District School Committee, member of the Assessor's board, & the Capital Improvement Planning Committee.

Robert holds an ARM designation from the Institute of Real Estate Management as well as a COS, & C4P. Robert is also a proud Veteran of The United States Army.

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Everton Blake  
Director of Maintenance

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Everton is responsible for the overall supervision and administration of maintenance programs for the properties in the UHM portfolio consistent with each property's budget. He makes recommendations to the CEO and Human Resources Department on all aspects of maintenance operations and personnel.

Everton joined UHM in 2003 after many years of work in supervisory positions in construction companies in the area of carpentry. Everton maintains a Massachusetts construction supervisor's license

# 1.7 MANAGEMENT AGENT

## FIRM DIVERSITY PROFILE

### Firm Diversity profile

Name of firm: UHM Properties LLC

	FEMALE					MALE				
	Black	Hispanic	Asian	Other PoC	White	Black	Hispanic	Asian	Other PoC	White
Owner(s)/Principal(s)/CEO	2					1				
Senior managers	1					2	1			1
Other supervisory personnel	1				1	1				
Central office professionals and technical	5	1								1
Property managers/ assistant property managers	4	5		1		2				
Clerical (central and sites)	1	3								
Maintenance and janitorial						16	10			
<b>TOTAL</b>										
Gender Totals	14	9		1	1	22	11			2
Minority Totals	25	25		25	25	35	35			35
Minority percentage	56%	36%		4%	4%	63%	31%			6%

UHM PROPERTIES IS CERTIFIED AS MBE WITH THE SUPPLIER DIVERSITY OFFICE OF THE COMMONWEALTH OF MASSACHUSETTS

**PROPERTY LISTING**

**LIST OF PROPERTIES CURRENTLY MANAGED.**

Project	Address	Managed Since	# of units	Income Level %	Subsidy/Regulatory Type	Property Owners	Contact for References
Alexander Magnolia	Scattered	2018	38	50,60,80	TBSS, Market, LIHTC	Alexander Magnolia Cooperative – jacquiedco@comcast.net	Yes
BHA Highland Park	50-68 Highland	2003	26		BHA	George.Mcgrath@bostonhousing.org	Yes
BHA Condo	Scattered	2008	75		BHA	George.Mcgrath@bostonhousing.org	Yes
BHA 56 Condo	Scattered	2003	56		BHA	George.Mcgrath@bostonhousing.org	Yes
Blue Hill Place Condo	Blue Hill	2016	25	Deed restrictions	N/A	Habitat for Humanity larkpalermo@habitatboston.org	Yes
Blue Mountain Apartments	Scattered	2003	217	30,50	PBS8	PNC Bank National Assoc. John.Wooldridge@pnc.com	Yes
Boston Bay	Scattered	2003	88	30,50,60	LIHTC,PBS8	<a href="mailto:kbynoe@uhmgt.com">kbynoe@uhmgt.com</a>	Yes
Dudley Terrace	Scattered	2013	56	50,60,80	LIHTC,PBS8	Dorchester Bay cmcvea@dbedc.org	Yes
Esperanza	Scattered	2019	42		PBS8	Vitus <a href="mailto:Scott.muio@vitus.com">Scott.muio@vitus.com</a>	Yes
Fort Hill	Scattered	2019	40		PBS8	Vitus <a href="mailto:Scott.muio@vitus.com">Scott.muio@vitus.com</a>	Yes
Geneva Apartments	Scattered	2013	47	30,50,60	LIHTC,PBS8	Dorchester Bay cmcvea@dbedc.org	Yes
Heritage Corner Condominium	Elmore / Brinton	2019	26	Market	N/A	Michelle Caroll, Trustee	Yes
Hope Bay	Scattered	2003	45	30,50,60	LIHTC,PBS8	<a href="mailto:kbynoe@uhmgt.com">kbynoe@uhmgt.com</a>	Yes

## 1.7 MANAGEMENT AGENT

Imani House	516 Warren St	2008	9	30	TBS8	The Canton Group ffairfield@cantoncorporation.com	Yes
New Port Antonio	Scattered	2003	227	30,50,60	LIHTC,PBS8	PNC Bank National Assoc. John.Wooldridge@pnc.com	Yes
Quincy Heights	Scattered	2003	129	30,50,60	LIHTC,PBS8	Dorchester Bay cmcvea@dbedc.org	Yes
RAP UP I	Scattered	2007	33	30,50	PBS8	RAP UP I Trust ptdeld@aol.com	Yes
Rockville Park	Scattered	2018	10	50,60	TBS8 Market	VBCDC – haroldraym@aol.com	Yes
VBC Housing	495 Blue Hill Ave	2003	30	30,50,60	PBS8	VBCDC – haroldraym@aol.com	Yes
Washington Heights	Scattered	2004	175	30,50,60	PBS8	VBCDC – haroldraym@aol.com	Yes

## REFERENCES

### **Eastern Bank**

Ms. Abby Nguyen-Burke  
Vice President Business Banking  
605 Broadway  
Saugus, MA 01906  
Telephone: 617-872-7744

### **Massachusetts Housing Finance Agency**

Mr. David Keene  
Director of Preservation  
One Beacon Street  
Boston, MA 02110  
Telephone: 617-854-1124

### **Massachusetts Development Finance Agency**

Mr. David Bancroft  
Community Development – Boston Region  
99 High Street  
Boston, MA 02110

### **Massachusetts Housing Investment Corp.**

Ms. Kathleen McGilvray  
Director of Investment  
70 Federal Street  
Boston, MA 02110  
Telephone: 617-850-1008

### **Massachusetts Housing Partnership**

Ms. Cynthia Mohammed  
Director of Portfolio Management  
160 Federal Street  
Boston, MA 02110  
Telephone: 857-317-8563

### **PNC Real Estate**

Mr. John Wooldridge  
AVP Asset Manager  
PNC Real Estate  
23B-1 Market  
Beaufort, SC 29906  
Telephone: 843- 644-5598

### **Boston Housing Authority**

Ms. Kathryn Bennett  
Administrator  
52 Chauncy Street 11<sup>th</sup> floor  
Boston, MA 02111  
Telephone: 617-988-4108

### **Neighborhood Development Corporation of Grove Hall**

MS. Virginia Morrison  
Executive Director  
7 Cheney Street  
Boston, MA 02121  
Telephone: 617-445-2884

### **Dorchester-Bay-Economic-Development Corporation**

Mr. Perry Newman  
Chief Executive Officer  
594 Columbia Road, Suite 302  
Dorchester, MA 02125  
Telephone: 617-825-4200

### **Habitat for Humanity Greater Boston, Inc.**

Mr. James Kostaras  
President & CEO  
240 Commercial Street  
Boston, MA 02109  
Telephone: 617-423-2223 x16

### **VITUS**

Ms. Brooke Shorett  
Development Manager  
1700 Seventh Avenue – Suite 2000  
Seattle, WA 98101  
Telephone: 206-832-1328

p2

DEVELOPMENT SUBMISSION  
**DEVELOPMENT PLANS  
+ STRATEGIES**

## PLAN: PARCEL 8 NUBIAN SQUARE

### RFP OBJECTIVES & PROPOSAL RESPONSES

After years of in-depth community engagement and planning studies, Boston Planning & Development Agency (BPDA) issued the Request for Proposals (RFP) for the Parcel 8 Site located at Washington Street and Harrison Avenue.

The RFP calls for the mixed-use development of residential housing with ground floor commercial or retail uses, together with the preservation of the northeast corner of the parcel as the public park. Main objectives of the RFP and our responses are:

#### RESPONSE 0 - CREATING IDENTITY FOR THE CULTURE, ART AND HISTORY

Located in the heart of Nubian Square, the Parcel 8 Site is in close proximity to numerous artistic and cultural resources. In order to integrate existing resources, activate the area, and realize the vision of the Roxbury Cultural District, the team proposes the development concept of “Nubian + Arts.”

In partner with the National Center of Afro-American Artists (NCAAA), the project will preserve and foster the cultural arts heritage of people of color as well as to promote the arts, culture, commercial and retail enterprises in the area.

NUBA will create a community of like-minded individuals who live, learn and support the neighborhood in which they reside. The increased affordable housing choices will retain the talents in the community and provide development opportunities to create permanent wealth for the greater Roxbury area.

The distinct and memorable public park which honors the history of Roxbury’s industrial past while embraces the cultural diversity will build up a strong gateway identity for Nubian Square.

#### OBJECTIVE I - CONVERSATION AND PRESERVATION OF THE PARK

DCR envisions a passive park with minimal hardscape that functions as a gateway to Nubian Square historical interpretive installations.

#### RESPONSE I - MEMORIAL PARK IN THE HISTORICAL CONTEXT

The proposed design of the gateway park occupies around 7,000 sf, it frames the Nawn Building façade through the alley of elm trees. The historic structures that existed within the park site are highlighted by stone markings on the groundplane. These markings locate the foundations of the structures and bring relevance and authenticity to this historic corner of Roxbury. The site has also be a place defined by water with a historic canal located to the east of the site, bringing prosperity as a center for industry and commerce. The original canal, long since gone, is referenced in the water feature designed as part of the park, bringing a new energy of gathering and community civic space to the corner of Washington Street.

The development budget for the park is around \$105/SF.

## 2.1

### RFP OBJECTIVES + DEVELOPMENT PLAN

#### OBJECTIVE 2 - NAWN FACTORY DISPOSITION

Proponents are encouraged to either coordinate with proponents responding to the Nawn Factory RFP or enter into partnerships with adjacent developments in order to best fulfill the community's vision.

#### RESPONSE 2 - COORDINATED DESIGN WITH NAWN FACTORY AND BENJAMIN FRANKLIN INSTITUTE OF TECHNOLOGY

To reflect the site's location within the Nubian Square Cultural District, NUBA incorporates a complementary mix of uses and design that is innovative, contextually appropriate, and highlights the historic sites that are adjacent to the Proposed Property Site. Specifically, we have been in direct communication with the proponents of the Nawn Factory building, Benjamin Franklin Institute of Technology and have coordinated our design proposal with theirs.

The Nawn factory building at the edge of the site serves as an important marker of Roxbury's industrial past. The development of the adjacent land highlights the Nawn factory as a typical example of a business that contributed to Boston's industrialization; most notably, through their aid in the construction of the elevated Orange Line in 1901.

#### OBJECTIVE 3 - CONSISTENCY WITH PLANNING HISTORY

The area has also been the subject of the Roxbury Strategic Master Plan, the Roxbury Heritage State Park Master Plan, and Dudley Vision. Proponents must incorporate the combined visions of these planning documents, while capturing and addressing the current needs of the community for affordable housing, economic development and job opportunities. The area is also part of the designated Roxbury Cultural District.

#### RESPONSE 3 - DEVELOPMENT AS A CATALYST TO PROMOTE ARTS, CULTURE AND COMMERCIAL IN THE AREA

NUBA is a mixed-use and mixed-income development. It respects the community's vision for providing affordable and income restricted housing, encouraging neighborhood uses that capture the characteristics of the area that is part of the Roxbury Cultural District. In partnership with NCAAA, the project will establish cultural facilities such as museums, art galleries, artist live/work spaces, which will serve as catalyst to promote the thriving of arts, culture and commercial in the area.



## OBJECTIVE 4 - Sustainable, Resilient and Healthy Development

Proposals should support and exemplify the community's and the City's goals for sustainable, resilient and healthy new construction including Mayor Walsh's Carbon Neutral Boston 2050 commitment.

### RESPONSE 4 - GREEN BUILDING DESIGN PLAN

The Parcel 8 project will address and exceed Boston's resiliency and sustainability guidelines. The project will include a zero-carbon analysis and will incorporate strategies into the design in support of Mayor Walsh's Carbon Neutral Boston 2050 commitment. To mitigate heat island impacts, the project will include light colored pedestrian-oriented hardscape, high-albedo rooftops, and vegetated open spaces. The building will construct and operate a rainwater recharge system, constructed to manage significant rainfall on site. The project will include resilient design to address sheltering in place during an emergency by providing a community room, serving as a gathering spot for neighbors, providing access to potable water during emergencies, and including charging stations for residents and community members.

#### Green Building Design Strategies

1. **Green Buildings:** The project strives to be environmentally responsible in its design, construction process, and future operations. Consistent with these goals, the project will be designed to meet City of Boston requirements by achieving LEED certification under the LEED BD+C: Multifamily Midrise v4 criteria. The design will achieve LEED Gold. The preliminary LEED checklists are included at the end of this section.
2. **Integrated Project Planning:** An integrative process will facilitate the design and development team's achievement of green objectives throughout the project life cycle. The project team will include LEED Accredited Professionals and LEED Green Rater to ensure a complete, integrated approach to design, construction, operations and maintenance. A sustainable design focused workshop will be held during schematic design and the team will review and confirm the sustainable design and energy efficiency goals. A preliminary energy use assessment will be conducted using whole building energy modeling. As the project develops, regular design meetings will be held to ensure the entire team is engaged throughout the design and construction process.
3. **Site Development:** The development of sustainable sites is at the center of sustainable design. A site condition assessment will be conducted, and a plan will be developed and implemented if remediation is required. During construction, the project will provide a Storm Water Pollution Prevention Plan per the City of Boston requirements. The construction team will develop and implement an Erosion and Sedimentation Control Plan for the duration of construction. The project will develop a construction and demolition waste management plan that establishes waste diversion goals. In order to mitigate heat island impacts, the project will include light colored pedestrian oriented hardscape, incorporating a high solar reflectance index roof and vegetated open spaces. The project will include a rainwater management and mitigation plan to capture, store and recharge the rainwater collected from the building roofs. The project will strive to infiltrate stormwater runoff for a 95th percentile 24-hour storm event.
4. **Connectivity:** The project is in close proximity to several public services and has access to MBTA bus routes which provides easy connections to the Ruggles Orange line station. The project will explore adding electric vehicle parking spaces and bicycle storage.
5. **Water Efficiency:** The project will include specifications for low flow and high efficiency plumbing fixtures within to reduce the amount of potable water used throughout the building. The site will utilize native, adaptive, and/or drought tolerant plant species that require limited irrigation.

## 2.1

### RFP OBJECTIVES + DEVELOPMENT PLAN

6. **Energy Efficiency:** A whole-building energy simulation will be performed for the projects demonstrating both compliance with ASHRAE 2013 and the Stretch Code. The team will analyze efficiency measures during the design process and account for the results in design decision making. Fundamental Commissioning will be pursued and envelope commissioning will also be evaluated as an alternative. To limit fossil fuel use, priority will be given to creating and integrating passive systems, for heating, cooling, and daylighting. The project will explore uses of solar PV and solar thermal domestic hot water. The project will work with utility companies and Mass Save to determine what programs and incentives are available for the project.

7. **Indoor Environmental Quality:** The building will have a healthy interior environment generated through the use of low-VOC containing interior construction and finish materials and maintained through an efficient ventilation system in compliance with ASHRAE 62.1-2010. In accordance with LEED the buildings will be non-smoking, and no smoking will be allowed within 25 feet of the building. The construction management team will develop and implement a compliant Indoor Air Quality Management Plan for the construction and pre-occupancy phases of the project.

8. **Materials Selection:** Careful material selection will be performed for the project. Where possible the project hopes to integrate products that are recycled and reclaimed. The project will use locally sourced materials, such as aggregate located within 500 miles of the site.

9. **Innovation:** The project team will explore innovative approaches to design and maintenance including green housekeeping and pest management programs.

### OBJECTIVE 5 - ECONOMIC DEVELOPMENT

Proposals with commercial uses must promote local business and job training and creation, with special emphasis on providing maximum opportunities for local, small and disadvantaged businesses and job creation and training for people of color and women.

#### RESPONSE 5 :

Through this proposal, the project team intends to create economic development and wealth advancement opportunities for Roxbury residents, especially for people of color and women. In addition to jobs, businesses and homeownership creation, the project seeks long-lasting impact by offering training programs, establishing investment fund, providing micro loans for the commercial condos, and activating the neighborhood.

#### JOB CREATION

The project will create many construction and permanent jobs. The construction will take about two years. Estimated number of construction jobs is over 150.

NUBA will provide a variety of permanent positions to perform different functions. The residential component will need three property managers and four maintenance staff. Commercial condo spaces will provide jobs such as business managers, personal trainers, and self employment opportunities. The cultural spaces will create job opportunities for space managers and event coordinators.

## LONG-TERM OPPORTUNITIES FOR LOCAL BUSINESSES

The live-work units provide space for small businesses to start and grow. The work-live units will provide permanent stalls for small businesses to generate more steady income and build wealth in the long run.

Each stall is about 400 sf so that local entrepreneurs can start at a manageable scale without too much initial investment. As the businesses grow, they can expand to more stalls. Priority will be given to businesses owned by Roxbury residents, people of color and women.

The project will set aside \$100,000 Entrepreneur Fund to support local start up businesses with amounts ranging from \$5,000 to \$20,000. The funding could be used as rent-to-own micro loans for the small businesses to accumulate their long term wealth.

## HOMEOWNERSHIP UNITS

Homeownership generates value through stable tenancy, tax benefits, creation of individual equity, and capital appreciation. It is an effective path to wealth accumulation.

Nuba offers 35 homeownership units with fifteen 1-bedroom units, fifteen 2-bedroom units, five 3-bedroom units and seven live/work units. All homeownership units are income-restricted which are at or below 120%AMI; and 28 units are affordable units that are at or below 100% AMI.

## CONTINUING EDUCATION + TRAINING

One of NUBA's partner, General Air provides continuing training programs and internship opportunities to young adults and experience workers who are interested in furthering their education or participating in life-long learning. Training will prepare young people for their first jobs and equip experienced workers with skills for better employment opportunities. It is crucial to lifetime wealth creation. The General Air will play a key role in overseeing and coordinating this programming.

## CREATION OF IDENTITY / ACTIVATION OF NUBIAN SQUARE

In conjunction with numerous educational and cultural resources in the neighborhood, NUBA will establish an identity to attract and retain people in the artistic and cultural industry and those who respect the value of the historical heritage. The programs at NUBA will turn Parcel 8 into a destination where people live, shop, dine, play, learn and communicate. The entire Nubian Square and the Roxbury neighborhood will benefit from the overflow of activities catalyzed by the project. More businesses and families will find opportunities to better career paths and improved quality of life.

## CROWD FUND FOR MINORITIES

The team will set up an investment crowd fund consisting of about 10% of the equity of the homeownership part of the project and make it exclusively open to minority investors. With a low threshold for investment, minority families and businesses can participate in equity investment and share future profits of the development. This is a good way to diversify their personal portfolio and create wealth. More details can be found in the "Diversity and Inclusion Plan."

## 2.1

### RFP OBJECTIVES + DEVELOPMENT PLAN

#### **OBJECTIVE 6 - AFFORDABLE/INCOME-RESTRICTED HOUSING**

Proposals that include housing must be consistent with the affordable housing goals identified in the most recent series of public discussions with the community as part of the Plan.

#### **RESPONSE 6 :**

##### **RESIDENCES**

NUBA will create 95 units of mixed-income housing and 7 units of work-live units in a cluster of two low-rise buildings of six stories. Of the 95 units, 35 units will be homeownership housing and 60 will be rental units. Families of different sizes will be able to live at NUBA. Besides, live/work units are designed more for local artists. A few artist live/work buildings in the area were recently shut down.

##### **CULTURAL/COMMERCIAL/ COMMUNITY SPACES**

Various types of cultural/commercial/community spaces will be provided on the ground floor to promote the thriving of historical cultural heritage, to serve local residents/employees, to attract commuters/visitors, as well as to create long-term local business opportunities and jobs.

A cultural center of 4,000sf +/-, in partnership with NCAAA, will be operated as an extension of the Museum of the National Center of Afro-American Artists whose main facility is located at 300 Walnut Avenue. The Museum would program Roxbury Gateway with the twin goals in mind. First, it would seek to create and sustain a lively center presenting multiply interdisciplinary artistic activities of wide interest to the public. And second, it would conceive and execute programs within feasibility perimeters that conform to available resources. And it would seek to development opportunities to earn income for itself and for other artists within the greater Roxbury area. Micro commercial condo units of around 400 sf per unit will accommodate businesses that complement the cultural, artistic and other business component.

## PROGRAM CHART - AFFORDABILITIES

	Homeownership	Rental - 4%	Rent to Own Commercial Condos	TOTAL
<b>Development Program</b>				
Residential				
GSF	41,400	56,875	3,000	101,275
NSF	27,750	45,200	2,800	75,750
Unit Count	35	60	7	102
Cultural/Community spaces			4,000	4,000
Parking	18	26	0	44
<b>Unit Mix</b>				
Studio		6		6
1-Bedroom	15	20		35
2-Bedroom	15	29		44
3-Bedroom	5	5		10
Live/Work			7	7
<b>Income Mix</b>				
30% AMI		9		9
50% AMI		6		6
60% AMI	6	15	2	23
80% AMI	15	10	3	28
100% AMI	7			7
120% AMI	14	20	2	36

2.1  
RFP OBJECTIVES + DEVELOPMENT PLAN

PROGRAM CHART

**RESIDENTIAL**

Unit Type	No. of Units	Avg. SF	Homeownership	Rental
Studio	6	500		6
1 Bedroom	35	650	15	20
2 Bedroom	44	800	15	29
3 Bedroom	10	1,200	5	5
Total Unit No.	95		35	60
Resi Lobby & Amenity Spaces GSF*	10,000			
<i>(*Incl. lobbies, gym, bike storages, common space)</i>				
<b>Total Residential GSF</b>	<b>98,275</b>			

**COMMERCIAL**

Program	GSF
Live/Work Condo	3,000
Cultural/Museum	4,000
Community Space	600
<b>Total Commercial GSF</b>	<b>7,600</b>

**PUBLIC PARK**

<b>Total Public Park GSF</b>	<b>7,000</b>
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**PARKING GARAGE**

No. of Parking Spaces	44
GSF/Parking	300
<b>Total Parking GSF</b>	<b>13,200</b>

**Total Building Area GSF** **105,875**

**Total GSF Incl. Parking and Public Park** **126,075**

## OBJECTIVE 7 - DEVELOPMENT WITHOUT DISPLACEMENT

Proposals must describe measures they will take to avoid displacement of existing residents of the Roxbury neighborhood.

### RESPONSE 7 :

The team is committed to helping current Roxbury residents remain in the community by providing mixed-income housing and new economic opportunities.

### AFFORDABLE HOUSING

NUBA will accommodate 95 households. 100% of them are income-restricted. A preliminary market study reveals that rental and sales prices for market-rate units higher than the average area income of Roxbury neighborhood, therefore, we believe NUBA should create as much as income-restricted units to avoid the price inflation in the area. Qualified households who can not afford market-rate units will have the opportunity to find a place at NUBA via a lottery process. During marketing, preference will be given to people who are already residents of Boston.

### DIVERSIFIED HOUSING TYPES

The units will range from studio, 1-bedroom, 2-bedroom, to 3-bedroom. A few live/work units will be located on the ground floor to diversify the housing supply. In terms of tenure, there will be a mix of homeownership and rental units. The target income starts from 30%AMI to 120%AMI, covering a wide range of families. By providing a variety of unit sizes, we hope that the current Roxbury residents who want to continue living in the neighborhood can find the right fit.

### ECONOMIC OPPORTUNITIES

As explained in the “Economic Development Strategy”, “Diversity and Inclusion Plan”, and other sections, the project will create new opportunities for local residents to initiate/expand their own businesses and to find jobs with good wages.

## 2.1

### RFP OBJECTIVES + DEVELOPMENT PLAN

#### OBJECTIVE 8 - COMMUNITY BENEFITS

Proposals must also describe specific contributions to the project above and beyond the development objectives described above.

#### RESPONSE 8 :

As explained in the “Economic Development Strategy,” the project will create jobs, support businesses, build mixed-income housing, offer education programs, create identity and activate the neighborhood. All of these strategies will benefit the community at large. In addition, the project provides many other community benefits, including improving public spaces and streetscape, generating tax revenue, and establishing community fund.

#### CULTURAL FUND

The development team will allocate \$100,000 of development fee to subsidize the museum space on the ground floor and to support the cultural programs of the museum.

#### COMMUNITY FUND

The development team will set up a community fund of \$50,000 to help local non-profits whose missions are to promote community benefits. The fund will be transferred to the City of Boston. The use and allocation of the fund will be subject to the discretion of the City.

#### ENTREPRENEUR FUND

To accelerate the thriving of local economy, \$100,000 Entrepreneur Fund will be set up from the developer fee as a community benefit to support the local startup businesses with amounts ranging from \$5,000 to \$20,000.

#### MINORITY INVESTMENT FUND

The project will set aside up to 10% equity investment of the homeownership part as a minority crowd fund to provide micro-investment opportunities that enable the minority communities to achieve long term benefit through the development of the parcel.

#### TAX REVENUE

After stabilization, the development is projected to generate real estate tax revenue to the City of Boston, which will be used to improve the public realm in Roxbury.



## OPERATIONAL PLAN

### Partnership with NHPF

NHPF is a nationally recognized organization, dedicated to delivering on its mission to preserve and create safe, clean, green, service-enriched affordable housing that benefits communities. Established as a not-for-profit in 1989, NHPF's approach to its business is to successfully pair mission-based principles with a for-profit-like financial discipline. NHPF has preserved and developed 100 multi-family properties, comprising approximately 18,000 affordable apartments.

Today, NHPF provides approximately 10,000 affordable units located throughout Connecticut, District of Columbia, Florida, Illinois, Louisiana, Maryland, Massachusetts, Missouri, North Carolina, New Jersey, New York, Ohio, Pennsylvania, Tennessee, Texas, and Virginia. NHPF offers residences for families, seniors, veterans, and people with disabilities. We complement our affordable housing with services to improve the lives of our residents.

Through an entrepreneurial approach, NHPF creates public/private partnerships, utilizing 4% and 9% Low Income Housing Tax Credits (LIHTC) for substantial rehabilitation and new development. It has created, invested and managed several equity funds for the acquisition of properties to be redeveloped.

The Foundation also participates with Housing Finance Agencies in the Rental Assistance Demonstration (RAD) program to transform public housing into new, revitalized communities. And, NHPF is one of the 12 founding not-for-profits of the Housing Partnership Equity Trust (HPET), a private REIT for the acquisition and preservation of affordable housing.

### Partnership with UHM Properties

UHM currently manages 20 properties consisting of over 1,400 units in greater Boston and concentrated in the Grove Hall area. The properties include 12 that have 100% Section 8 contracts, and seven of the remaining eight all have affordability components. UHM has the capacity and experience to manage affordable housing properties owned by local not-for-profits as exhibited by our customer base which includes Dorchester Bay EDC, Habitat For Humanity, VBCDC, and also the Boston Housing Authority. Financing for these properties consists of many typical lenders found in the local affordable housing arena, including HUD-insured mortgages, MassHousing, MHIC, MHP, and conventional lenders.

## 2.3

### BOSTON RESIDENTS JOBS POLICY

## BOSTON RESIDENTS JOBS POLICY

### GOALS

The development team will make its best efforts to achieve the following goals for during construction:

- 51% of the total work hours go to Boston residents
- 51% of the total work hours go to minorities
- 12% of the total work hours go to women.
- Additionally, at least 40% of the total contracted trades will be with W/MBE

### HIRING PLAN

To help meet the aforementioned diversity goals, we intend to work with L. H. Daniels Associates, a Diversity Consultant with rich experience in construction jobs in Roxbury. Our compliance strategies include deploying workforce advertising, W/MBE utilization and bid solicitation; Carpenters Union workforce and community feeder organization(s).

Together with L. H. Daniels we will engage the project's surrounding communities and offer a designated onsite job application drop box. L. H. Daniels will help review the applications and understand the applicants' qualifications. Advertising the potential work opportunities will draw attention and interest to the project hiring process. Additionally, L. H. Daniels will attend specific local job fairs to recruit Boston residents and educate them about the project. Prior to each subcontractor mobilizing to the jobsite, they will be asked to submit workforce utilization projections so that adjustments can be made if need be to meet workforce participation goals.

Throughout the estimation and pre-construction phase we will solicit bids from Minority and Women Owned Businesses. During the project procurement period, additional efforts will be made to reduce participation barriers such as frequency of payment for labor-only scope(s) of work, securing bonding and obtaining materials on credit, and focus on M/WBE certified subcontractors utilizing the community outreach program(s) and contacts.

We'll work with the Carpenters Union Business Agent to assist with securing the proper manpower to achieve the aforementioned project hiring goals.

In conjunction with our community outreach and labor strategies we will also attempt to partner with organizations such as Youth Build to participate in the project. This effort will help us achieve surrounding community involvement and aid in meeting project hiring goals.

While the above-noted strategies are only an outline of how we'll strive to meet the goals of our agreement, we will be monitoring the compliance on a weekly basis. L. H. Daniels will be responsible for compiling the data on our behalf in order to document the progress monthly while meeting our weekly reporting obligations. The project will tie all subcontractors into the terms and conditions of the agreement and impose financial penalties for repeat offenders, non-compliance and other such issues involving not making good faith effort(s) related to the hiring goals. Weekly subcontractor coordination meetings will be held to reinforce the hiring and contracting goals.



## L. H. DANIELS ASSOCIATES, INC.

### Contractors & Workforces Diversity Management Services for the Nubian Square - Parcel 8 Project

L. H. Daniels Associates (LHDA) is pleased to submit this Letter of Qualification and Scope of Service for Contractors & Workforces Diversity Management Services for the Nubian Square - Parcel 8 (Parcel 8). The developer Urbanica Boston, Inc. (Urbanica) intends to utilize Minorities and Women Business Enterprises (M/WBE) as part of the construction and service delivery team for the Parcel 8 Project. It is Urbanica intent to engage a Contractors Diversity Management Consultant to meet the following objectives:

- ❖ Develop a comprehensive list of qualified contractors and subcontractors that are local, M/WBE (as certified by the city and the state) for the Parcel 8 Project.
- ❖ Assist the Urbanica and the General Contractor in developing a set of criteria for qualifying and evaluating M/WBE construction contractors and subcontractors.
- ❖ Assist Urbanica and General Contractor in developing effective strategies for contracting and bidding that will enable maximum participation of M/WBE while maintaining competitive construction pricing.
- ❖ Advise and monitor Urbanica, General Contractor and subcontractors in achieving the best effort for utilization of M/WBE.
- ❖ Provide supportive services needed to implement the Workforce's Equal Employment Opportunity (EEO) Monitoring Service.
- ❖ Assist the Urbanica and General Contractor in the development and execution of strategies to meet or exceed the workforce targets of the Boston Plan Residents Job Plan (Boston Plan) and Roxbury Strategic Master Plan Oversight Committee (RSMPOC) to employ local women, minorities and low-income people.
- ❖ Advise and monitor General Contractor and all first tier contractors and subcontractors in meeting the best effort requirements of the Boston Plan and RSMPOC.

To meet the goals, LHDA intends to create a structure in support of the Parcel 8 Project namely, the M/WBE Diversity Program and Workforce Monitoring Service. This program has specific functions to perform but will work together with Urbanica and General Contractor to efficiently gather, share and disseminate information.

## 2.3

### BOSTON RESIDENTS JOBS POLICY

LHDA has the experience, expertise and resources necessary to design and deliver the services required to successfully meet each of Urbanica Boston, Inc. diversity goals.

L. H. Daniels Associates is a management-consulting firm specializing in construction and business development services. Our staff of professionals has demonstrated the ability to provide professional services for a comprehensive Diversity Management Program. As a minority firm, the company has a history of working effectively with other small and medium-sized minority, and women-owned business enterprises.

LHDA was founded in 1987, as a multi-disciplined professional consulting firm. The firm's experience and professional capabilities include:

- |   |  |
|---|--|
| ❖ General Management                      | ❖ <b>Diversity Consultant Services</b>         |
| ❖ Planning and Scheduling                 | ❖ Cost Estimates and Budgets                   |
| ❖ Marketing Strategy Development          | ❖ M/W/DBE Development Program and Advocacy     |
| ❖ Organizational Management               | ❖ Government Contract Compliance               |
| ❖ Financial Management and Capitalization | ❖ Project and Construction Management Services |

LHDA will assist Urbanica present management structure in a way that will be most beneficial to all parties, and we'd welcome the opportunity to submit a proposal about our consulting services, and how we can assist Urbanica in meeting your M/WBE and workforce diversity goals.

LHDA has the experience, expertise and resources necessary to design and deliver the services that will successfully meet each of Parcel 8 Project' diversity goals. For example, LHDA has successfully secured contracts with major developments such as the Olmstead Green Housing Project (Phases I & II), the Whittier Street Health Center, Madison Park Village III & IV, Marriott Residence Inn, Tropical Food Market, Dewitt Community Center and Dudley Greenville Housing project. Our team has a proven track record that demonstrates an understanding of M/WBE businesses, and diversity workforce, as well as a strong commitment to the geographical area.

We believe that diversity starts at the top, and by selecting LHDA to be part of your team, you will demonstrate to Urbanica partners and their constituents Urbanica commitment to diversity.

### **Parcel 8 Project Contractor and Subcontractor and Employment Requirements**

This Parcel 8 Project will make a commitment to the DND, and Roxbury Strategic Master Plan Oversight Committee (RSMPOC) and the neighborhood of Nubian Square Project' construction activities, Urbanica and General Contractor shall achieve as a minimum the following participation from subcontractors and workforces.

Contractors shall comply with the Urbanica requirements for the goals for minority -owned business participation for this Project. In complying with such requirements, Contractor will agree to use its best efforts to award at least forty percent (40%) of subcontracts to Minority Owned Business Enterprise ("MBE"). As used herein, the term "MBE" is defined as a business firm which is at least fifty-one (51%) owned and controlled by minority group members and I which has been officially certified or recognized as an MBE. For the purpose of this definition, minority group members are Black, Hispanic, Asian, and Native Americans.

Subcontractor agrees to use its best efforts to award contractors to vendors, suppliers and 2<sup>nd</sup> and 3<sup>rd</sup> tier subcontractors to minority owned business enterprises (MBE).

Prior to awarding any subcontract the General Contractor shall provide the Urbanica with the name and MBE status of each subcontractor asked to bid on the Work. This information shall be received by the Urbanica regarding all subcontractors bidding on a given subcontract at least two weeks prior to Contractor's award of that subcontract.

Contractor and Subcontractors shall comply with the Urbanica' requirements; consistent with the City of Boston Jobs Policy and RSMPOC goals for Boston resident, minority and women employment during the performance of this contract. Contractors agrees to use its best effort to ensure that at least fifty-one percent (51%) of all Worked Hours in each trade shall be by Boston and Minority residents, and be residents of the projects surrounding neighborhoods of Roxbury, Dorchester and Mattapan neighborhoods, at least forty percent (40%) of all Worker Hours shall be performed by minority persons, and at least fifteen percent (15%) of all Worked Hours in each trade shall be performed by women. As used herein, the term "Worker Hours" shall mean the sum total of all hours worked by all persons performing construction work. As used herein, the term minority person shall mean any person who is Black, Hispanic, Asian, and Native Americans.

The Contractors shall provide the Urbanica' with all Equal Opportunity reports to be submitted by the Contractor to public agencies, in particular with the Minority Utilization Reports for filing with the City of Boston by the General Contractor and

## 2.3 BOSTON RESIDENTS JOBS POLICY

subcontractors.

These percentages shall be monitored carefully by the Urbanica and the City of Boston throughout the project and the General Contractor shall actively participate in a dedicated meeting with the Owner and provide written reporting every week to the Owner and interested members of the community to review hiring practices and performance.

Contractors will agree to work with third party consultant and project diversity consultant "LH Daniels Associates" throughout project duration to achieve employment standard requirements and goals on project.

Contractors and Subcontractors responsible for responding to all employment walk-on applicants and application as outlined in Urbanica guidelines and managed by Diversity Consultant "LH Daniels Associates". This also includes contacting and working with union business agents and community agencies to meet project specific work force employment requirements.

LHDA will developed a proposed Action Plan to position Parcel 8 Project for the early start of the project, to meet and exceed all its goals and objectives regarding M/WBE Contractors and Workforce and local resident's participation.

## GOOD JOBS STRATEGY PLAN

The project is anticipated to create approximately 16 permanent jobs, including 7 jobs in the live-work units, 4 jobs in the cultural facilities and 5 jobs in property management.

### LIVE-WORK UNITS

Typical users of the live-work units will be small businesses with fewer than ten employees. Although the good job standards are not applicable to businesses of that size, the team will prioritize businesses that are owned by Roxbury residents, people of color, and women when leasing the spaces. The team will also educate business owners about the good job standards and assist them to achieve these standards.

### CULTURAL FACILITIES/MUSEUM

Estimated staffing needed are:

- Manager/Programmer who will administer the site, organize its activities including exhibitions, and seek additional partners and funders that could help support the operations.
- Program Assistant who will support initiatives of the Manager/programmer and will oversee media and promotional needs of the operation.
- Facility maintenance/cleaning/common area maintenance.

### PROPERTY MANAGEMENT

As an MBE management agent, UHM has an excellent track record of hiring local residents, including minority/female employees and providing competitive wages and benefits to its property management staff. UHM will make its best efforts to adhere to the program's standards and achieve the good wage threshold of \$18 / hour.

## 2.5

### DIVERSITY + INCLUSION PLAN

## DIVERSITY + INCLUSION PLAN

The team is committed to including meaningful participation by people of color, women, and Minority/Women Business Enterprises (M/WBEs) in all stages of the development process.

### OWNERSHIP STRUCTURE

Urbanica is the manager of NUBA LLC, the owner of the project. NUBA is a joint venture among Urbanica, General Air Conditioning & Heating (MBE), NCAAA(MBE) , Minority Crowd Fund and NHPF. By forming a JV, we will be able to take advantage of the specialties of each member and maximize minority participation in the developer team.

Urbanica is an experienced developer with successful track record in Roxbury and has a positive reputation for minority hiring. It will manage overall buyouts, coordinate all contractors, correspond with consultants, monitor the status and quality of construction, ensure the compliance of Boston Residents Jobs Policy, etc.

General Air is a HVAC contractor founded by Leroy Alexander, an African American. General Air has over 35 years of industry experience and provides a range of services from project definition to commission & build out, to service & maintenance. It will manage the Mechanical, Electrical, Plumbing, Fire Alarm and Fire Protection subcontractors.

The National Center of Afro-American Artists (NCAAA) is one of the oldest and most respected cultural institutions in Boston founded and operated by African Americans. The NCAAA seeks to announce for the world the greatness of black cultural and artistic heritage. It seeks as well to increase knowledge and appreciation of black contributions to global social and political culture.

NHPF is a leading nonprofit real estate developer, owner and operator of more than 9,000 affordable housing units in 16 States and the District of Columbia. In addition to being a successful developer/owner of affordable housing, and in full alignment with the non-profit service mission, The NHP Foundation also operates a robust Resident Services program that features Education/Youth Development, Health and Wellness, Financial Empowerment and Literacy, and Senior Services that we believe will be contributing to the long-term sustainability of affordable housing projects and to moving residents ever closer to financial self-sufficiency, holistic living and overall well-being.

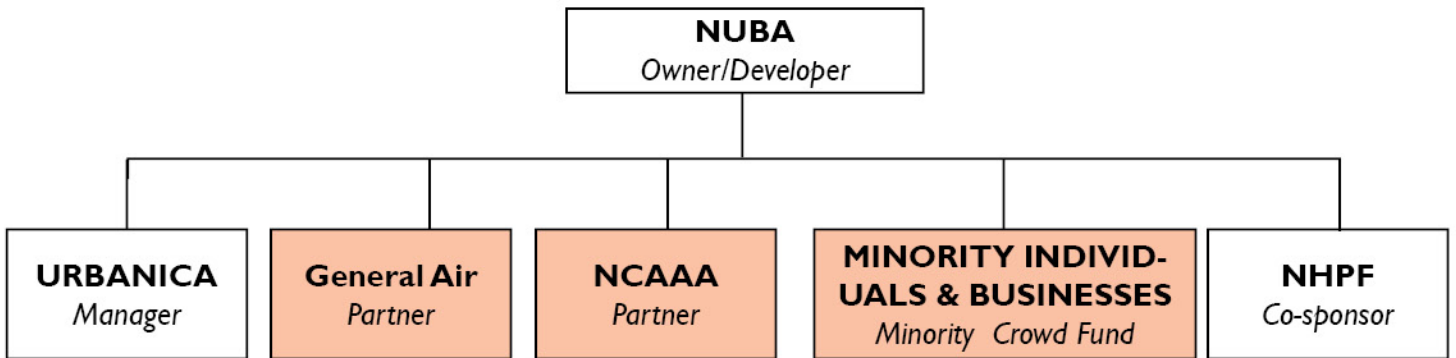
### BEI PROGRAM

Besides, the team will work with Eastern Bank and their Business Equity Initiative (BEI). BEI was launched by the Eastern Bank Charitable Foundation in April 2017, with a mission to mitigate growing inequality by combining business growth, supplier partnerships, and transformative community development as a means of addressing growing wealth and income inequality in Massachusetts. The Initiative is focused on growing enterprises of color by leveraging Eastern's networks and philanthropic dollars as well as providing targeted, customizable growth tools including embedded trusted strategic advisors, operational support, growth capital, and market access to enterprises of color positioned for growth. This Initiative will begin with Black and Latino businesses, because research shows us that this is where the inequities and wealth gap is the greatest.

The envisioned impact of the BEI includes stronger balance sheets, expanded and deeper supplier relationships between these enterprises and anchor institutions, job creation for residents of color, and the potential for greater civic engagement by the owners of color and their workforce.



**OWNERSHIP / FINANCING STRUCTURE**



 M/WBE

**DEVELOPMENT TEAM**

This proposal incorporates the work of a diverse design/development team by including as many minorities as possible. Some of the M/WBEs we will be working with are listed below. As the need for other consulting services arises throughout the development process, we'll identify more M/WBEs for hiring.

- Stephen Chung (Architect)
- Mikyoung Kim Design(Landscape Architect)
- L.H. Daniels, Associates (Diversity Consultant)
- Gail Forbes Harris (Community & Public Relations Consultant)
- Bryant Associates (Civil/Traffic Engineer)
- RSE Associates (Structural Engineer)
- Fernandez & Associates (Mechanical/Electrical/Plumbing/Fire Alarm/Fire Protection Engineer)
- McKenzie & Associates, P.C. (Attorney)
- UHM (Property Management)

## 2.5

### DIVERSITY + INCLUSION PLAN

#### OWNERSHIP / FINANCING

As part of the project's equity, the team will set up an investment fund composed of a number of small investors. Each investor may invest a small share (as low as \$5,000) into the fund. This opportunity will be available exclusively to minority investors. Total amount of fund to be raised is expected to be about 10% of the total equity of the homeownership part.

Most development projects typically work with high net worth individuals or institutions, where the threshold is too high for smaller investors. With this crowd fund, we will set a relatively low investment threshold so that more people can participate. By establishing an exclusive crowd fund, we are sharing ownership interest with minority investors. They will be able to benefit from the profits of the project, diversify their portfolio, and build longer term wealth.

The team will also provide technical and financial assistance to help minorities to understand the fund and get the investment principle.

#### AFFIRMATIVE FAIR HOUSING MARKETING

The team of the NUBA project is fully committed to complying with the City of Boston Affirmative Fair Housing Marketing Program. We have a very strong team with a good working knowledge of Boston's neighborhoods and will develop and implement a plan to increase access and awareness to the housing opportunities and to attract an applicant pool that mirrors the racial composition of the City as a whole.

#### OPERATIONS

Throughout its history, UHM has made a strong commitment to providing housing, services, employment and business opportunities to minorities and women. As a corporation, we live our philosophy of encouraging minority participation within the corporation at all levels—on the projects we develop, as well as on the projects we manage.

UHM will strengthen the communities it serves through employment and wealth building opportunities by ensuring that its purchasing and contracting activities utilize business enterprises that employ or are owned by local residents, minorities, women, or other disadvantaged individuals. To the extent possible,

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2.6

**IMPLEMENTATION PLAN / ANTICIPATED APPROVALS**

**ANTICIPATED PERMITS & APPROVALS**

<b>Permit/Approval*</b>	<b>Application Date</b>	<b>Expected Date</b>
<b>Boston Planning &amp; Development Agency</b>		
Article 80 Large Project Review	05. 2021	07. 2021
<b>Boston Zoning Board of Appeal</b>		
Zoning Variance Approval	06. 2021	08.2021
<b>Boston Civic Design Commission</b>		
Project Review	06. 2021	08.2021
<b>Boston Water and Sewer Commission</b>		
Site Plan Approval	07. 2021	10. 2021
Water and Sewer Connection Permit	07. 2021	10. 2021
<b>Boston Public Improvement Commission</b>		
Specifc Repair(s) Plan	10. 2021	04. 2022
<b>Boston Public Works Department</b>		
Curb Cut Permit	10. 2021	04. 2022
Street/Sidewalk Occupancy Permit	10. 2021	04. 2022
<b>Boston Transportation Department</b>		
Construction Management Plan	10. 2021	04. 2022
Transportation Access Plan	10. 2021	04. 2022
<b>Boston Public Safety Commission</b>		
Parking Garage Permit	04. 2024	06. 2024
<b>Boston Inspectional Services Department</b>		
Review/Compliance of State Building Code	08. 2021	10.2021
Building Permit	08.2022	11.2022
Certificate of Occupancy	04. 2024	06. 2024

\* Not all permits/approvals listed may be required; permit/approvals not listed may prove necessary based upon changes in the project's design and/or program

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2500

**HARRISON**  
BATHONE HALL  
Thos P. Connor  
4591

**ZEIGLER**  
Boston Elevated Railway Co.  
46.203  
DUDLEY ST. STATION

**COMMODORE WINSLOW SQ.**  
Alice P. Whittington et al Trs.  
19.251

**13**  
DUDLEY ST. BAPT. CHURCH  
25.760

**134**  
Lizzie F. Collins  
30.820  
GARAGE

**134A**  
DANA ST.

**135**  
HOTEL PUTNAM  
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