

# 30 Westville Street and Westville Street (Unnumbered), Dorchester Development Proposal



October 31, 2022

Mayor's Office of Housing  
Sheila A. Dillon, Chief and Director

12 Channel Street, 9th Floor  
Boston, MA 02210



**BRACKEN**  
DEVELOPMENT  
*A Local Housing Development Company*

**utile**







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# Proposal Summary



The Louis D. Brown Peace Institute  
15 Christopher Street  
Dorchester, MA 02122

Dear Chief Dillon, Mayor Wu, Mr. Backer, and our beloved neighbors,

The Louis D. Brown Peace Institute, working in close collaboration with our development and design consultant teams, is grateful for the opportunity to respond to this RFP for 30 Westville Street and Westville Street (unnumbered), located in our own home neighborhood of Four Corners, Dorchester. From this site, we seek to bring to our community and to Boston a hopeful vision for a future defined by our Seven Principles of Peace - Love, Unity, Faith, Hope, Courage, Justice, and Forgiveness - in the form of a new Center of Healing, Teaching, and Learning.

Building this neighborhood asset is in keeping with the wishes expressed by the community for spaces that promote community-based health and healing, cultural programming, and productive open space. The Center will be a home from which we will continue our work to promote peace, to provide healing and support to those impacted by violence, and to grow our programming and offerings well into the future.

The Center of Healing, Teaching, and Learning will be a highly beneficial use on this site, which sits at the center of a “hot spot” for violence and is often seen only for its challenges. Focusing on our assets rather than our deficits, the Center will be a space where we can build on the strengths of our neighborhood to change how we are viewed (and how we see ourselves). Through this work, we can interrupt generational cycles of violence that perpetuate trauma in our community. We know that the work of healing and peacebuilding is not “one and done,” and that it takes continued commitment and investment to make progress. The Center of Healing, Teaching, and Learning will be an important resource in this ongoing work.

The Peace Institute has partnered with Bracken Development as development consultant to help ensure a streamlined and successful development process in which costs are understood early on and the final product is delivered on time and on budget. Bracken Development has a history of delivering successful projects in Boston, extending to David Bracken’s time at HYM Investments. We have also partnered with our long-time collaborators, Utile, as architects, who have helped us assess our programmatic and spatial needs, both at our current space at 15 Christopher Street, and as part of our vision for 30 Westville Street. Utile is well known for designing beautiful and context-conscious projects that center equity and sustainability, including many projects in and around Dorchester and Roxbury.



For our team of additional design and engineering consultants, we have further prioritized partnering with local, small, and women- and minority-owned businesses. We share the city's goal of maximizing opportunities for these businesses, and believe in the importance of working with partners that understand the communities that we serve. To this end, we have partnered with MASS Design Group, a firm renowned for work that brings justice and healing to the communities they work in, as landscape architects. The balance of our design and engineering team is made up of women- and minority-owned businesses. We're proud to partner with Samiotes (WBE) as civil engineer, RWM Engineering (MBE) as structural engineer, Ripcord Engineering (W/MBE) as MEP/FP engineer, MCR Construction (MBE) as general contractor, enviEnergy (W/MBE) as sustainability consultant, and Bartholomew Lighting (MBE) as lighting consultant.

Rooted in the neighborhood ourselves, we have been in conversation with our neighbors, and we are aligned on our shared vision for this site. We are grateful to already have the written support of the United Neighborhood Alliance, the Crane Foundation, the Martin Richard Foundation, and local elected officials including Councilors Murphy and Worrell and State Senator Collins.

We are confident that the new Center of Healing, Teaching, and Learning carries transformative potential for our community and for all impacted by violence. We look forward to the opportunity to work with the City of Boston, the Mayor's Office of Housing, and most importantly, our neighbors and community members to create a space that is welcoming to all, restorative to those we serve, and that honors the memory of those we've lost: a true home for peace.

In Peace,

A handwritten signature in blue ink that reads "CChéry". The signature is stylized, with the first "C" being a large loop and the "Chéry" part written in a cursive script.

Clementina Chéry  
Founder, President and CEO







# Introduction

The Louis D. Brown Peace Institute (the “Peace Institute” or “LDBPI”), and its development team, is excited to submit this RFP response to the Mayor’s Office of Housing at the City of Boston for 30 Westville Street and Westville Street (unnumbered), Dorchester, the beloved community and neighborhood that has long been the organization’s home.



The Peace Institute’s goal is to build a new Center of Healing, Teaching, and Learning at 30 Westville Street. The Peace Institute has been in the neighborhood for close to 30 years, is a vital member of the community, and is the ideal candidate to transform these two vacant parcels into a new center benefiting all.

At this new location, the Center of Healing, Teaching, and Learning will provide services in a safe and neutral space where healing can happen, and where providers from near and far can come to learn how to respond effectively and equitably to murder, grief, trauma, and loss. Just this month, a homicide occurred at this location and creating a new space for the Center of Healing, Teaching, and Learning is timely and highly important for survivors of homicide victims.



### The Peace Institute Overview

After the tragic death of their son, Louis, in 1993, Joseph and Clementina Chéry co-founded the Peace Institute to honor his legacy and continue the peacemaking work he was leading. Their goals were to teach young people the value of peace, focus on the assets of community, and support Survivors of Homicide Victims. The first project of the Peace Institute was to develop a peace education curriculum to teach the value of peace and help students learn how to deal with murder, trauma, grief, and loss. The Peace Curriculum was nationally recognized as an innovative and effective primary prevention strategy that contributed to the reductions in juvenile crime in Boston led by the former Attorney General Janet Reno, which is documented in the report “One City’s Success Story.”

In 1996, the City of Boston, the Boston Police Department, and other local government agencies began referring Survivors of Homicide Victims to Clementina to walk them through the crisis and chaos after the murder of a loved one. Clementina witnessed the way families were denied access to needed support and services if their loved one was “known to police” or had a “criminal history.” She worked to ensure that all Survivors were treat-

ed with dignity and compassion regardless of the circumstances. With support from the Boston Public Health Commission, Clementina founded the Survivors Outreach Services (SOS) program to deliver consistent and coordinated services to families using the Survivors Burial and Resource Guide. Today, the Peace Institute serves as an integral partner to the City of Boston and other cities across the country in transforming society’s response to homicide and teaching the value of peace.

### Model for Change

The Louis D. Brown Peace Institute’s programs and services are grounded in the Disease Control and Prevention’s (CDC) social-ecological framework that interventions are needed at multiple levels to interrupt cycles of violence. The heart of our work is with families impacted by murder on both sides, and the Institute’s impact extends to community and society through services, advocacy, and training.





**Services**

- Survivors Outreach Services (SOS)
- Community Re-Entry Services (CRES)
- Healing Support Services (HSS)

**Advocacy**

Advocacy work engages survivors and providers in advocacy that promotes dignity and compassion for all families impacted by murder. Overall, our advocacy work has impacted the way policy makers think about this issue and has led them to behave differently on a policy and interpersonal level with survivors in their constituencies.



**Training**

- Providers who serve families and communities: public health and hospitals, criminal justice and law enforcement officials, mental health professionals, educators, faith leaders, and community-based agencies
- Community stakeholders and funders

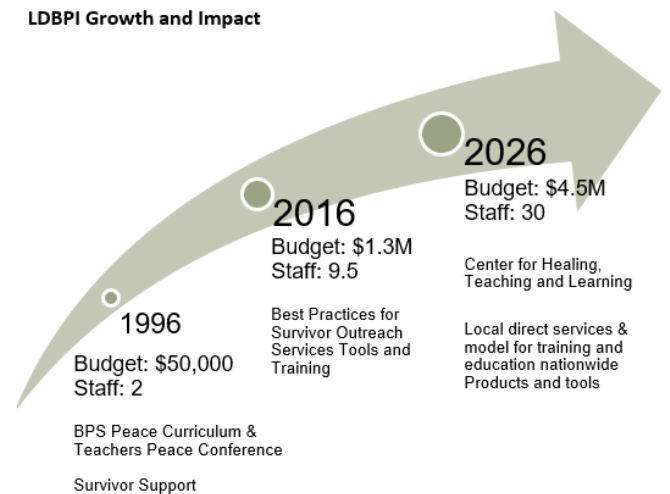
From its beginnings in the Chéry's kitchen with only a few hundred dollars, the LDBPI has grown into a thriving organization with more than 30 staff members and a budget of over \$3 million. This growth has been possible because individuals and organizations have believed in the LDBPI and have invested in our

vision at critical inflection points. Starting with early grants from the Lenny Zakim Fund, the LDBPI has grown with support from the Josephine and Louise Crane Family Foundation, Social Innovation Forum. Anything Goes Track Donors, Barr Foundation, Devonshire Foundation, and other generous donors who share our vision and values. Together, we have shaped the trajectory of trust-based philanthropy and what it means to invest in leaders and communities of color.

We have seen the benefits of this investment in our community and beyond, and we also know that our ultimate goal is audacious. Interrupting generational cycles of trauma and violence takes continued investment of time and resources. It is not simply a “one and done” venture. With ongoing support from our partners, we will continue to do the work of healing and peacebuilding that will ultimately address the root causes of violence that impact us all.



**LDBPI Growth and Impact**





# Development Team At A Glance



**Chaplain  
Clementina Chéry**  
Founder, President  
and CEO  
Peace Institute



**Rachel Rodrigues**  
Co-Executive Director  
Peace Institute



**Alexandra Chéry  
Dorrelus**  
Co-Executive Director  
Peace Institute



**Shaulita Isla Francis**  
Communications and  
Marketing Manager  
Peace Institute



**Kaine Nicholas**  
Executive Director  
Cooperative Development



**Kyle Metzger**  
Grants Manager  
Peace Institute



**David Bracken**  
Development  
Consultant  
Bracken Development



**Manuel Reynoso**  
General Contractor  
MCR Construction



**Michael LeBlanc, AIA**  
Principal-in-Charge  
Utile



**Nick Buehrens,  
AIA, CPHC®**  
Associate Principal  
Utile



**Cherry Yang, AIA**  
Project Architect  
Utile



**Jeff Geisinger, AIA,  
LEED AP, CPHC®**  
Director of  
Sustainable Design  
Utile



**Cyrus Dahmubed**  
Director of Research  
Utile



**Sierra Bainbridge**  
Principal-in-Charge  
MASS



**Gabriel Hernández  
Solano**  
Senior Designer  
MASS



**Marcus Wilford**  
Senior Designer  
MASS



**Edward Bartholomew**  
Principal-in-Charge  
Bartholomew



**Alana Shepherd**  
Project Manager  
Bartholomew



**Insiya Divan**  
Senior Designer  
Bartholomew



**Stephen R. Garvin**  
Principal-in-Charge  
Samiotes



**Claudia Ponce de León**  
Project Engineer  
Samiotes



**Raymond McCrary**  
Principal-in-Charge  
RWM Engineering



**Sonia Barrantes**  
CEO  
Ripcord



**Samira Ahmadi**  
Principal-in-Charge  
enviENERGY

# Legal History

The Peace Institute does not have any lawsuit in courts situated within Massachusetts within the past five years.

# Development Plan

The Peace Institute’s goal is to build a new Center of Healing, Teaching, and Learning at 30 Westville. The Peace Institute has been in the neighborhood for close to 30 years and continues to provide much needed services for the community. The Center of Healing, Teaching, and Learning will continue to provide services in a safe and neutral space where healing can happen, and where providers from near and far can come to learn how to respond effectively and equitably to murder, grief, trauma, and loss. Just this month, a homicide occurred at this location and creating a new space for the Center of Healing, Teaching, and Learning is timely and highly important for survivors of homicide victims.

The Center of Healing, Teaching, and Learning will be funded by philanthropic donations and state grants. The Peace Institute has started its fundraising efforts and to date, has met with several groups who have shown interest in providing funds for the building if the Peace Institute is selected by the City of Boston for this RFP response.





### Site Description

The Peace Institute’s proposed Center of Healing, Teaching, and Learning embraces its context at the wooded heart of a residential block with the aspiration of creating a peaceful oasis, a truly safe space, and a restorative and respectful neighbor to the surrounding community. To achieve this, a site massing scheme has been developed that preserves existing mature trees in a new center-block restorative landscape, creates a new multi-use public space through a thoughtfully designed and programmed parking area, and introduces an appropriately scaled, context-conscious piece of new architecture designed through a process that centers beauty, equity, and sustainability as integrated priorities.

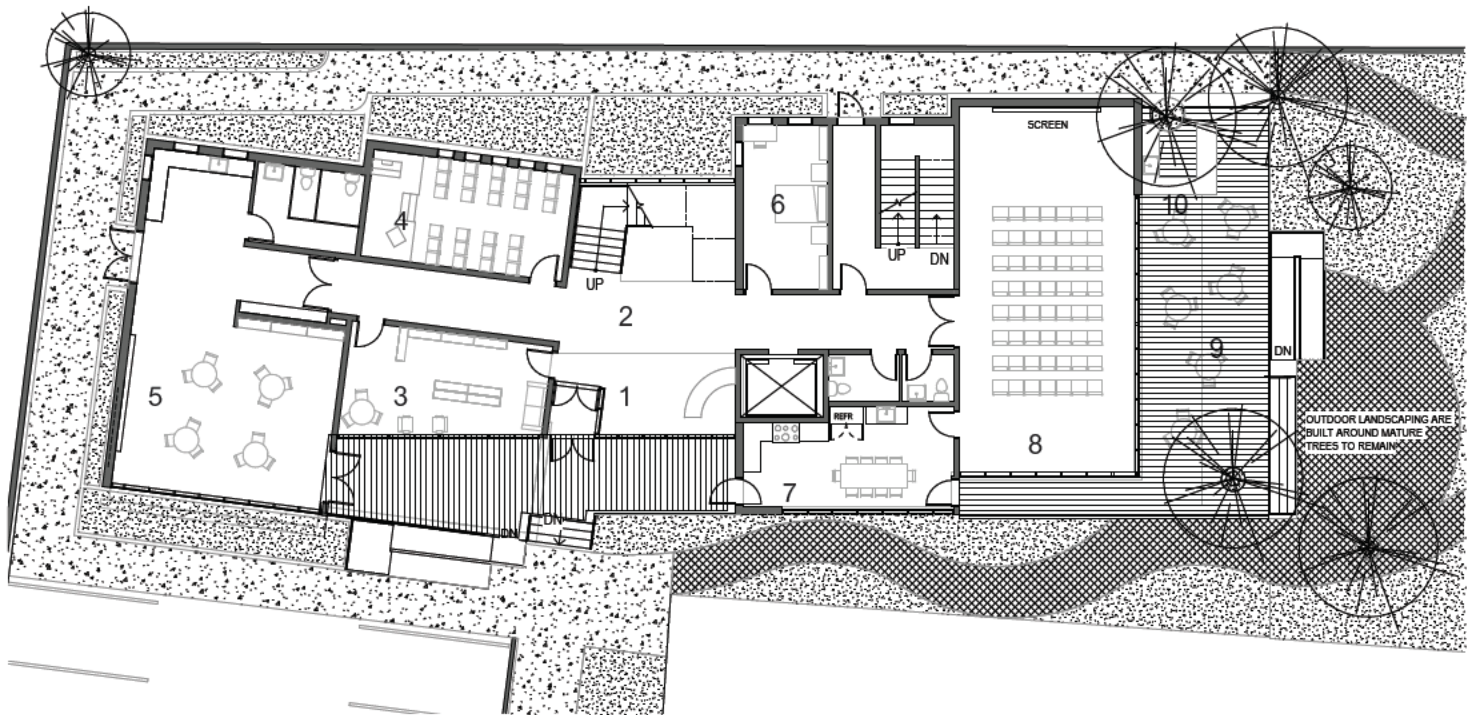
### Adjoining Parcels

The proposed program is designed for the two city-owned parcels (15/00796000, 15/00794000) offered through this RFP, and the Peace Institute is interested in adding the adjacent private parcels to expand the open space program and expand the services it provides through thoughtfully designed community gardens and open space. Despite repeated attempts, the Peace Institute has not yet been able to contact the landowners of 6-8 and 10-12 Orcharddale Street, but plan on continuing these efforts in hopes of facilitating a possible second phase with expanded open space, community programming, and additional service offerings that such as those that focus on those recently in the carceral system.

### Zoning

While the proposed Center of Healing, Teaching, and Learning does not directly align with the site’s current zoning, it is in strong and direct alignment with the community’s stated goals to “promote spaces for community-based health and healing”, in particular those serving the families of victims of violence. Additionally, the proposed Center preserves much of the site for open space that can be beneficial to the immediate and broader community.





- |              |  |                                     |
|--------------|--|-------------------------------------|
| 1: Reception | 5: Peace Curriculum Learning Space           | 9: Porch                            |
| 2: Lobby     | 6: Louis D. Brown Recreated Memorial Bedroom | 10: John Ramsey Memorial Peace Cafe |
| 3: Library   | 7: Communal Kitchen                          |                                     |
| 4: Chapel    | 8: Community Room                            |                                     |

**Community and Cultural Uses**

The proposed Center of Healing, Teaching, and Learning directly meets the community’s goals for services for families including survivors of violence and the impacts of COVID, after-school education programming, spaces for community members and organizations such as a co-working and gathering spaces, and a community kitchen.

The development plan includes an approximately 20,000 sq. ft. three-story Center of Healing, Teaching, and Learning that will include multiple gathering and community areas including a Peace teaching and learning space, auditorium, spiritual space, counseling, breakout, therapy, and meditation rooms, a kitchen, yoga studio, library and office space, a publicly accessible plaza area that can also serve as surface parking for Peace Institute’s staff and visitors, and publicly accessible healing gardens.

**Openspace Use**

The Center of Healing, Teaching, and Learning will introduce to the neighborhood two primary open spaces. The first is a multi-use forecourt, envisioned with plantings and permeable paving that can host the Center’s staff and guest parking needs during primary business hours, and evolve into a daily overflow hangout and play space for students to engage with the Center at the end of school day, for example. Additionally, this space along Westville Street will be designed to support community events like farmers markets, block parties, and job fairs, as well as community gatherings for music, presentations, and townhalls, and special signature Peace Institute events like the annual Peace-BQ. The design is envisioned to support an active and beautiful presence along Westville Street that can serve as a welcoming gateway to the Center and an extension of the building’s front porch.

Alongside this space will run an entry pathway connecting the front door of the Center to Westville Street. This welcoming space will host seating and plantings, and serve as a crucial transition zone for visitors to the Center who often visiting at the most difficult time in their





- 1: Mult-Purpose Event Plaza and Parking Area
- 2: Meditation & Healing Garden
- 3: Outdoor Peace Cafe
- 4: Louis D. Brown Memorial Community Path

life-will experience it as part of a trauma-informed design intended to help them find the state of mind, sense of security, and feeling of safety and comfort needed to engage with the types of services the Center will offer. This area will also be programmed with storytelling in the landscape and furniture that present opportunities to tell the story of Louis D. Brown, as well as those of other local community elders, creating a celebration of and memorial to the neighborhood.

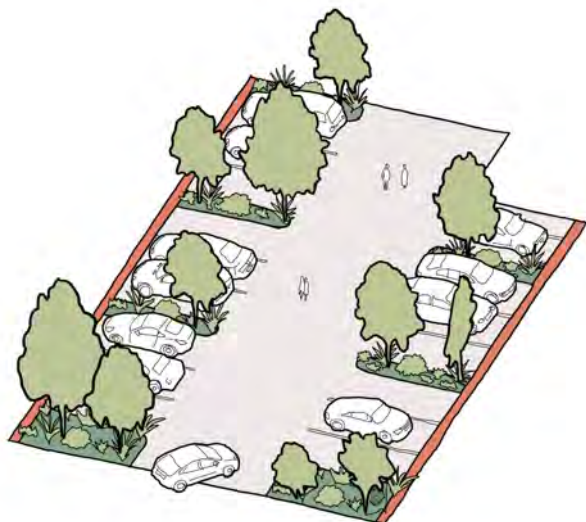
The second primary open space will be the Center’s Meditation and Healing Garden. This space, partially shielded from the street by 36-44 Westville Street, will be the heart of the Center’s urban oasis as a healing

and meditative area for those visiting the Center and participating in its programs and services. This area will be designed to preserve existing mature trees and introduce contemplation-encouraging pathways and programming. It will be planted with local and environmentally appropriate plantings while featuring sensitive lighting and visibility from the Center that preserves privacy for neighbors while creating a safe and welcoming natural environment. It may also support spaces for memorialization of those lost to gun violence. This space is intended to operate in tune with the rhythm of the Center, being open and physically accessible during the day, and “going to sleep” in the

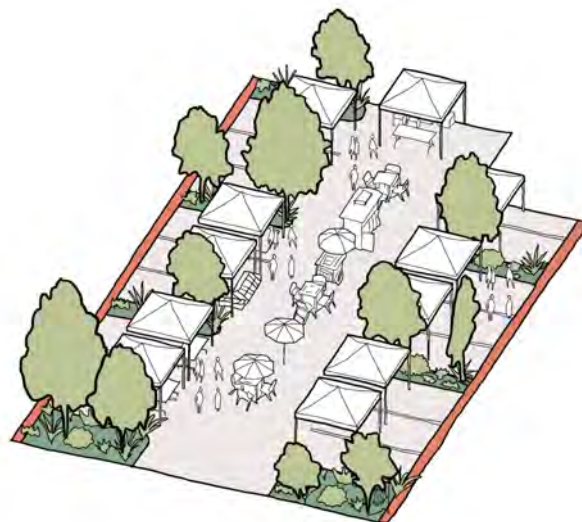
evenings, nevertheless providing the benefits of visual connectivity to a beautiful landscape for neighbors and passersby.

Crucially, should access be gained to adjacent sites for a possible second phase, this landscape is envisioned to expand and evolve into it, hosting community gardens and opportunities for workforce training in landscape and urban agriculture through the Center’s expanded programming for people who have left the carceral system.





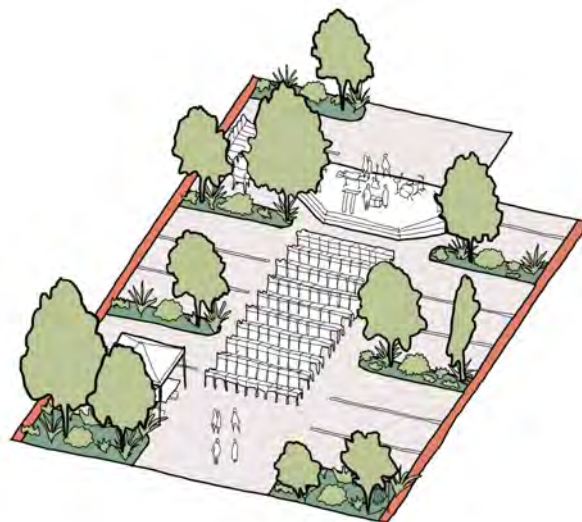
**PARKING**



**FARMERS MARKET / JOB FAIR**



**BLOCK PARTY**



**COMMUNITY GATHERING / TOWNHALL**

Above: much more than just parking, the multi-use forecourt is envisioned to be able to host a broad range of social, community, and Peace Institute events. Permeable paving, lush planting, and welcoming lighting will create a new community space whose usage evolves throughout the day, week, and year.

Right: this early schematic image of the rear openspace illustrates the intention to create a welcoming, peaceful, and restorative landscape for healing, teaching, and learning that is respectful of neighbors, preserves existing mature trees, and is well lit and visually connected to ensure comfort and safety for all.



### **Building, Height, and Massing**

The building is intended to align with the height and massing of the adjacent neighborhood with gabled roofs, welcoming porches, and a form that echoes the surrounding residences and neighborhood. At three stories tall, the Center will nestle itself into the heart of the block, and take advantage of the decrease in grade from Westville Street toward the center of the block to lessen its impact on existing views and lighting, and maintain a strong presence while being a good architectural neighbor to its surrounding contexts.

The building's form and roofline will be designed to take advantage of opportunities for the use of photovoltaic panels to support the building's overall sustainability efforts. The building will follow the Zero Emissions Building (ZEB) requirements, including designing to the Passive House standard which will minimize carbon emissions and ensure the highest levels of indoor environmental quality.

### **Building Character and Materials**

The Center's architectural expression is intended to translate its mission and values into the built environment, creating a building that can be significant and symbolic, as well as contributing to the area's architectural context rather than seeking to outshine it. It will rely on contextually appropriate rooflines and materials and residentially scaled window proportions and ratios to help achieve this. The selected architects, Utile, is well known for designing beautiful and context-conscious projects, including many residential projects in this and surrounding neighborhoods. The Center's architecture is intended to contribute to its contexts, helping to create a whole that is greater than the sum of its parts, rather than being an obtrusive and conspicuous architectural outlier.





**Orientation and Street Wall**

The Center will be oriented toward Westville Street, with a beautiful and identifiable entryway connected to the street through the memorial entry pathway, and activated by a front porch. The building is set back significantly from the street; this is an important strategy for ensuring an environment that feels safe, embracive, and protectors to visitors and staff, especially those experiencing trauma from violence. It further helps establish the Center as an urban oasis, whose forecourt and entry pathway help create a decompression zone for those arriving to the center. To best utilize the site, the multi-use forecourt zone is also designed to be able to support parking, with permeable paving, sustainable

landscaping, and strategies for its programming and activation.

A number of iterations of site positioning and massing were studied in an effort to balance community goals, site environmental strategies, the Peace Institute’s programming needs, mission alignment, and effective ability to perform necessary services, preservation of mature trees and existing views, accessibility, and many other considerations.

While the presented scheme is the Peace Institute’s preferred site composition strategy, the team is happy to work with the City iteratively to ensure all site priorities are met.

A number of iterations of site positioning and massing were studied in an effort to balance community goals, site environmental strategies, the Peace Institute’s programming needs, mission alignment, and effective ability to perform necessary services, preservation of mature trees and existing views, accessibility, and many other considerations.

The scheme presented in this RFP response is the Peace Institute’s preferred site composition strategy because of its capacity to serve the community. However, the team is happy to work with the City iteratively to ensure all site priorities are met.



LDBPI’s preferred scheme arrived at through an iterative design process.



### Access & Parking

While the scheme proposes providing space for parking near the front of the parcel, it will be screened from the street with beautiful landscaping, and through the use of thoughtful landscaping within the parking forecourt itself, this space will become a central, welcoming, and active part of the Center, serving as a sort of welcoming mat for the neighborhood. Integrated landscaping and permeable paving will help mitigate stormwater runoff, channeling rainwater into the landscape and directly back into the ground. It is anticipated that ongoing hybrid work conditions, as well as a decrease in the number of Peace Institute employees driving to work thanks to increased proximity to their homes at this site and improved transit accessibility will help to decrease the amount of parking on any given day.

### Site Planning

The Center’s site planning encourages planted buffer zones, especially in proximity to the building, and is designed to preserve mature trees as much as possible, as well as existing informal visual connections to openspace for neighboring buildings. The condition of the existing landscape is anticipated to be significantly improved, providing all neighbors with a beautiful and restorative visually shared backyard. Should a future second phase become possible through gaining site control of 6-8 and/or 8-10 Orcharddale Streets, and perhaps additional City-owned parcels, an expanded program of community gardens, additional services and curricula, integration with workforce training programs in landscape and urban agriculture, and a possible “Peace Barn” to support these efforts have been imagined at the end of Orcharddale Street.



- 1: Phase 2 Peace Barn
- 2: Phase 2 Community Garden

The development and design team have imagined what might be possible with a potential second phase of the project, pending gaining control of additional adjacent parcels.

# Development Budget\*

	<u>TOTAL</u>	<u>/GSF</u>
<b>LAND COSTS</b>		
Land Purchase Price	29,000	1.43
Land Closing Costs	25,000	1.23
<b>Total Land</b>	<b>\$54,000</b>	<b>\$2.67</b>
<b>HARD COSTS</b>		
<b>CONSTRUCTION COSTS</b>		
MCR Estimate	8,741,000	
Construction Cotingency	5.00% 437,000	21.58
Utility Costs During Construction	100,000	4.94
<b>Total Construction Costs</b>	<b>\$9,278,000</b>	<b>\$458.20</b>
<b>HARD COSTS CONTINGENCY &amp; ESCALATION</b>		
Owners Contingency / Cost Escalation	9.0% 835,000	41.24
<b>Total Hard Cost Contingency</b>	<b>\$835,000</b>	<b>\$41.24</b>
<b>Subtotal Hard Costs</b>	<b>\$10,113,000</b>	<b>\$499.43</b>
<b>SOFT COSTS</b>		
<b>DESIGN FEES</b>		
<b>Total Design Fees</b>	<b>\$1,496,000</b>	<b>\$73.88</b>
<b>FEES, TESTING &amp; INSPECTIONS</b>		
<b>Total Fees, Testing &amp; Inspections</b>	<b>\$190,000</b>	<b>\$9.38</b>
<b>ONSITE, OVERHEAD, &amp; PRE-OPENING MGMT</b>		
<b>Total Overhead</b>	<b>\$455,000</b>	<b>\$22.47</b>
<b>LEGAL, FINANCE &amp; INSURANCE</b>		
Legal	95,000	4.69
Project Expenses	41,000	2.02
Insurance	185,000	9.14
<b>Total Legal, Finance &amp; Insurance</b>	<b>\$321,000</b>	<b>\$15.85</b>
<b>Contingency</b>		
Owner Soft Cost Contingency	200,000	9.88
<b>Total Contingency</b>	<b>\$200,000</b>	<b>\$9.88</b>
<b>FF&amp;E</b>		
<b>Total FF&amp;E / Signage</b>	<b>\$541,000</b>	<b>\$26.72</b>
<b>Subtotal Soft Costs</b>	<b>\$3,203,000</b>	<b>\$158.18</b>
<b>Total Development Costs</b>	<b>\$13,370,000</b>	<b>\$660.28</b>

\*See full breakdown of development budget in Required Forms section

In commemoration of the 29 years that have passed since Louis D. Brown's homicide, and thanks to funding made available through a \$1,000,000 grant (see next page), the Peace Institute is grateful to be able to offer \$29,000 for the purchase of these two parcels. This investment, while symbolic, is representative of the Institute's deep understanding for the value of this land and its surrounding community.

The Center of Healing, Teaching, and Learning will be funded by philanthropic donations and state grants. The Peace Institute has started its fundraising efforts and to date, has met with several groups who have shown interest in providing funds for the building if the Peace Institute is selected by the City of Boston for this RFP response. Though this is an ongoing effort, the Peace Institute has received positive feedback from potential donors and expects to raise 100% of the funds for the new Center in the coming months. It is anticipated that the Peace Institute will not begin construction until 100% of the funds and design are complete.

The total cost of the building is \$13,370,000. The following development budget includes both the hard and soft costs associated with the construction of the new Center of Healing, Teaching, and Learning, the landscaping improvements, and parking. Due to the funding nature of this project, the Peace Institute will highly scrutinize every cost line item. The Peace Institute will ensure the development and construction teams build to the budget and find cost savings during the process.

Though this is an ongoing effort, the Peace Institute has received positive feedback from potential donors and expects to raise 100% of the funds for the new center in the coming months. It is anticipated that the Peace Institute will not begin construction until 100% of the funds and design are complete.



**SENATOR NICK COLLINS**  
*First Suffolk District*

*The Commonwealth of Massachusetts*  
**MASSACHUSETTS SENATE**

STATE HOUSE, ROOM 312D  
BOSTON, MA 02133-1053  
TEL. (617) 722-1150  
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Ms. Clementina Chery, President and CEO  
The Louis D Brown Peace Institute  
15 Christopher Street  
Dorchester, MA 02122

**Re: Louis D. Brown Peace Institute SB 2926 Funding**

Dear Ms. Chery,

I am writing to share with you informing on capital funding secured with the passage of An Act Financing the General Government Infrastructure of the Commonwealth – Chapter 140 § 2 of Acts of 2022.

This legislation passes by the State Legislature and signed by the Governor states the following:

For public and nonprofit entities for capital needs that serve a public purpose; provided, that not less than \$1,000,000 shall be expended for the Louis D. Brown Peace Institute Corporation for the costs associated with the acquisition, design and construction of the Center for Healing, Teaching and Learning to support people impacted by violence including, but not limited to, families victimized by homicide.

Thank you for your commitment and partnership. I look forward to continue working with you and your team to realize your vision of expanding the critical services that LDBPI provides to our communities across the Commonwealth.

Sincerely,

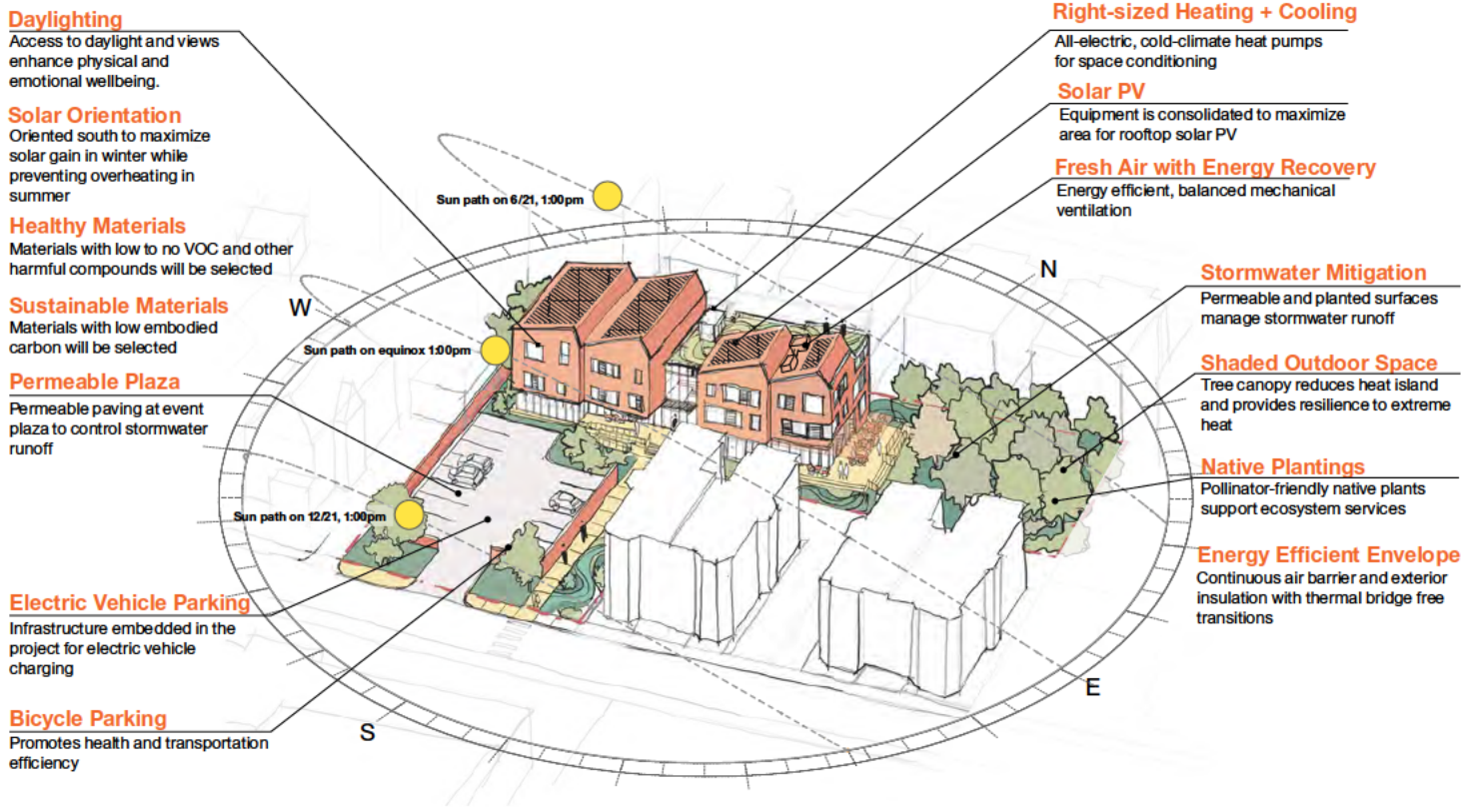
A handwritten signature in blue ink that reads "Nick Collins".

**NICK COLLINS**  
*State Senator*



# Green Building Elements

The Peace Institute is committed to minimizing carbon emissions in the construction and operation of its new Center of Teaching and Learning. We are proud to be located in Boston, with some of the most impactful climate action policies in the country that centers the priorities and concerns of residents most impacted by climate change. With the Zero Net Carbon Building Zoning Initiative in mind, We will integrate our in-house Certified Passive House Consultant expertise towards a net zero energy building. This approach will not only help us to meet the City’s LEED and Article 37 requirements, but will offer multiple benefits to the design.



We see this project as an opportunity to raise awareness of sustainable construction and landscape practices for the local workforce. The team will take advantage of opportunities for cost-effective measures throughout the project and will plan at the earliest stages for available incentives such as the MassSave New Construction program as well as state and local tax incentives for solar PV and clean energy systems.

### **Minimizing Energy Needs**

Our priority is to design a highly efficient building that maximizes energy efficiency and minimizes reliance on additional energy to meet the building's needs. The project will be detailed with effective air barriers, weather barriers and insulation to maximize thermal insulation, airtightness and moisture resistance while ensuring durability and resilience. High performance windows will be specified with the appropriate properties for the project's location and climate. To lower the project's embodied carbon, we will maximize use

of recycled construction materials. All lighting fixtures will be highly energy-efficient LED, while all appliances will be Energy Star rated.

Remaining energy demand will be met with all electric systems and by maximizing on site renewable energy production, thereby minimizing our reliance on the energy grid. By bringing the building massing back from the southern street edge, we are able to maximize daylight and solar energy potential. The mechanical system will be right-sized heat pumps to serve the building's cooling and heating needs, as well as hot water for the bathrooms, showers and kitchens. Energy recovery ventilation will assist in minimizing excess cooling and heating demand, while providing fresh air to occupants.

### **Building Health & Wellness**

Inside of the building, the health, wellness, and safety of staff and visitors is a priority. Low volatile organic compound (VOC) materials will be specified. As part of providing a healthy space for healing services

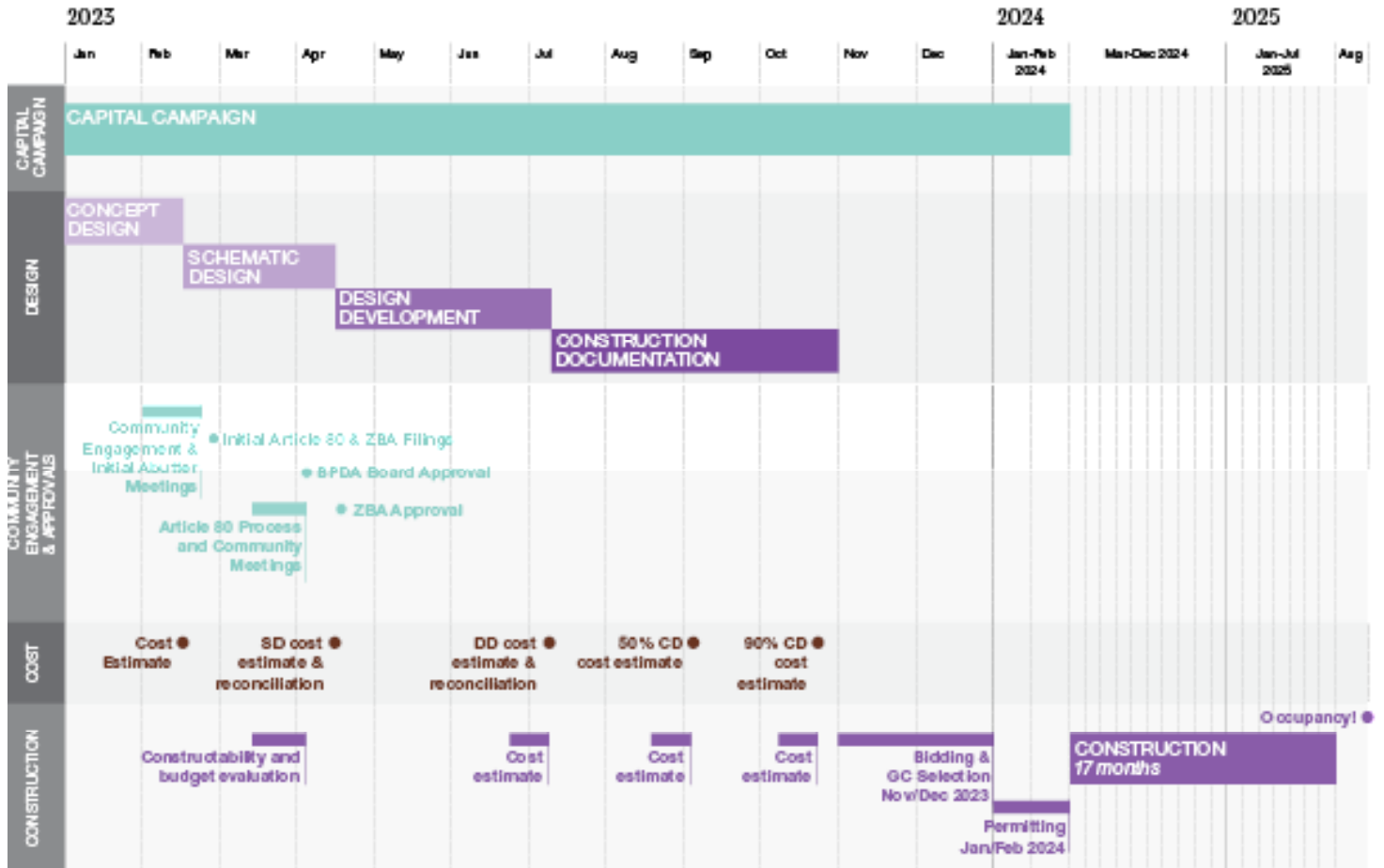
within the Center, access to daylight and views is vital to improving physical and emotional wellbeing. Given the sensitivity of conversations and emotional stress that visitors may carry with them in seeking Peace Institute's services, strategies such as sound isolation and sound masking will help provide acoustical privacy while keeping out distracting and triggering sounds.

### **Site Sustainability Strategies**

Site sustainability strategies will include stormwater capture, installation of rain gardens to minimize runoff, and an exploration of on-site water reuse strategies. In the potential future phase expansion with the community garden, composting systems will help combat food waste while returning yard waste back into beneficial nutrients for growing local food, contributing to a self-sustaining, decarbonized ecosystem. Furthermore, this future phase will explore ways to manage and treat on site water flows using natural systems.



# Project Schedule



We anticipate that design will be ongoing during the capital campaign and community engagement phases to help ensure an on-time and on-budget project with occupancy in the early third quarter of 2025.





# Diversity and Inclusion Plan

The Louis D. Brown Peace Institute, a minority- and women-led non-profit located in Dorchester since 1994, was founded to teach young people the value of peace and community and to provide support services for Survivors of Homicide Victims. Clementina Chery, the founder and CEO of the Peace Institute, tasked the development team with the goal of hiring as many people as possible from the Dorchester neighborhood. Additionally, the development team was selected to be a highly diverse group of consultants, architects, engineers, and construction managers. As the development team is diverse, the construction crew working on the Project is anticipated to be served by a high percentage of members of minority communities as well. For further information on each member of the team, please refer to the Developer Experience and Capacity section.



The Center of Healing, Teaching, and Learning has not determined an arts policy for the building but will follow the MOH Public Art Policy. In 2016, the Peace Institute was recognized by WBUR and from former Boston Globe Art Critic Sebastian Smee for the Traveling Memorial Button Project, a banner covered with hundreds of memorial buttons provided by the Peace Institute to grieving families as a way to heal and remember lost loved ones.

Additionally, the Peace Institute has previously worked with MASS Design, the selected landscape architects for this project, to create the Gun Violence Memorial Project, space of remembrance and healing at the scale of an inhabitable museum exhibition, which has won many awards since opening at the 2019 Chicago Architecture Biennial.



# Development & Design Team



**Peace Institute**  
Owner/Proponent ; **W/MBE**



**Bracken Development**  
Development Advisor



**Utile, Inc.**  
Architect



**MASS Design Group**  
Landscape Architect



**Samiotes**  
Civil Engineer; **WBE**



**RWM Engineering**  
Structural Engineer; **MBE**



**Ripcord Engineering**  
MEP/FP Engineer; **W/MBE**



**MCR Construction, Inc.**  
General Contractor; **MBE**



**enviENERGY**  
Sustainability Consultant; **WBE**



**Bartholomew Lighting**  
Lighting Consultant; **MBE**

To help fulfill the mission of the Peace Institute, and in accordance with the project goals laid out in the RFP, we have built a team of development, design, and construction consultants that represents Boston and the communities the Peace Institute serves, and has significant demonstrated experience creating meaningful, sustainable, equitable, and beautiful projects in Boston and around the world.

The Peace Institute has partnered with Bracken Development as development consultant to help ensure a streamlined and successful development process in which costs are understood early on and the final product is delivered on time and on budget. Bracken Development has a history of delivering successful projects in Boston, extending to David Bracken's time at HYM Investments. We have also partnered our long-time collaborators, Utile, as architects, who have helped us assess our programmatic and spatial needs, both at our current space at 15 Christopher Street, and as part of our vision for 30 Westville Street. Utile is well known for designing beautiful and context-conscious projects that center equity and sustainability, including many projects in and around Dorchester and Roxbury.

For our team of additional design and engineering consultants, we have prioritized partnering with local, small, and women- and minority-owned businesses. We share the city's goal of maximizing opportunities for these businesses, and believe in the importance of working with partners that understand the communities that will be served at the Center. To this end, we have partnered with MASS Design Group, a firm renowned for work that brings justice and healing to the communities they work in, as landscape architects. The balance of our design and engineering team is made up of women- and minority-owned businesses. We're proud to partner with Samiotes (WBE) as civil engineer, RWM Engineering (MBE) as structural engineer, Ripcord Engineering (W/MBE) as MEP/FP engineer, MCR Construction (MBE) as general contractor, enviEnergy (W/MBE) as sustainability consultant, and Bartholomew Lighting (MBE) as lighting consultant.

# Commitment to Diversity & Inclusion

At Utile, we are committed to designing and creating more just, equitable, and sustainable environments—both within our practice and in the spaces we bring to life—by amplifying a diversity of voices, cultivating inclusion among our colleagues and partners, and seeking out the perspectives of those in the communities we serve.

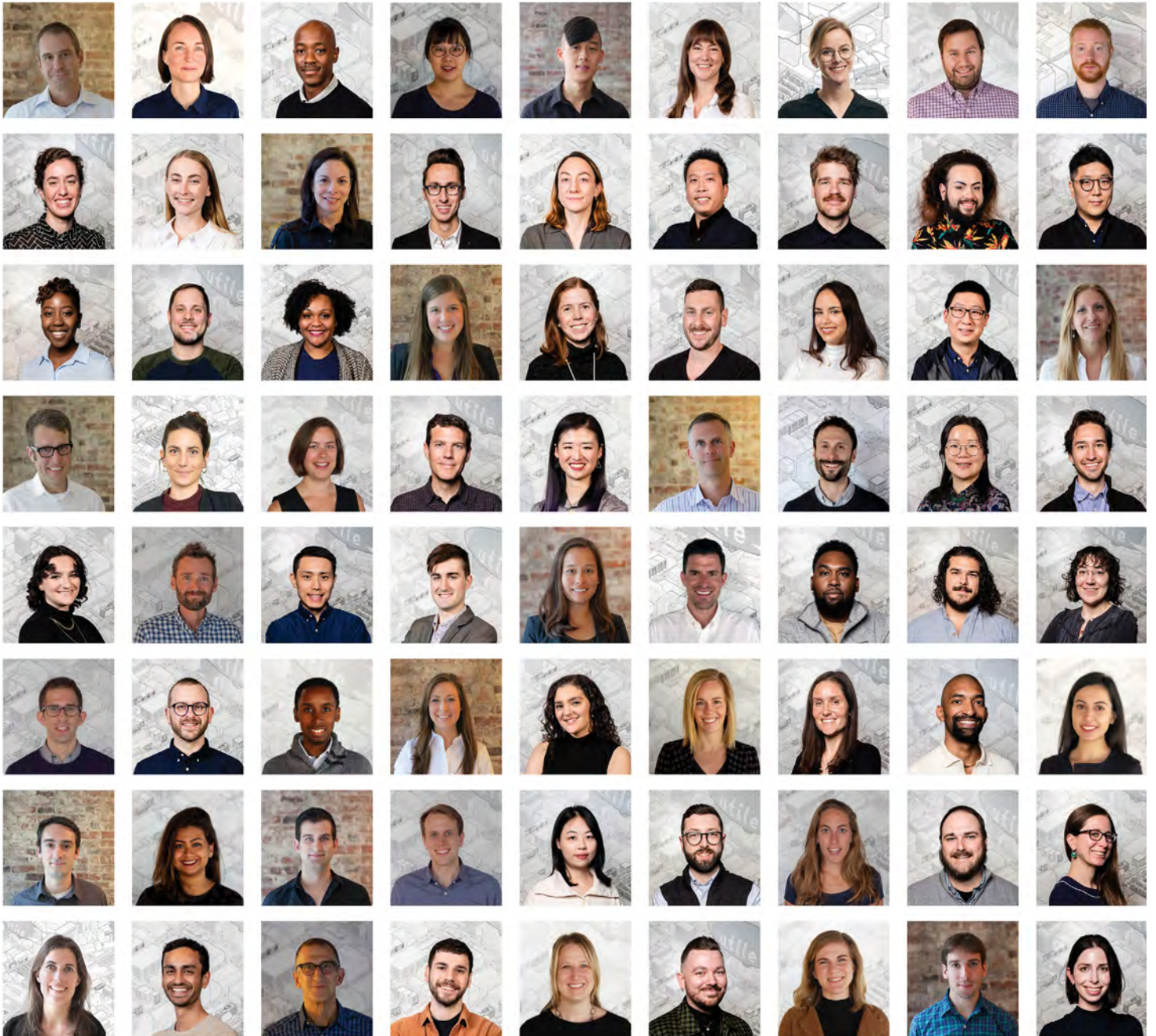
To address the systemic injustices that exist within these very communities, injustices that disproportionately harm communities of color, we continue to build an internal culture that is predicated on translating these core values into actions. To achieve this, we have launched a wholesale review of our policies, office culture, and approach to projects. We continue to partner with mission-driven non-profit organizations centered on improving the lives of children and historically underserved communities, while providing the framework for our staff to work with local schools and universities to inspire and educate the next generation of designers and planners.

We have created a series of working groups aimed at rethinking our hiring and partnership practices, while expanding our comprehensive mentorship and volunteer programs to engage well beyond our existing network. Our dedication to environmental sustainability continues to impact our design thinking across all of our work, particularly among our affordable housing and community planning projects. Though these are just a few of our ongoing initiatives, they are the first of many steps in combating injustice. We will continue to listen, learn, and take actions to deconstruct systemic racism in the world around us and we look forward to continuing the conversation as an office and with our clients and collaborators.



Over three-fourths of the office is actively involved in one or more JEDI working groups.





We are deeply proud of the diversity represented by the Utile community. As of September 2022, our staff identifies as 40% BIPOC, 57% female, and 4% non-binary.

# MASS.

We are 200+ architects, landscape architects, builders, engineers, writers, filmmakers, and researchers representing twenty countries across the globe.

17 different professional registrations in architecture and engineering

54% of our board of directors are women and/or people of color

51% of our team are people of color

#### MASS Team Members' Professional Registrations

- LEED Leadership in Energy and Environmental Design
- RIA Rwanda Institute of Architects
- AIA American Institute of Architects
- RIBA Royal Institute of British Architects
- RAIC Royal Architectural Institute of Canada
- IER Institute of Engineers Rwanda
- ASLA American Society of Landscape Architects
- ICE Institution of Civil Engineers, UK
- CIBSE Chartered Institute of Building Services Engineers
- SACAP South African Council for the Architectural Profession
- RGBO Rwanda Green Building Organization
- EDGE Excellence in Design for Greater Efficiencies, IFC







# Operational Plan

The Peace Institute anticipates occupying the new Center of Healing, Teaching, and Learning Monday through Friday, from 9am through 5pm and during off-hours as schedules permit. The Peace Institute strives to be a community center for all so a consistent presence will be necessary, while also staying closely attuned to and respectful of the surrounding residential neighborhood. The Peace Institute will manage and maintain the new Center and the following budget reflects the current estimates for operations of the facility along with the Peace Institute's business.

## 2023 LDBPI Budget

## 2025 LDBPI Budget at 30 Westville

### Income

Grants/Contracts	\$2,089,127.44	\$2,500,000.00
Mother's Day Walk for Peace/Other fundraisers	\$1,020,000.00	\$1,060,000.00
Annual Appeal	\$200,000.00	\$200,000.00
Contributions	\$400,000.00	\$500,000.00
Earned Income	\$164,000.00	\$164,000.00
<b>Total Income</b>	<b>\$3,873,127.44</b>	<b>\$4,424,000.00</b>

### Expenses

Salaries	\$2,080,241.24	\$2,500,000.00
Benefits	\$191,672.34	\$230,348.69
Supplies	\$50,000.00	\$65,000.00
Rent	\$55,000.00	\$0.00
Utilities	\$18,000.00	\$75,000.00
Postage	\$17,000.00	\$20,000.00
Information Technology	\$30,000.00	\$40,000.00
Equipment Leasing	\$7,500.00	\$7,500.00
Training & Professional Development	\$50,000.00	\$50,000.00
Fundraising	\$70,000.00	\$100,000.00
Marketing & Advertising	\$40,000.00	\$50,000.00
Legal & Insurance	\$20,000.00	\$25,000.00
Subscriptions & Donations	\$15,000.00	\$15,000.00
Telephone & Internet	\$25,150.00	\$30,000.00
Food	\$15,000.00	\$20,000.00
Stipend & Honarium	\$45,000.00	\$45,000.00
Consultants	\$451,700.00	\$500,000.00
Events/ Conferences	\$35,000.00	\$35,000.00
Maintenance	\$20,000.00	\$25,000.00
Miscellaneous	\$5,000.00	\$5,000.00
Travel	\$11,000.00	\$11,000.00
Rest In Peace Fund	\$250,000.00	\$250,000.00
Live in Peace Fund	\$240,000.00	\$240,000.00
<b>Total Expenses</b>	<b>\$3,742,263.58</b>	<b>\$4,338,848.69</b>

**Total Income- Total Expenses**

\$130,863.86

\$85,151.31

# Developer Qualifications, Experience and References

The Louis D. Brown Peace Institute has formed a team of experts including leaders in architecture, landscape architecture, civil, traffic, geotechnical, environmental, sustainability, and structural engineering (collectively “The Team”). By engaging this best-in-class team early in the development process and by managing the consultants with a focus on the final deliverable, the development’s chances of success are greatly improved. The following provides background on each team member and qualifications of key personnel involved.

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]



## Peace Institute

Owner/Proponent



### The Peace Institute Overview

After the tragic death of their son, Louis, in 1993, Joseph and Clementina Chéry co-founded the Peace Institute to honor his legacy and continue the peacemaking work he was leading. Their goals were to teach young people the value of peace, focus on the assets of community, and support Survivors of Homicide Victims. The first project of the Peace Institute was to develop a peace education curriculum to teach the value of peace and help students learn how to deal with murder, trauma, grief, and loss. The Peace Curriculum was nationally recognized as an innovative and effective primary prevention strategy that contributed to the reductions in juvenile crime in Boston led by the former Attorney General Janet Reno, which is documented in the report “One City’s Success Story.”

In 1996, the City of Boston, the Boston Police Department, and other local government agencies began referring Survivors of Homicide Victims to Clementina to walk them through the crisis and chaos after the murder of a loved one. Clementina witnessed the way families were denied access to needed support and services if their loved one was “known to police” or had a “criminal history.” She worked to ensure that all Survivors were treat-

ed with dignity and compassion regardless of the circumstances. With support from the Boston Public Health Commission, Clementina founded the Survivors Outreach Services (SOS) program to deliver consistent and coordinated services to families using the Survivors Burial and Resource Guide. Today, the Peace Institute serves as an integral partner to the City of Boston and other cities across the country in transforming society’s response to homicide and teaching the value of peace.

### Model for Change

The Louis D. Brown Peace Institute’s programs and services are grounded in the Center for Disease Control and Prevention’s (CDC) social-ecological framework that interventions are needed at multiple levels to interrupt cycles of violence. The heart of our work is with families impacted by murder on both sides, and the Institute’s impact extends to community and society through services, advocacy, and training.





**Services**

- Survivors Outreach Services (SOS)
- Community Re-Entry Services (CRES)
- Healing Support Services (HSS)

Advocacy work engages survivors and providers in advocacy that promotes dignity and compassion for all families impacted by murder. Overall, our advocacy work has impacted the way policy makers think about this issue and has led them to behave differently on a policy and interpersonal level with survivors in their constituencies.



**Training**

- Providers who serve families and communities: public health and hospitals, criminal justice and law enforcement officials, mental health professionals, educators, faith leaders, and community-based agencies
- Community stakeholders and funders

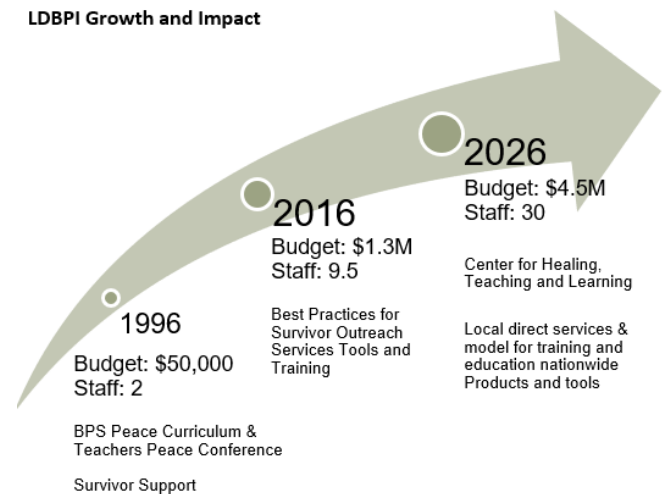
From its beginnings in the Chérlys' kitchen with only a few hundred dollars, the LDBPI has grown into a thriving organization with more than 30 staff members and a budget of over \$3 million. This growth has been possible because individuals and organizations have believed in the LDBPI and have invested in our vision at critical inflection points. Starting with early

grants from the Lenny Zakim Fund, the LDBPI has grown with support from the Josephine and Louise Crane Family Foundation, Social Innovation Forum. Anything Goes Track Donors, Barr Foundation, Devonshire Foundation, and other generous donors who share our vision and values. Together, we have shaped the trajectory of trust-based philanthropy and what it means to invest in leaders and communities of color.

We have seen the benefits of this investment in our community and beyond, and we also know that our ultimate goal is audacious. Interrupting generational cycles of trauma and violence takes continued investment of time and resources. It is not simply a “one and done” venture. With ongoing support from our partners, we will continue to do the work of healing and peacebuilding that will ultimately address the root causes of violence that impact us all.



**LDBPI Growth and Impact**





## Bracken Development

Development Advisor

Bracken Development will serve as the development advisor of the Property and is responsible for forming, leading, and executing the development plan. David Bracken has worked on many notable Boston projects including 119 Braintree Street, Boston Landing, Suffolk Downs and 1 Congress Street. Additionally, David has worked with many non-profit institutions including The West End House Boys and Girls club in Allston, The Dimock Center in Roxbury and the Franciscan Children's in Brighton.

Principals: David Bracken

## utile Utile

Architect

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

Principals: Michael LeBlanc AIA (30 Westville Principal-in-Charge), Tim Love FAIA, Matthew Littell, Mimi Love, Brett Bentson AIA

## MASS. MASS Design Group

Landscape Architect

MASS Design Group is a mission-driven organization founded to support partners in delivering innovative capital projects that fundamentally improve lives and act as enablers of shared prosperity. Our work focuses on leveraging architecture, as well as inclusive design and construction processes, to create better health, justice, equity, and long-term sustainability.

Principal: Sierra Bainbridge, RLA (30 Westville Principal-in-Charge)



## Samiotes; WBE

Civil Engineer

Samiotes Consultants, Inc. (Samiotes) is a Civil Engineering and Land Surveying firm founded in 1987 and located in historic Saxonville, (Framingham) Massachusetts. Samiotes has been a certified Woman-owned Business Enterprise (WBE) and a Disadvantaged Business Enterprise (DBE) in the Commonwealth of Massachusetts for Civil Engineering and Land Surveying since 2012.

Principals: Claudia Ponce de Leon, Stephen R. Garvin



## RWM Engineering; MBE

Structural Engineer

RWM Engineering, Inc. a certified Minority Business Enterprise (MBE) is a full service structural engineering firm established in 2007. Located in Boston, MA, RWM's staff has extensive experience including designing new facilities such as Education Facilities, Libraries, Multi-unit housing, Office Buildings, Municipal buildings, Religious Facilities, etc.

Principal: Raymond W. McCrary



## Ripcord Engineering; W/MBE

MEP/FP Engineer

Ripcord Engineering, Inc. is an advanced indoor climate design studio based in Portland, ME. Ripcord Engineering provides world-class mechanical and plumbing engineering design services primarily for luxury residences, office, libraries, and multifamily apartments.

Principals: Sonia Barrantes, Jake Staub



## MCR Construction, Inc.; MBE

General Contractor

For over two decades, MCR Construction has been building and renovating properties in the Boston area. Owner Manuel Reynoso emigrated from Guatemala in 1986. He was trained as a union mason and carpenter, and was licensed as a general contractor in 1992. Over the years, MCR has worked with a large number of private homeowners, small businesses, community development organizations, governmental agencies, and nonprofits.

Principal: Manuel Reynoso



## enviENERGY; WBE

Sustainability Consultant

enviENERGY Studio is a WBE-certified firm specialized in assisting public and private sector clients to design high-performance buildings. enviENERGY Studio is a synergistic company founded to create broad solutions for a sustainable future with a goal of bringing environmental consciousness into building design, construction, and operation. Their team has extensive experience in energy consulting, LEED administration, and WELL and Fitwel project management.

Principal: Samira Ahmadi



## Bartholomew Lighting; MBE

Lighting Consultant

Bartholomew Lighting is an award-winning, Black-owned Architectural Lighting Design, and Consulting firm. Bartholomew Lighting works with clients to analyze, design, specify and commission sustainable, healthy, and cost-effective lighting systems that revitalize people, spaces, and environments.

The Bartholomew Lighting team has over 75 years of collective experience, and is comprised of designers with diverse backgrounds in theater, art, and architecture.

Principal: Edward Bartholomew





## Chaplain Clementina M. Chéry

Louis D. Brown Peace Institute  
15 Christopher Street, Dorchester, MA 02122

### Background

Featured in “Womankind: Faces of Change Around the World,” an anthology of phenomenal women, **Clementina Chéry** was born in Honduras and raised in the Dorchester neighborhood of Boston, Massachusetts where she currently resides. In 1993, she was a stay-at-home mom, who enjoyed spending time with her three children. On December 20<sup>th</sup> of that year, things abruptly changed when her oldest son, then fifteen-year-old Louis David Brown, was shot and killed. Ironically, he was en route to a Christmas party given by a group he belonged to called Teens Against Gang Violence, a youth advocacy group focused on violence prevention, intervention and peer leadership development. To transform her pain and anger into action, Ms. Chéry began reaching out to Boston’s other survivors of violence. Ms. Chéry’s goal was to give Boston’s community of survivors of violent crime a voice and the safe space and environment that her family didn’t have when Louis was killed. *“Although I struggle with forgiveness, I embrace the necessity of it.”*

### Professional Profile

**Clementina Chéry** is an internationally recognized peace education and violence prevention leader. She is an author of numerous publications on grief, loss, and healing; a motivational speaker; and a consultant on the struggles, strength and strategies of survivors of homicide victims. “Tina” is committed to giving voice to the survivors of violence in their efforts to develop and implement national policies on violence prevention and the creation of sustainable peace. As a community activist and advocate for survivors of violent crime, she is also an advocate for offender accountability and prisoner reentry within a framework of community support and family engagement. Tina Chéry is an inspirational catalyst for peace and at the forefront of the violence prevention movement.

### Employment History

<b>President and CEO</b>	Louis D. Brown Peace Institute	2001- present
<b>Director of Survivors Outreach Services</b>	Louis D. Brown Peace Institute	1996 – 2001
<b>Legislative Aide</b>	State Representative Charlotte Golar Ritchie, MA Chair, Committee on Housing and Urban Development	1995-1996
<b>Receptionist</b>	State Representative Charlotte Golar Ritchie, MA Committee on Housing and Urban Development	1994-1995

### Honors and Awards

Ordained a senior chaplain with the International Fellowship of Chaplain, Inc., 2012  
 Honorary Doctor of Laws Degree, **Mount Ida College**, 2011  
 Citizen of the Year Award, **National Association of Social Workers**, 2011  
 2010 Prize Book: Friends of Education Award Recipient, **Harvard Club of Boston**, 2010  
 Honorary Doctor of Laws Degree, **Regis College**, 2008  
 Distinguished Public Administrator Award, **Massachusetts Chapter of the American Society for Public Administration**, 2007  
 Chancellor’s Medal of Honor, **University of Massachusetts Boston**, 2007  
 International Service Award, **Search for Common Ground**, 2001  
 Exceptional Women Award, **Magic 106.7 FM Boston**, 2000  
 The American Cardinals Encouragement Award, 1999  
 Lady of the Order of St. Gregory The Great, the highest honor bestowed by Pope John Paul II on a lay Catholic, 1998  
 Clara Barton Humanitarian Award, **The American Red Cross**, 1998

## Leadership Experience

### **Creator, Louis D. Brown Peace Curriculum, 1995-present**

Nationally recognized program designed to teach the value of peace to K-12 students in Boston Public Schools; Cited by U.S. Attorney General Janet Reno in November 1996 in a report entitled “One City’s Success Story” as one of the programs that contributed to the City of Boston’s reduction in juvenile crime.

### **Founder, Annual Mother’s Day Walk for Peace, Mother’s Day, 1996-present**

A 3.6 mile-long walk around the Dorchester neighborhood of Boston that serves to mobilize community residents to work together to promote peace and maintain a safe and nurturing environment; Family members and friends of people who’ve been murdered walk with elected officials, law enforcement professionals, neighbors, clergy, educators, and advocates.

### **Founder, Survivors Outreach Services, 1995**

Provider of services to assist families immediately after a murder, including helping with personal matters, coordinating family support network, providing guidance, assisting with funeral planning, and navigating the criminal justice system.

### **Leading Participant, Survivors of Homicide Organized for Change, 1999**

A statewide coalition formed to establish Massachusetts’ Survivors of Homicide Victims Awareness Month (November 20-December 20). During awareness month, survivors across the state honor the memories of their fallen loved ones, reflect on their journey as survivors, connect with other survivors and needed services, learn more about the Massachusetts Victim’s Rights Movement, as well as explore healthy ways for them to heal.

### **Leading Participant, Serving Survivors of Homicide Victims Providers Network, 2009**

SSHVP meetings create trust and build true collaboration in an ongoing effort to ensure clear and seamless services to surviving families of homicide victims; to enhance our own individual and collective emotional resilience to best serve these survivors. Working towards breaking down barriers to meet the complex needs of survivors of homicide victims in the city of Boston.

## Publications

(2022) *The Survivors’s Court Preparation and Resource Guide.*

(2013) *The Survivors’ Burial and Resource Guide, Step by Step Workbook for Regaining Control.*

(2011) *Always in my Heart.* Children’s activity book addressing grief and loss.

(2005) *The PeaceZone: A Program for Social Literacy.* (with Prothrow-Stith D, Oliver J, Feldman M, Chery J and Shamis). An elementary school-based program K-5<sup>th</sup> grade designed to increase students’ ability to heal from trauma and loss, make positive decisions, and avoid risk-taking behavior.

(2005) *Homicide Survivors: Research and Practice Implications.* (with Feldman, M and Prothrow-Stith, D.) American Journal of Preventive Medicine.

*(In Development) The Peace of God A pathway to healing guided by the seven Peace Principle*

*(In Development) Peace from Within. A mindfulness and Peacebuilding class workbook*

## Affiliations

Past President/Founding Member, **National Coalition for Survivors for Violence Prevention**

Co-founder, **For Men by Men**, a unique network of fathers whose children were murdered

Co-Founder, **M’MOMs (Massachusetts Mothers on Move)**, a network of mothers whose loved ones were killed and mothers whose loved ones are in prison or deported.

Advisory Committee Member, **Massachusetts Juvenile Indigent Action Defense Network**, A MacArthur Foundation initiative to improve the Juvenile Justice System.

Advisory Committee Member, **State Street Foundation Youth Violence Prevention Collaborative**

Member, **Massachusetts Department of Youth Services Re-Entry Panel**



# Rachel A. Rodrigues



## Education

September 2002 – May 2006

Framingham State College

Framingham, MA

### **Bachelor of Arts Degree in Sociology, Cum Laude**

- Member of the Sociological Honors Society
- Minor in History
- President: Amnesty International FSC Chapter
- Treasurer: Human Rights Action Committee
- Senator: Student Government Association

## Experience

September 2007 – Present

Co-Executive Director | Louis D. Brown Peace Institute | Dorchester, MA

- Oversee day to day operations throughout the organization with a focus on administration and finance
- Hire staff and set pay rates
- Lead Staff meetings
- Oversee the implementation of policies and structures outlined in the Employee manual
- Approve department budgets
- Conduct the annual budgeting process
- Prepare the organization for audits and reviews
- Prepare and execute all organization's contracts for funding
- Oversee fiscal management throughout the organization



### **Director of Administration and Finance**

- Approve department budgets
- Conduct annual budgeting process
- Prepare the organization for audits and reviews
- Prepare and execute all organization's contracts for funding
- Oversee fiscal management throughout the organization
- Build and maintain Human Resource systems

### **Interim Executive Director**

- Directly supervises the Director of Operations, Director of Programs, Development Officer, Communications and Policy Coordinator, advocates, Project Manager, and Executive Assistant.
- Hire staff and set pay rates
- Lead Staff meetings
- Oversee the implementation of policies and structures outlined in the Employee manual
- Approve department budgets
- Conduct the annual budgeting process
- Measure fundraising progress and engage the board in their fundraising goals
- Prepare the organization for audits and reviews

### **Director of Programs**

- Oversees all organizations programs and services
- Supervise program coordinators, interns, and volunteers

### **Director of Training and Education**

- Coordinate all organization wide trainings, presentations, and seminars
- Develop Curricula that capture the innovative work and survivor-based model of the organization
- Provide Crisis Management services to families of homicide victims in the Greater Boston area
- Facilitate healing and leadership groups with students using the PEACEZONE Curriculum
- Supervise Graduate Student Interns

- Conduct outreach and consultation with academia, government entities, hospitals, schools, and community organizations and members.
- Educate and Facilitate training on the public health approach to violence prevention and best practices for working with survivors of homicide victims.

### **Director of Peace Education**

- Participation in overall planning, development and evaluation of violence prevention/ peace programs.
- Coordination of the PEACEZONE Curriculum:
- Coordinate and promote the PEACEZONE curriculum withing school systems in Massachusetts, through direct meetings with school personnel, communication with the Research Press publishers and Consultation with Curriculum partners.
- Recruit teachers/school districts to teach the PEACEZONE curriculum, and maintain/coordinate follow-up with PEACEZONE teachers/school personnel
- Coordinate fundraising events including The Annual Mother’s Day Walk for Peace.

### February 2004 – November 2007

#### **Manager & Customer Service Specialist| Shoes to Dye For | Natick, MA**

- Directly supervise the retail store staff of four fulltime and six part time employees.
- Approve marketing and advertising campaigns used in various high profile print media and internet search engines.
- Responsible for assisting the owner in day-to-day operations and crisis management activities.
- Responsible for all service-related contacts with internet and retail store customers.

## **Consulting**

- Consultant with VISIONS INC.



# Alexandra Chéry

## Education

**Springfield College School of Human Services**  
Candidate for BA in Human Services

**Springfield, MA**  
2021- Present

## Experience

**Louis D. Brown Peace Institute**

**Dorchester, MA**  
2010-Present

Co-Executive Director

- Develop strategic direction, ensure coordination and support overall organizational needs
- Oversee growth and sustainability of the organization
- Serve as a member of the organization's leadership team
- Develop and maintain the organization's processes and systems for data collection, assessment, reporting and compliance
- Ensure resources (staff, financial, other) are in place as needed
- Provide supervision and professional development to staff
- 

Director of Programs

- Provide supervision, feedback and professional development to staff
- Ensure programs and services are delivered effectively and consistently
- Develop budget and track expenses
- Serve as part of the organization's Leadership Team

Program Coordinator

- Coordinate, develop, and implement sessions of Educational Support Groups called the Survivors Leadership Academy
- Coordination of Massachusetts Network of Survivors of Homicide Victims
- Coordinate Survivors of Homicide Victims Awareness Month
- Maintain regular communication with survivors of homicide victims on case load via phone, email, in person, or mailing to check in on current/developing needs, communicating about Survivors Leadership Academy, healing events and opportunities
- Provide case management services to homicide victims families

**MA District Attorney Daniel F. Conley's Office**

**Boston, MA**  
2012-2013

Intern

- Prepare victims and witnesses for every phase of their case including arraignments, pre-trial hearings and trials

**Codman Square (Dorchester) Farmer's Market**

**Dorchester, MA**  
2011-2012

Market Manager

- Coordinated farmers, vendors, and staff
- Handled and managed profits
- Greeted and interacted with customers

**Boston City Councilor Charles C. Yancey's Office**

**Boston, MA**  
2009-2011

Community Events Intern

- Planned outdoor community Movie Nights in Codman Square
- Organized and led Boston City Councilor Charles C. Yancey's



Annual Book Fair

**Breath of Life: Dorchester (BOLD)**

Program Coordinator

- Conducted meetings with City of Boston Mayor Thomas M. Menino
- Supervised 40 teen youth advocates
- Prepared the youth advocates for workshops and presentations

**Dorchester, MA**  
2007-2011

**Breath of Life: Dorchester (BOLD)**

Youth Advocate

- Arranged dialogues between Governor Deval Patrick (MA) and youth of Dorchester
- Facilitated Youth-Police Dialogues
- Organized workshops on the importance of health and wellness
- Arranged community events promoting health and wellness

**Dorchester, MA**  
2007-2011

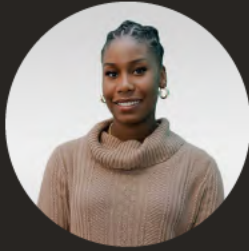
**Teens Against Gang Violence**

Youth Advocate

- Facilitate workshops for Boston youth on conflict resolution and Non-violence

**Boston, MA**  
2003-2005

**REFERENCES AVAILABLE UPON REQUEST.**



# Shaulita Francis

Creative Communications Professional

[Redacted]

[Redacted]

Boston, MA

## About Me

I am a creative marketing professional with skills in community engagement, branding, public relations, fundraising and I am highly capable of telling your organization's story

## Skills

- Project Management
- Problem Solving
- Event Planning
- Leadership
- Digital Marketing
- Communication Skills

## Expertise

- Social Growth
- Campaign Development
- Community Outreach & Engagement
- Brand Creation
- Content Management

## Awards

May 2018 | Gordon College  
**Humanitarian Award**

## Work Experience



### 2021 - Present Communication and Marketing Manager

Louis D.  
Brown Peace  
Institute

- Work collaboratively with the leadership team to establish and carry out organization's goals and strategic growth plan
- Manage and oversee staff members, interns and consultants
- Led and collaborated with leadership to coordinate Covid-19 plan including transitioning annual fundraiser to virtual event raising \$400k+
- Build and manage growth of organization's communication department goals, strategies, and implementation of comprehensive marketing campaigns resulting in over \$1.7m raised and 146% growth in social followers
- Develop public relations materials including PR kits, talking points, and disseminate materials to trusted contacts in New England media sector to position organization as experts in field
- Collaborate and develop materials for events and media engaging Boston Celtics, New England Patriots, Boston Neighborhood Network, NECN NBC 10

### 2019-2021 Communication and Marketing Coordinator

Louis D.  
Brown Peace  
Institute

- Lead communication and marketing for annual fundraiser attracting 10K+ in person and 39.2K+ virtually over the course of four years
- Coordinate and help staff members and leadership prepare for interviews and speeches
- Audited, wrote copy and managed the revamping of the organization's website
- Developed and execute weekly communications with community and stakeholders using social media and email networks that reach over 19k
- Function as in-house photographer, videographer and graphic designer

## Previous Work Experience

2018-2019	<b>Brand Ambassador</b>	Creative State X
2018	<b>Social Media Intern</b>	NYA.BOSTON
2018	<b>Social Media Manager</b>	Boston Project Ministries

## Education

2014-2018  
Gordon College

**B.A. in Communication Arts**  
Minor: Business Administration

# Kaine Nicholas

EXECUTIVE DIRECTOR, COOPERATIVE DEVELOPMENT

## DRIVING CULTURAL RELATIONSHIPS WITH COLLABORATION & INVESTMENT

Innovative and solution-focused leader with 15+ years of experience building relationships and responding to challenges faced by diverse communities and businesses. Savvy networker combines interpersonal skills, collaborative style, and business acumen to cultivate partnerships and create win-win solutions. Rallies to a steep learning curve to understand complex topics quickly, often relying on data and organizational efficiency focus to back up analysis. Experienced working with multiple executives funding partners, creatives, and humans with diverse backgrounds.

Consulting ▪ Early Stage ▪ Start Up ▪ Cultivating Relationships ▪ Partnerships ▪ Networking ▪ Client Management  
Written & Verbal Communication ▪ Public Speaking ▪ Pipeline Building ▪ Reporting ▪ Documentation ▪ Venture  
Supplier Diversity ▪ Securities Licensed ▪ Financial Empowerment ▪ Technology and Media Advocate

## KEY HIGHLIGHTS

- ✓ Launched two community development financial institutions (CDFIs) in the state of California
- ✓ Solidified \$2.1M in EQ2 debt funding for 600 businesses through consistent impact leadership and partnerships.
- ✓ Engaged 400+ small businesses to be work-ready for the \$5B Los Angeles World Airports Ability program.
- ✓ Removed barriers to entry for 900+ small businesses in underserved communities.

## EDUCATION

**Master of Business Administration** ▪ Babson College, F.W. Olin Graduate School of Business – Wellesley, MA 2013  
**The Riordan MBA Fellows Certificate** ▪ University of California, Anderson School of Business – Los Angeles, CA 2011  
**Bachelor of Science**, in Economics-Finance ▪ Bentley University – Waltham, MA 2008

## PROFESSIONAL EXPERIENCE

*Black Cooperative Investment Fund, (BCIF) – Los Angeles, CA* July 2021 – April 2022

### EXECUTIVE DIRECTOR

An unapologetic Black grassroots cooperative and loan fund (CDFI) tasked to re-ignite its loan program, organizational CDFI development, accelerate its trajectory and overall statewide impact as the inaugural executive director during the Covid-19 Pandemic.

- Championed the mission with avant-garde programs across the state engaging community partners and investors.
- Increased borrower pre-applications 300% and restructured 75% of loan portfolio through loan workout
- Developed investment strategies to increase revenues to an average 18K per month.
- Presented marketing materials and leverage to new national banking and CDFI relationships.

*FoundersClick – Cupertino, CA*

Jun 2020 – July 2021

### IMPACT VENTURE PARTNER

Revenue-share joint venture to revitalize underserved communities by prospecting capital and removing barriers. Use established networks and new relationships to source, negotiate, and execute growth equity for bold entrepreneurs.

- Created an accelerator model targeting businesses with revenues of \$2-50M seeking a liquidity infusion. Sourced funding partners, created de novo application, due diligence process, marketing campaigns, and ROI targets.
- Elevated the conversation about minority communities by creating a North American discussion network.

*ABLE Consulting, LLC – Los Angeles, CA*

Sep 2013 – Present

### FOUNDER | MANAGING PARTNER

Build relationships and identify opportunities to match high potential start up and SMBs with national and regional capital. Have deep understanding of effective strategies to capital raising through public and private organizations.

### Community Development

#### **NAAC COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION (CDFI)**

- Solidified \$2.1M in EQ2 debt funding for CDFI to revitalize communities affected by Covid-19. Included building a lending platform, writing policies, real-time communication, and tracking to loan underwriting documentation.



## Kaine Nicholas

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### MACEDONIA CDC

- Sourced and engaged 12 banks to small business grants to transform the Watts, CA area. Identified the micro businesses and facilitated fund disbursement. Organized & led first ever 2014 Watts Walk/Run event

### IMPACT SOUTHERN CALIFORNIA CDC

- Attained initial \$100K grant funding to fund a leadership entrepreneur program in Southern CA
- Led supplier diversity efforts and programming with SoCal Edison work provided to grow MBE certified businesses.

### Business Development

#### GOLDMAN SACHS

- Activated 16 SMBs to participate in the Goldman Sachs & Co 10,000 Small Businesses growth training. Key results from participants resulted in 47% created new jobs and 67% increased revenues.

#### LAX LANDSIDE ACCESS MODERNIZATION PROGRAM

- Engaged 400+ small businesses to be work-ready for the \$5B Los Angeles World Airports construction project. Prospected, assessed business areas of expertise, reviewed financials, and marketing to the deciding entities.

#### \$10M BUSINESS INTERRUPTION FUND

- Advised 200+ small businesses on how to receive public building contract opportunities through business plan development, organization, training, and financials in the Crenshaw/LAX Transit Project.

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*Prudential Advisors – Sherman Oaks, CA*

*Mar 2019 – Mar 2020*

#### **FINANCIAL PROFESSIONAL ASSOCIATE**

Onboarded new clients and maintained existing client relationships through presentations, service delivery, and compliant documentation. Prospected new businesses to identify and create custom solutions.

- #1 e-money technology user among associates in the country
- Became the de facto trainer for associates by fully understanding *Know Your Client* policies, procedures, and risks.

*Transamerica Financial Advisors – Pasadena, CA*

*May 2018 – Mar 2019*

#### **INVESTMENT ADVISOR REPRESENTATIVE**

Quota driven account sales position. Prospected clients to create custom solutions with a focus on in-house products.

*Merrill Lynch | A Bank of America Company – Los Angeles, CA*

*Sep 2017 – Mar 2018*

#### **FINANCIAL ADVISOR**

Completed the Investment Advisor Management Training. Refined the hard skills required to pass the Series 7 and California Life & Health Insurance exam, with a focus on investment management, customer service, compliance, risk management, and account management.

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*Tradewinds Global Investors, LLC – Los Angeles, CA*

*Oct 2005 – Aug 2013*

#### **TRADING COORDINATOR**

Worked in a high-pressure environment in an investment management company with a peak AUM of \$37B in 2012. Reconciled the daily P&L, and managed critical data, block trades, project requests, and trade settlements for 11 traders and 58 back office teams. Managed \$100M in daily trades with accuracy and timeliness.

- Boosted efficiency 166% and reduced time for investments by 66% by implementing database enhancements.
- Achieve pristine 0-error track record.
- Selected by the Supervisors and IT Department to expand the trade ticket submissions to 35 sponsors.

## **PROFESSIONAL ASSOCIATIONS & NETWORKS**

Annenberg Foundation Alchemy for Superbowl, Participant  
Center for Engaged Education, Board of Trustees Chair  
National Development of Conscious Communities (NDCC)  
Conference Committee

African American Board Leadership Institute, Alumni  
BREAUX Capital, Cooperative Advisor  
Bentley and Babson College University, Active Alumni  
Phi Beta Sigma Fraternity, Inc., Member  
Project Management Association

[REDACTED]  
[REDACTED]  
**KYLE J. METZGER**

**RELATED SKILLS**

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**Soft Skills:**

Project Management  
Deadline-Driven  
Self-Motivation  
Time Management  
Relationship Building  
Collaboration

**Hard Skills:**

Grant Writing, Reporting, and Research  
Social Media Acumen  
Donor Databases  
Microsoft Office  
Bookkeeping  
Data Analysis

**EDUCATION**

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**BLUFFTON UNIVERSITY**  
Bachelor of Arts in Social Work  
Minor in Youth Ministry

Bluffton, OH  
May 2008

**ANABAPTIST MENNONITE  
BIBLICAL SEMINARY**  
Master of Arts in Peace Studies

Elkhart, IN  
May 2014

**WORK EXPERIENCE**

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**LOUIS D. BROWN PEACE INSTITUTE**  
Grants Manager

Dorchester, MA  
October 2021-Present

- Apply for and maintain grants portfolio of \$2 million.
- Work with development team to establish resource development priorities.

**UNITED WAY OF HUNTINGTON COUNTY**  
President & CEO

Huntington, IN  
June 2017-June 2022

- Apply for and maintain grants ranging from \$100,000-\$400,000 per year.
- Work with board of directors to set vision and strategy for the organization.
- Set and maintain total budget of over \$800,000 and assets of over \$1.3 million.
- Work with campaign cabinet and United Way staff to set and achieve campaign goal.
- Network with businesses to ascertain community needs.
- Conduct annual grant process of \$400,000+ with community partners, including applications, awarding, and outcomes reporting.

**LOVE IN THE NAME OF CHRIST  
OF HUNTINGTON COUNTY**  
Director of Operations

Huntington, IN  
May 2014-June 2017

- Oversaw all ministries through volunteer coordination, delegation, and community collaboration.
  - Cooperated with other community organizations to prevent duplication as well as partner and strengthen community-wide services.
- [REDACTED] [REDACTED]

- Wrote all organizational grants and facilitated partnership with local United Way.

**HUNTINGTON UNIVERSITY**

Huntington, IN

**Coordinator of Student/Multicultural Activities**

August 2012-May 2014

- Facilitated planning of multiple events with specific focus on multiculturalism and diversity.
- Participated in the Huntington University Diversity Committee to promote understanding and acceptance in the University community through advocacy and grant applications.

**PATHFINDER SERVICES, INC.**

Huntington, IN

**QMRP/Case Coordinator**

August 2008 to January 2011

- Oversaw the cases of clients with developmental and intellectual disabilities.
- Team leader for Community Supports Division in overhaul of online Client Information System.

**BOARD INVOLVEMENT**

**PATHFINDER SERVICES, INC.**

Huntington, IN

**Human Rights Committee**

April 2015-Present

Work with case managers to ensure that clients' individual plans are not restrictive and advocate for the rights and freedoms for those being served.

**PURDUE EXTENSION OF HUNTINGTON COUNTY**

Huntington, IN

**Advisory Board**

January 2017-Present

Serve as Board President. Advise the Extension Educators on community education needs and evaluate staff. Assist in planning community-wide events that connect the citizens of Huntington County with the agricultural community.

**REFERENCES**

**Darren Bickel**

*President*

United Way of Kosciusko County  
darren@unitedwaykosciusko.org  
574.238.9474

**Steve Kimmel**

*Executive Director*

Huntington County Chamber of Commerce  
skimmel@huntington-chamber.com  
260.356.5300

**Todd Latta**

*CEO/Executive Director*

Parkview Huntington Family YMCA  
todd.latta@huntingtony.org  
260.359.9622





## Katie Barnett Consulting



### **Katie Barnett** **Consultant Bio**

Katie Barnett has over two decades of experience leading successful teams, building authentic, productive relationships, and delivering meaningful results. With consulting experience from McKinsey & Co., Bridgespan, and Root Cause, she has worked with over 100 nonprofit organizations representing a wide range of social issues. Recent/current clients include the Louis D. Brown Peace Institute, Boston Women’s Fund, Generic Ministry, African Bridge Network, The Miriam Fund, and Mother Caroline Academy.

Prior to re-launching her independent consulting practice in 2020, Katie was Associate Director of Programs at TSNE Missionworks, where she led a team of consultants in Organizational Development, Human Resources, and Executive Transitions. From 2007-2017, Katie worked as Lead Consultant and Associate Director at the Social Innovation Forum, where her many roles and responsibilities provided valuable experiences in nonprofit management, organizational development, consulting, philanthropy, and fundraising.

Katie received a BA in History from Yale College and an MBA from the Yale School of Management, where she focused on nonprofit management and strategy.

## Jude Goldman, Development Consultant

Jude Goldman served as the first full-time executive Director of the Lenny Zakim Fund, LZF. After 14 years of service, she retired from LZF, and now she is a consulting mentor lending her skills and experience to the leadership of social justice, grassroots organizations, and she provides guidance to donors who seek to support them. A member of the Governance and Fund Development committees, she serves on the board of directors of VISIONS Inc.. She is an active participant in a writers' workshop focusing on personal essays and poetry.

Prior to LZF, Jude was the Executive Director of the Massachusetts School-Age Coalition. Jude is an alum of Emerson College and holds a Certificate in Offset and Letterpress Printing from Boston Evening Trade School. A corporate refugee, she enjoyed a long and successful career in magazine publishing and capped off her career as a Vice President for Staywell, a division of Times Mirror from Wakefield, Mass., she has lived in Roslindale with her husband, photographer, Ed Braverman, for three decades.



**DAVID E. BRACKEN**

**EXPERIENCE:**

- 2017-Present **BRACKEN DEVELOPMENT, L.L.C.** Boston, MA  
*FOUNDER AND CHIEF EXECUTIVE OFFICER*
- Leads the strategic vision, business plan, acquisitions, project development and entitlements, business development, and advisory engagements.
  - 119 Braintree Street: Leading the entitlement of a 500,000 SF project in Allston, MA. The project includes: 386,000 SF life science building, and a 86-unit mixed-income residential building
  - Bosse Sports Training: JV owner of a 30,000 SF sports training facility in Framingham, MA.
  - Various Advisory Engagements: Advised large national commercial developers, equity investors and lenders on specific projects in Metro Boston
- 2018 **NATIONAL DEVELOPMENT** Newton Lower Falls, MA  
*SENIOR VICE PRESIDENT*
- Led the development of a 3.0M SF mixed-use district in South Boston, MA. The development includes 7 buildings ranging from 70' to 300' tall, complete city streets and infrastructure improvements, and district-wide transportation improvements.
- 2011-2017 **THE HYM INVESTMENT GROUP, L.L.C.** Boston, MA  
*SENIOR VICE PRESIDENT – DEVELOPMENT AND FINANCE (2014 – AUG. 2017)*
- Boston Landing: 1.7M SF mixed-use campus in Boston and home to New Balance's corporate headquarters, includes 650,000 SF of office across 3 buildings, a 175-key hotel, and a 295-unit residential building, a state-of-the-art 5,000 seat indoor track facility, and a 660 seat ice arena. Individual projects at Boston Landing include:
    - 80/90 Guest Street: Led the development of a \$172M 487,000 SF mixed-use building
      - Includes 230,000 RSF of Class A office, 55,000 SF ice arena, (home practice facility for the Boston Bruins), below and above grade structured parking, 12,000 SF of ground floor retail
      - Project status: Opened in September 2016
    - 125 Guest Street: Led the development of a \$152M 295-unit 17-story luxury apartment tower
      - Market leading amenities include: 17,000 SF outdoor pool deck with green space, penthouse lounge and deck overlooking Boston skyline, library, club room, fitness center, and dog spa
      - 16,000 SF ground floor retail
      - Project status: Opened in May 2018
    - 71 Guest Street: Led the development of a \$230M 405,000 GSF New Balance Sports Complex
      - Includes a 5,000 seat indoor track and field facility with hydraulically banked turns, warm-up facilities, a separate throwing facility, and a Magic Carpet
      - Includes 26,000 SF of street front retail, 77,000 SF office and sports lab uses, and structured parking
      - Project Status: 100% Construction Documents, fully entitled, construction commencement expected in spring 2019
  - Suffolk Downs: Led the acquisition and development of Suffolk Downs, a 161.2 acre former thoroughbred racing facility located in the cities of Boston and Revere
    - Development program includes 14,000,000 SF of a mix of residential, commercial, hotel and retail uses, 3,000,000 SF of parking and 30 acres of public open space
    - Led the underwriting and feasibility analysis
    - Assembled, negotiated and managed key team consultants (master planning, civil, environmental, traffic, permitting, legal, geotechnical) for the due diligence and development effort
    - Project Status: In permitting
  - Led HYM's financing efforts for all current and prospective projects



**DAVID E. BRACKEN**

- Provided underwriting approval of all HYM projects, introduced and negotiated with prospective equity and construction lenders, and led the JV and debt financing documentation
- Manages GP/LP financing effort for pipeline deals
- Led a team of Development Managers and Associates

*VICE PRESIDENT (2013-2014)*

- Twenty|20: Led the development of Twenty|20, a \$158M 355-unit luxury apartment tower in Cambridge, MA
  - Responsibilities included: site selection, consultant contract negotiation, consultant management, feasibility analysis, process implementation, design management, permitting, equity and construction loan search and closings, branding, marketing, leasing, construction oversight and forward sale process
- Assembled, negotiated and managed key team consultants at NorthPoint, Twenty|20, and Government Center Garage Redevelopment including: design and landscape architects (including sub-consultants), civil engineers, structural engineers, environmental engineers, geotechnical engineers, traffic engineers, MEP consultants, attorneys and general contractors

*SENIOR DEVELOPMENT MANAGER (2011-2012)*

- Created and oversaw the financial underwriting of the \$1B, 2.3M SF six-building Government Center Garage redevelopment and presents analysis to institutional financial partners
- Managed the application process for I-Cubed financing opportunity at NorthPoint
- Create and manage relationships with key stakeholders including financial partners, neighborhood activists, key governmental staff and elected officials
- Conduct presentations to neighborhood groups, to city staff, and to elected officials

*DEVELOPMENT MANAGER (2011)*

- Supervised commercial leasing efforts at NorthPoint via broker management, responses to RFPs, and conducting presentations to prospective tenants
- Responsible for pursuing new business opportunities ranging from build-to-suit projects at NorthPoint to large unentitled mixed-use projects
- Manage the reporting process to partners and lenders including annual, quarterly and monthly reports

2007-2011

**RELATED COMPANIES – RELATED URBAN DEVELOPMENT**

New York, NY

*SENIOR ASSOCIATE*

- Developed 600,000 SF of office, 175,000 SF of retail and 123,000 SF of residential product
- Planned development through schematic design of 925,000 SF of retail, 600,000 SF of office, and 450 residential units including 3 department stores (executed leases), nationally recognized restaurants and retail tenants, class “A” and class “B” office, and luxury residential units
- Asset managed: 1.7M SF of retail, office and residential uses including approximately 230 retail tenants, 55 office tenants, and 150 residential units
- Negotiated financial agreements with cities and counties, partnership agreements, loan documents and amendments, hotel management agreements, public financial consultant contracts, retail and office leases and amendments
- Improved the Net Operating Income of two high profile projects by over \$10M collectively in a two-year period
- Led winning RFP response effort for a \$110M, 400-key convention center hotel in West Palm Beach

2006-2007

**FIDELITY INVESTMENTS - REAL ESTATE GROUP**

Boston, MA

*RESEARCH ASSOCIATE*

- Modeled \$2B worth of prospective private market real estate investments using JV Equity, Participating Mezzanine Debt, and Preferred Equity structures
- Underwrote \$400M worth of apartment, industrial, and hotel transactions

**DAVID E. BRACKEN**

- Responsibilities included: Conducting financial analyses, performing submarket and property due diligence, preparing and presenting investment recommendations to review committee, monitoring existing assets, maintaining third party relationships with partners, borrowers and other industry participants

**PRIOR EXPERIENCE:**

2001-2005 **DST INTERNATIONAL** Boston, MA

(Formerly Askari Risk Management, a subsidiary of State Street Corporation)

*SALES ANALYST – NORTH AMERICA (2003-2005, part-time during school year)*

- Member of 2 person team that generated over \$15M sales and 95% of total revenue for DST International in North America
- Helped bring Askari to profitability for first time in group's history
- Performed risk analyses of multi-asset class and multi-currency portfolios
- Led marketing demonstrations to senior members of pension funds, hedge funds, and investment management firms
- Clients included: Ontario Teachers Pension Plan, Soros Fund Management, Lazard Freres, etc.

**ASKARI RISK MANAGEMENT – STATE STREET CORPORATION**

Boston, MA

*SALES SUPPORT BUSINESS ANALYST – CLIENT SERVICES (2001-2003)*

- Analyzed buy-side client and prospect holdings; performed historical simulations and stress scenarios
- Integrated client holdings and generated market risk reports designed with client's input

2000-2001 **PENCOM SYSTEMS, INC.** Boston, MA

*RECRUITER*

- Built and maintained relationships with clients and candidates to guide candidates through job search process

**EDUCATION:**

December 2005 **BOSTON COLLEGE- CARROLL SCHOOL OF MANAGEMENT** Chestnut Hill, MA

*MASTERS OF BUSINESS ADMINISTRATION*

- 2005 Diane Weiss Consulting Competition winning team member

May 2000 **MIDDLEBURY COLLEGE** Middlebury, VT

*BACHELOR OF ARTS; Major: Pre-Architecture; Minor: Economics*

- Honors: NCAA Division III Men's Ice Hockey National Champions: 1997, 1998, 1999
- 1999 Assistant Captain, Senior All-Star Team

**OTHER:**

- Accolades: Named RE Forum's 2016 Top 50 under 40
- Speaking / Roundtable:
  - NAIOP's "Allston on the Rise" – May 2021
  - Marcus & Millichap's 2016 Multifamily Forum New England – October 2016
  - BLDUP's "The Developer's Agenda" – October 2016
- Member: NAIOP Boston, Urban Land Institute, West End House Boys & Girls Club Building Committee

# 119 Braintree Street Boston, Massachusetts

486,000 SF Mixed-Use, Transit-Oriented Redevelopment



## Project Details

Existing GSF: 133,000 SF

Proposed GSF: Approx. 475,000 SF

Proposed Uses: 386,000 SF of Commercial Space & 86 Mixed-Income Residential Units

Status: Entitlements

BD Role: Development Manager

## Project Attributes

- Redevelopment of an existing 133,000 square foot office building
- Located along the Mass. Turnpike and directly adjacent to the Boston Landing Commuter Rail Station
- Development plans include: 386,000 SF commercial building and 86-unit mixed-income residential building featuring affordable, middle-income, and market rate apartment units
- Over 13,000 SF of public open space including a pedestrian connection to the Everett Street Bridge





# Lantera at Boston Landing Boston, Massachusetts

295-Unit Luxury Apartment Tower



### Project Details

Project GSF: 384,000 GSF

Building Height: 17 Stories (198')

Number of Units: 295

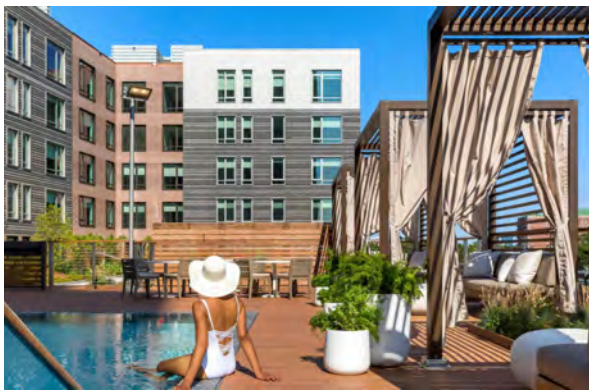
Retail RSF: 16,000 RSF

Affiliation: As part of The HYM Investment Group

### Project Attributes

- Market unit mix of studios – 3-bedroom units
- 17,000 SF outdoor terrace including grills, fire pits, swimming pool, cabanas, yoga deck and lounge space
- Rooftop indoor/outdoor lounge overlooking Boston skyline
- Large fitness room, quiet library with multiple study spaces, club room with pool table and oversized TV
- Unit finishes include: LED under cabinet lighting, elegant tile back splashes, modern style flat front cabinets with soft close cords, contemporary stainless steel appliances, Bosch washer and dryers

Project Completed on behalf of former employer:  
The HYM Investment Group, LLC





# Northpoint Masterplan Cambridge, Massachusetts



5.2M SF Mixed-Use Development

**Project Details**

Project Size (acres): 42 Acres  
Project Size (FAR): 5.2M SF (3.2M SF Residential, 2.0M SF Commercial)  
Parcels: 18  
Parks: 11 acres of park and open space  
Infrastructure: Over 6 miles of roads and streets  
Affiliation: As part of The HYM Investment Group

**Project Attributes**

- Entitled increased building heights to 220' (unprecedented in Cambridge)
- Unanimous approvals in Cambridge, Boston and Somerville
- Solved long standing MBTA train station roadblocks
- Developed the first building (Twenty!20)
- Completed 5-year business plan and subsequently sold asset at a successful price

Project Completed on behalf of former employer: The HYM Investment Group, LLC





# Suffolk Downs

## East Boston and Revere, Massachusetts



16.5MSF Mixed-Use Development

### Project Details

Project Size (acres): 161.2 Acres  
Location: Boston and Revere  
Number of Parcels: 45  
Anticipated Size: 16,500,000 SF  
Affiliation: As part of The HYM Investment Group

### Project Attributes

- Led the \$155 M acquisition and closing of the largest land transaction in Boston history
- Secured GP and LP equity commitments for the land acquisition
- Secured a land loan for approximately 50% of the acquisition price
- Formed a best-in-class development team

Project Completed on behalf of former employer: The HYM Investment Group, LLC





### Education

Arizona State University, Master of Architecture, 1997

University of Massachusetts, Bachelor of Fine Arts, Architectural Studies, 1991

### Affiliations

American Institute of Architects

Boston Preservation Alliance (Board of Directors)

Northeastern University, Department of Architecture, Lecturer, Adjunct faculty, 2001-present

Arizona State University, Department of Architecture, Adjunct faculty, 1997-1998

### Selected Projects

Girard, Boston, MA—160-unit mixed-use development for New Atlantic

The Quinn, Boston, MA— 14-story, 356,500 SF mixed-use building for Related Beal

Roxbury Branch of the Boston Public Library Renovation, Roxbury, MA

Roxbury Branch of the Boston Public Library Programming Study and New Entry Design, Roxbury, MA

Jamaica Plain Branch of the Boston Public Library Renovation & Addition, Jamaica Plain, MA

ZUMIX, East Boston, MA—LEED Gold certified historic renovation for a non-profits arts organization



## Michael LeBlanc AIA Principal-in-Charge

Michael will serve as principal-in-charge for The Guild Sanctuary project. He has been in charge of numerous institutional, residential, and renovation projects such as the 160-unit mixed-use Girard in Boston's South End and The Quinn mixed-use development at 380 Harrison Avenue in the South End. He led the Rethink Boston City Hall & Plaza Master Plan, the Boston City Hall Conservation Management Plan, and the recent renovation of the Roxbury Branch of the Boston Public Library. His interests range from the logics of construction and material research, to investigating the parametric relationships between code, cost, sustainability, and experiential qualities in building design.

Prior to Utile, Michael worked at Machado Silvetti where he was a senior designer and project director on projects such as the Provincetown Art Association Museum (PAAM) addition and renovation, which became the first LEED-certified art museum in the United States; the Honan-Allston Branch of the Boston Public Library, which won a 2003 AIA National Design Award; and the Getty Villa, Research Center, and Scholars' Library.

Additionally, Michael has taught design studios as a Faculty Associate at Arizona State University and is currently a member of the adjunct faculty at Northeastern University's Department of Architecture. He is also on the Board of Directors for the Boston Preservation Alliance.

**utile**

Nick Buehrens AIA, CPHC®  
Associate Principal, Project Manager

Nick Buehrens is a registered architect and an associate principal at Utile. He leads a diverse range of projects, focusing on affordable, sustainable, multifamily housing for mission-driven organizations. Nick is a Certified Passive House Consultant (CPHC) with expertise in building science, systems and energy use. His experience at Utile has been grounded in exposure to project types at all scales and for commercial, institutional, and non-profit clients. He has taught at the Boston Architectural College (BAC), and served as a guest critic at the BAC, Northeastern University and RISD.

Trained as an artist and an architect, Nick has worked across the country on a variety of interdisciplinary, collaborative projects focusing primarily on ecological, social, and urban issues. Prior to joining Utile, Nick worked at Stoss Landscape Urbanism, where he was the lead architectural designer on public infrastructure improvements for Harvard University. He has also been a design consultant for Stack+Co. and a project manager for DSA Architects (Berkeley, CA), where he oversaw the design and construction of net-zero energy urban housing prototypes. Born and raised in Boston, Nick holds a BA in Studio Art from The Colorado College and an M.Arch. from Rhode Island School of Design.

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#### Education

Rhode Island School of Design,  
Master of Architecture

Colorado College, Bachelor of Arts in  
Studio Art

#### Selected Projects

25 Sixth Street, Chelsea, MA—63  
units of affordable housing for The  
Neighborhood Developers (TND)

One Beach, Revere, MA—39 units of  
affordable senior housing for TND

Acadia, Chelsea, MA—34 units of  
affordable housing for TND

1005 Broadway, Chelsea, MA—38  
units of affordable housing for TND

191-195 Bowdoin Street, Dorchester,  
MA—41-unit affordable housing and  
retail development for VietAID

1599 Columbus Ave, Jamaica Plain,  
MA—Affordable housing in Jackson  
Square for Urban Edge

Sycamore on Main, Brockton, MA—48  
units for NeighborWorks Housing  
Solutions

88 Hudson Street Condominiums,  
Boston, MA—51 affordable condos for  
Asian CDC

Cambridge St., Inman Square,  
Cambridge, MA—18-unit mixed-use  
development for Boston Night Life  
Ventures

## Education

Rhode Island School of Design,  
Bachelor of Architecture

## Selected Projects

Front Street Development, Portland,  
ME—113-unit affordable housing re-  
development for the Portland Housing  
Authority

Bowdoin Street Mixed-Use, Boston,  
MA—41-unit affordable housing and  
retail development for VietAID

152-158 Broadway Passive House,  
Somerville, MA

3371 Washington Street, Jamaica  
Plain, MA—39-unit affordable senior  
housing development for Jamaica  
Plain Neighborhood Development  
Council and New Atlantic

Mayfield Junior School Master Plan  
and Schematic Design, Pasadena, CA—  
*while at Berliner Architects in Los Angeles,  
CA*

Heart of Los Angeles (HOLA)—*while at  
Berliner Architects in Los Angeles, CA*

## Cherry Yang, AIA Project Architect

Cherry Yang is a licensed Architect who has been working with Utile since September of 2020. Cherry aspires to use design to uplift communities and advocate for equitable, diverse futures particularly in residential, cultural and civic projects. She advocates for community-focused, inclusive and sustainable design practices. Within Utile, she is a Co-Chair of the JEDI Mentorship working group. Cherry previously worked at Friedrich St. Florian in Providence and Berliner Architects in Los Angeles, where she directed her first humble design project towards construction for a non-profit afterschool care program.

Hailing from New Zealand with roots in Wuxi, China, Cherry is a BArch '20 graduate from Rhode Island School of Design, where she developed a vested interest in fostering community during her presidency for the RISD AIAS chapter. During her time there, Cherry took a semester abroad to ETH Zurich, where she developed a fondness for Swiss construction and non-sliced bread. Outside of her life at Utile, Cherry is an adjunct professor at Boston University. Cherry has an affinity for outdoor activities, organizing spreadsheets, and planning new knitting projects.





Jeff Geisinger AIA, LEED AP, CPHC®  
Associate Principal, Director of Sustainable  
Design

Jeff Geisinger leads Utile's building performance and resilience initiatives. As a Certified Passive House Consultant (CPHC), he has guided the design of several multifamily projects pursuing Passive House certification. He works intimately with project teams to set sustainability goals from the start and to integrate cost-effective solutions for energy efficiency through in-house energy modeling. Jeff also advances resilience best practices within the firm's architecture and urban design practice. In 2019, he co-authored the City of Boston's Coastal Flood Resilience Design Guidelines, which outlines strategies to make buildings more resilient to sea level rise. In addition to project-based work, Jeff leads Utile's AIA 2030 Commitment benchmarking.

Jeff holds a Master of Science from the Building Technology Program at MIT and a B.Arch from Rice University. He is a lecturer at the Rhode Island School of Design's Department of Architecture, where he teaches courses on environmental building performance.

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#### Education

MIT, Master of Science in Building  
Technology

Rice University, Bachelor of  
Architecture

#### Affiliations

Certified Passive House Consultant

#### Selected Projects

25 Sixth Street, Chelsea, MA—62  
units of affordable housing for The  
Neighborhood Developers, Passive  
House Pre-Certified

1599 Columbus Ave, Jamaica Plain,  
MA—65-unit affordable housing  
in Jackson Square for Urban Edge,  
Passive House Pre-Certified

1005 Broadway, Chelsea, MA—38  
units of affordable housing for The  
Neighborhood Developers, Passive  
House Pre-Certified

Boston Flood Resiliency Zoning  
Overlay District & Resiliency Design  
Guidelines, Boston, MA

Roxbury Branch of the Boston Public  
Library Renovation, Roxbury, MA

Beverly and Salem's Climate Action  
and Resilience Plan (Buildings and  
Development focus area), Beverly, MA  
and Salem, MA

Highland Yard Energy Positive  
Housing, Roxbury, MA

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## Education

Northeastern University School of Architecture, Master of Architecture

Harvard University Faculty of Arts and Sciences, Bachelor of Arts

Columbia University Graduate School of Architecture, Planning, and Preservation New York/Paris Certificate

## Selected Projects

Newton On-Call Urban Design Review, Newton, MA

The Possible Project's Innovation Center, Jamaica Plain, MA

Boston City Hall Conservation Management Plan, Boston, MA

The Homegrown Courts, Los Angeles Low-Rise Housing Competition Entry, Los Angeles, CA

Butterfly Work Pod, Design Concept

Andover Comprehensive Plan, Andover, MA



## Cyrus Dahmubed Director of Research

Cyrus P. Dahmubed joined Utile in 2018 after receiving his Master of Architecture from the School of Architecture at Northeastern University, where he received the Alpha Rho Chi Medal for Service, Leadership, and Merit. At Northeastern, he served as the President of the school's chapter of the American Institute of Architecture Students (AIAS), the founding curator and editor of the graduate colloquium series and publication, Common Ground, and in several other service and teaching positions. Prior to joining Utile, he worked at Hacin + Associates and was the Editor-in-Chief of AIAS's national journal, CRIT, where he oversaw the publication's editorial and graphic overhaul.

Since 2020, Cyrus has worked with Utile's Director of Equity and Cultural Impact, Tayler Morris, to guide Utile's Justice, Equity, Diversity, and Inclusion (JEDI) Initiative.

In 2021, Cyrus joined the Board of the Boston Children's Chorus, which he was a member of as a teen and which remains near and dear to his heart for its mission to advance social justice through music. He was also selected to serve on NCARB's 2021 Licensure Candidates Think Tank. He has taught studio and seminar courses at Wentworth Institute of Technology and the Boston Architectural College.

utile



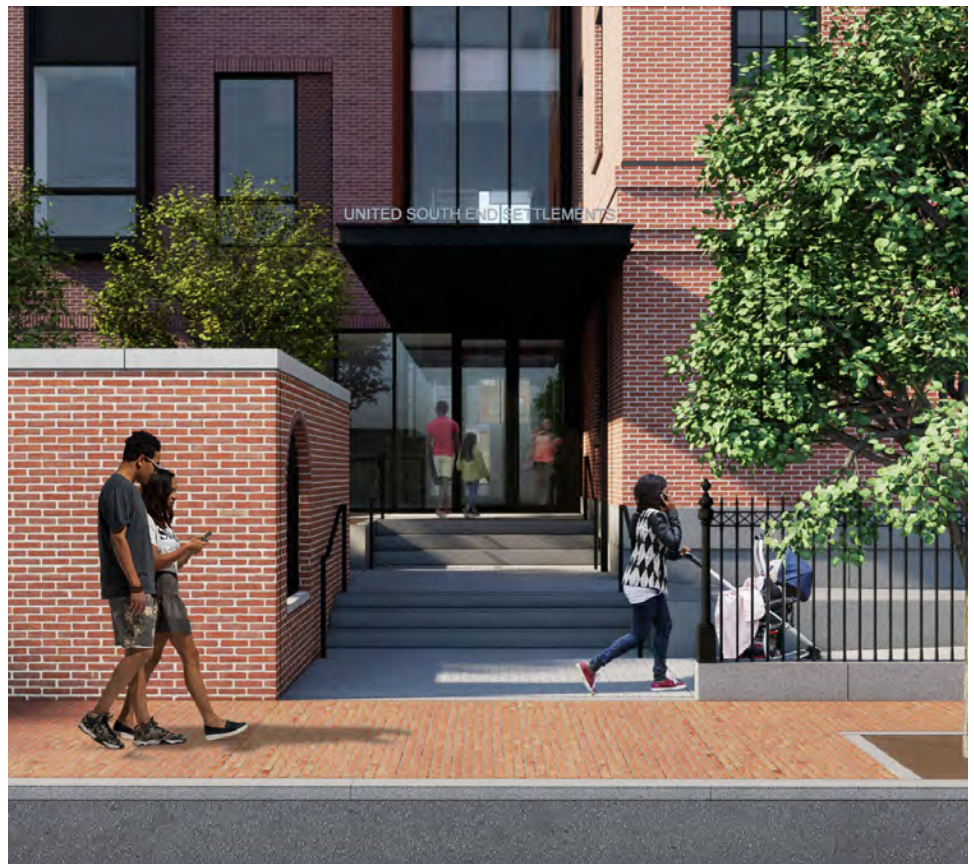
# United South End Settlements Rutland Street Renovation Boston, Massachusetts



The rehabilitation of the United South End Settlements campus at 36-48 Rutland Street in Boston consists of two properties that are both in the South End National Register District: 48 Rutland Street, which originally functioned as an orphanage and was historically known as the Boston Children's Friend Society Building and 36 Rutland Street, historically known as the Children's Art Centre used as an educational facility for area children.

There, an 1848 Federal structure that has long been a home for USES's staff and services is being refurbished while a new structure is being built adjacent to and around it to facilitate the consolidation and expansion of the programs that USES offers.

Embracing the historic structure's dark brick, window rhythms, cornice lines, and overall proportions in the new building ensures that it is distinct from yet equally as beautiful as the older building and fits appropriately into the neighborhood and its architectural context.







**Client**  
 United South End Settlements  
**Type**  
 Renovation; New Construction  
**Year/Status**  
 Early 2022  
**Scope of Services**  
 Architectural Design  
**Size**  
 48 Rutland: 19,244 SF  
 36 Rutland: 838 SF  
 Proposed Additions Total:  
 18,776 SF





# The Possible Zone's Innovation Center Jamaica Plain, Massachusetts



Utile is working with The Possible Zone, a non-profit dedicated to entrepreneurship, education, and career opportunities, on the interior renovation of its new youth innovation center in Jamaica Plain's Jackson Square. The 36,000 square foot, five-story hub for creativity includes a makerspace, multimedia lab, student lounge, and spaces for coworking, community, and events. With the new center, The Possible Zone aims to bring entrepreneurship opportunities to local Boston high schools, seven of which are already partners.



**Client**  
The Possible Zone  
**Type**  
Innovation center  
renovation  
**Estimated  
Completion**  
February 2022  
**Size**  
36,000 SF





# Roxbury Branch of the Boston Public Library Renovation

## Roxbury, Massachusetts



Utile completed work with the Boston Public Facilities Department and the Boston Public Library on the comprehensive renovation of the Roxbury Branch of the Boston Public Library, following a previous entry design and programming study for the building. This project creates a welcoming environment for visitors, enhances the library's presence in the community, and fully upgrades the outdated building systems.

The 27,000 square foot renovation includes a revitalized community room with state-of-the-art audiovisual technology, new lighting, and large windows overlooking a new entrance and plaza. New programs include a technology teaching lab and a nutrition lab featuring a full kitchen, and a dedicated African American collec-

tion is prominently located just inside the new entrance. Expanded computer stations and laptop availability will provide visitors with access to technology throughout the library.

The project visually opens up the library to the community by replacing much of the concrete and glass block walls with new transparent window walls. The entrance was re-oriented to Dudley Street and the Nubian Square MBTA Station to further engage with the neighborhood, and overlook a fully redesigned plaza. A raised terrace under a large entry canopy provides shaded outdoor space for reading and accessing Wi-Fi.

Additional building upgrades include new windows, new insulation, a new roof, and modernized HVAC and lighting to significantly reduce the

building's energy consumption and carbon footprint. The library is fully accessible with a new elevator and enhanced technology for the hearing impaired.

#### Client

City of Boston, Public Facilities Department / Boston Public Library

#### Type

Institutional, library

#### Year/Status

October 2020

#### Size

27,000 SF

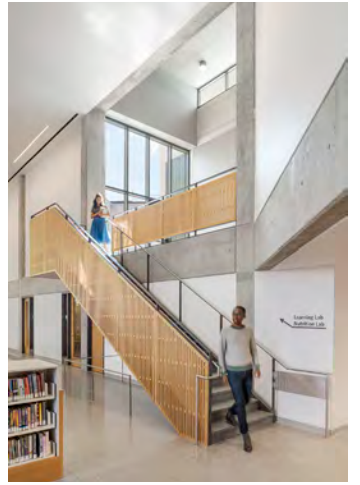
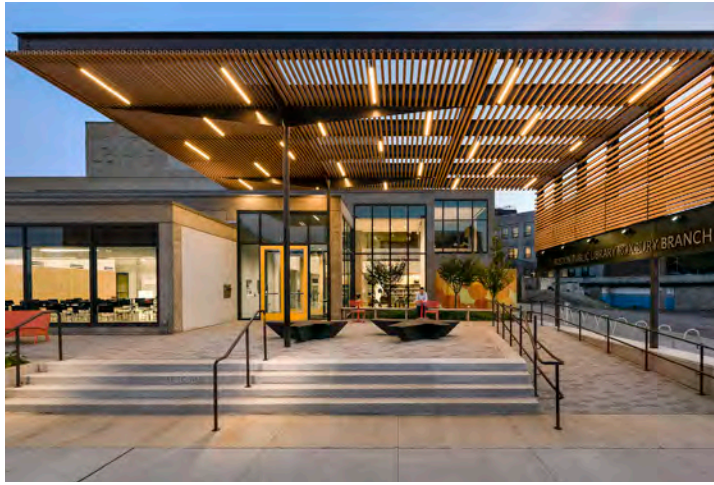
#### Scope of Services

Renovation

#### Awards

2021 AIA/ALA Library Building Award  
 2021 Boston Preservation Alliance Preservation Achievement Award  
 2021 AIA New England Award  
 2021 IIDA New England Award in the Community & Culture category  
 2021 Boston Society of Architects (BSA) Sustainable Design Award – Award  
 2021 Boston Society of Architects (BSA) Honor Award for Design Excellence – Citation







# Jamaica Plain Branch of the Boston Public Library Renovation & Addition Jamaica Plain, Massachusetts



Utile worked with the Boston Public Facilities Department and the Boston Public Library on the design of a gut renovation and new addition to the Jamaica Plain Branch of the Boston Public Library. The project consists of a 3,000 square foot addition to an existing 8,000 square foot, 1909 historic building. These improvements are intended to update the building's programmatic space needs, accessibility and energy systems. The energetic design of the addition creates an active public face on South Street, and positions the library as a hub of the community.







**Client**  
 Boston Public Facilities Department  
 Boston Public Library  
**Type**  
 Renovation, addition  
**Year/Status**  
 May 2017  
**Awards**  
 2018 Boston Preservation Alliance  
 Preservation Achievement Award  
 for Compatible New Construction &  
 Historic Rehabilitation  
 2018 BSA Interior Design Award  
 2019 BSA Accessible Design Award

**Reference**  
 City of Boston  
 Public Facilities Department  
 Maureen Anderson, Senior Project  
 Manager  
 (617) 635-0535  
 maureen.anderson@boston.gov



# Boston Harbor Islands Pavilion

## Boston, Massachusetts

The Boston Harbor Islands Pavilion was designed to raise awareness of the nearby Boston Harbor Islands—a natural resource that is only a twenty-minute boat ride from Downtown Boston. Two sculptural roof canopies define the pavilion and provide spatial definition and protection for two kiosks, a large-scale map of the islands incised into the pavement, and a permanent exhibit that highlights the rich historical and ecological diversity of the archipelago. The open-air pavilion will be staffed by park rangers and personnel from the Boston Harbor Island Alliance, the park’s non-profit partner.

The pavilion was located and shaped by carefully studying the structure from a variety of vantage points using a digital model that included the surrounding urban context. The pavilion roofs guide rainwater from the structures into a catch basin, which then guides stormwater into an irrigation system for the adjacent lawn. A roof-mounted 37 kW photovoltaic array meets the electrical loads of the kiosk, making the Pavilion net-zero energy.

**Client**  
Boston Harbor Island Alliance,  
National Park Service (NPS)

**Type**  
Public pavilion, retail space, new construction

**Year/Status**  
2012

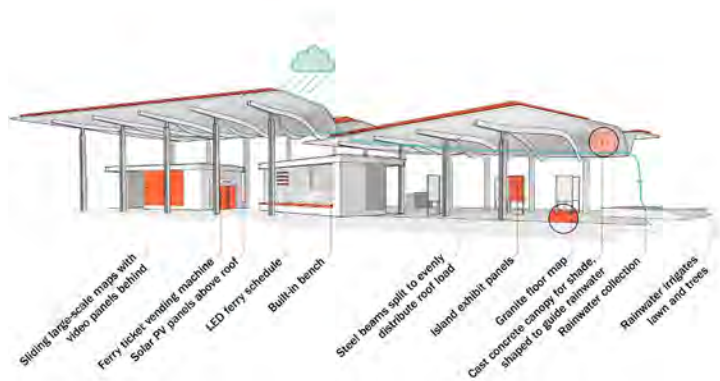
**Scope of Services**  
Architecture, site planning, exhibition design,  
graphic design

**Key Collaborators**  
Reed Hilderbrand Associates, SGH Engineers,  
Turner Special Projects

**Awards**  
2020 Boston Society of Architects (BSA)  
Harleston Parker Award, People's Choice  
BSA Honor Award;  
Associated General Contractors (AGC) of New  
England Grand Honor Award;  
American Council of Engineering Companies of  
Massachusetts (ACEC/MA) Silver Medal



The slate wall of the small enclosed ‘kiosks’ evoke the shaly island geology. Built-in benches of lacquered IPE are nautical in character.





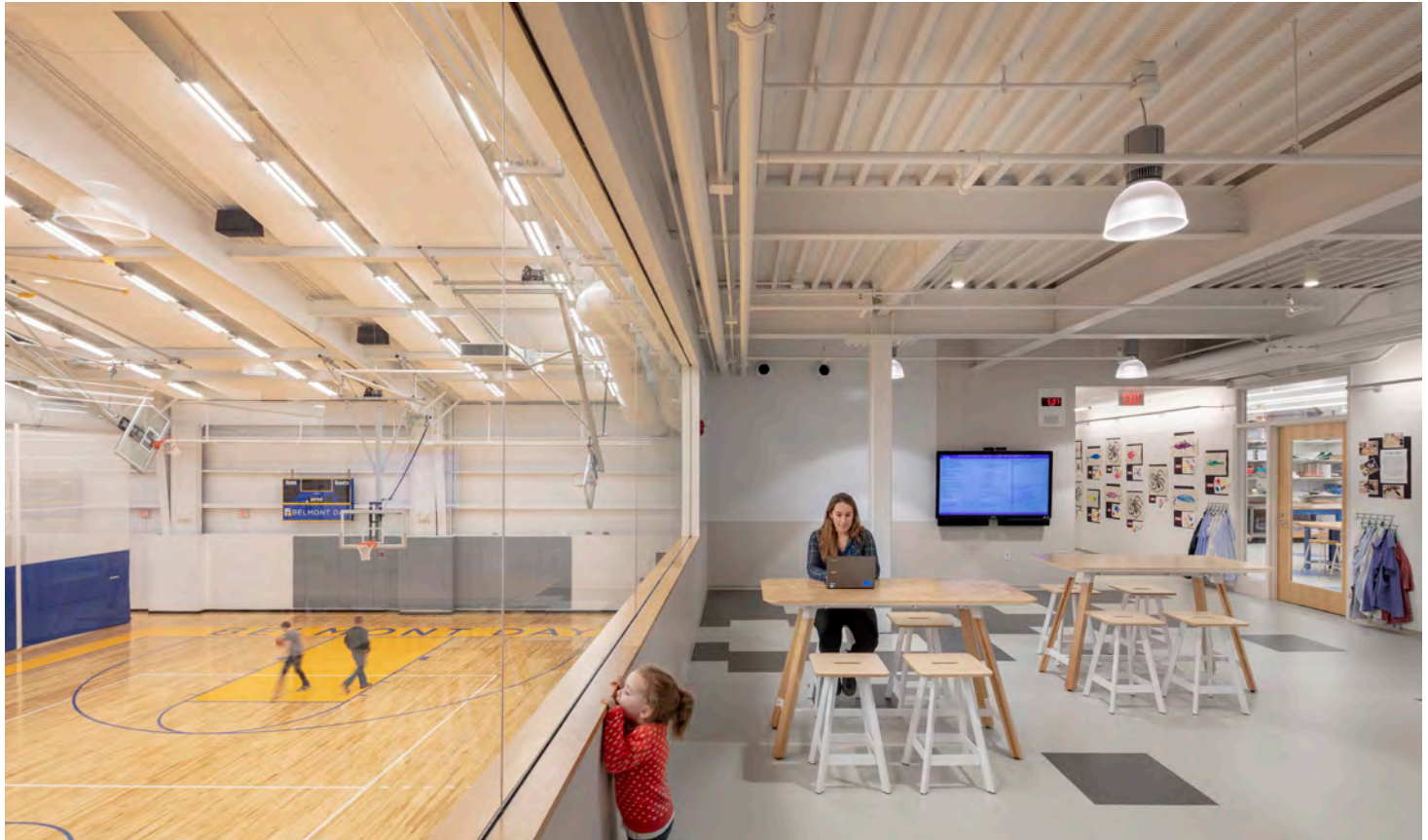


The structure of the curved roof, shaped to capture and direct rainwater, combines bent steel and cast-in-place concrete. The granite splash block captures rainwater in tidal pools. Illuminated exhibit panels feature the islands accessible by ferry from the adjacent wharf.



# Belmont Day School Barn

## Belmont, Massachusetts



The Barn was conceived as part of a strategic campus vision plan that Utile developed for the Belmont Day School. The building contains a flexible, 14,000 square foot indoor athletics fieldhouse with two, dual-use basketball and volleyball courts as well as a 13,000 square foot two-story headhouse composed of offices, locker rooms, and five workshop-style classroom spaces for the School's evolving STEAM programs. Large, glass garage doors in the fieldhouse create a direct connection to the surrounding landscape. These doors, along with operable clerestory windows offer passive cooling to the fieldhouse while rooftop PV panels provide a portion of the building's power.

The Barn negotiates between two structural systems. The fieldhouse is a pre-engineered steel building with an insulated metal panel wall system. It spans over the head house, which embraces this corrugated metal cladding and exposed structure in a stick-built, steel classroom building. In this negotiation, the Barn molds key programmatic and spatial relationships into a building where regularity leads to cost efficiency while small customized insertions act at the scale of the individual student to tailor the space for a variety of teaching and learning styles.

The playful composition of window openings and custom millwork offer each of the classrooms a unique

identity, plenty of access to natural light, and views back to the campus. The generous circulation spaces outside the classrooms mediate between focused learning areas and the gym activity. These double as breakout spaces for group work and have the capacity to host larger gatherings and gallery space.

**Client**  
Belmont Day School  
**Type**  
Independent K-8  
School  
**Completion**  
December 2018  
**Utile Team**  
Mimi Love, Principal-in-Charge  
Eric Boatright, Project Manager

**Awards**  
2021 AIA Education Facility Design Award of Excellence  
2020 BSA K-12 Education Facilities Design Awards, Citation  
**Size**  
27,641 SF  
**Total Cost**  
\$12,155,000  
**Cost/SF**  
\$439.74/SF







# E +

## Jamaica Plain, Massachusetts

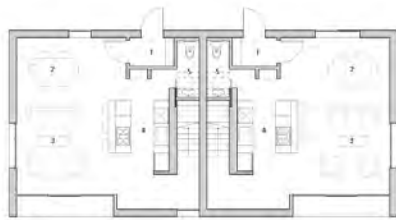


For the E+ housing challenge, organized by the City of Boston, Utile worked with GFC Development to devise a well-balanced concept that could be flexible, adaptable, redeployable, and conceived of sound economic principles. The maximum-efficiency building envelope is complemented by on-site energy generation strategies. Independent of occupants' activities and travel habits, E+ has a zero carbon footprint. The larger composition carefully considers the scale and materials of the neighborhood, and the project is positioned—aesthetically, urbanistically, technically, and economically—as part of the thoughtful evolution of the city's building fabric.

**Client**  
City of Boston  
**Type**  
Multifamily housing, sustainable, energy positive  
**Year/Status**  
2013  
**Cost**  
\$185 per sqft, \$277,500 each townhouse  
**Scale**  
2 townhouses (1,500 square feet each)  
**Scope of Services**  
Architecture, site planning  
**Key Consultants**  
GFC Development  
New Ecology







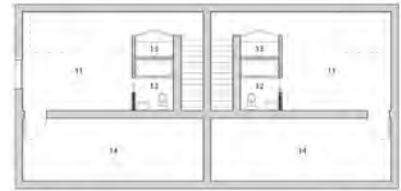
Level 1

- 1. Wohnküche 27.0
- 2. Dining 12.0
- 3. Living 18.0
- 4. Küche 18.0
- 5. Half Bath 2.0



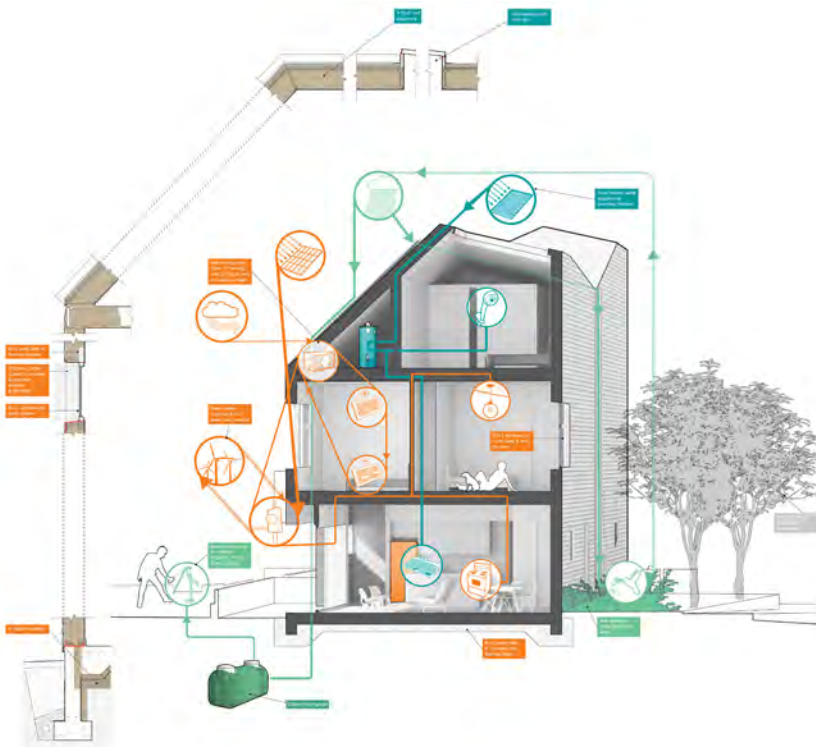
Level 2

- 6. Bedroom 11.0
- 7. Storage 10.0
- 8. Full Bath 7.0
- 9. Laundry 10.0
- 10. Closet 11.0



Level 3

- 11. Bedroom 8.0
- 12. Full Bath 5.0
- 13. Closet 5.0
- 14. Mechanical 5.0



## Tyler Street Development Pittsfield, Massachusetts



Each section of the modular prototype contains a one-bedroom unit on the ground floor and a two-bedroom unit on the second and third floor accessed through a private entrance and stair. The six modules are set up as three mirrored sets of two units with a shared services wall for efficient routing of plumbing and other utilities. Every unit has a dedicated outdoor space.

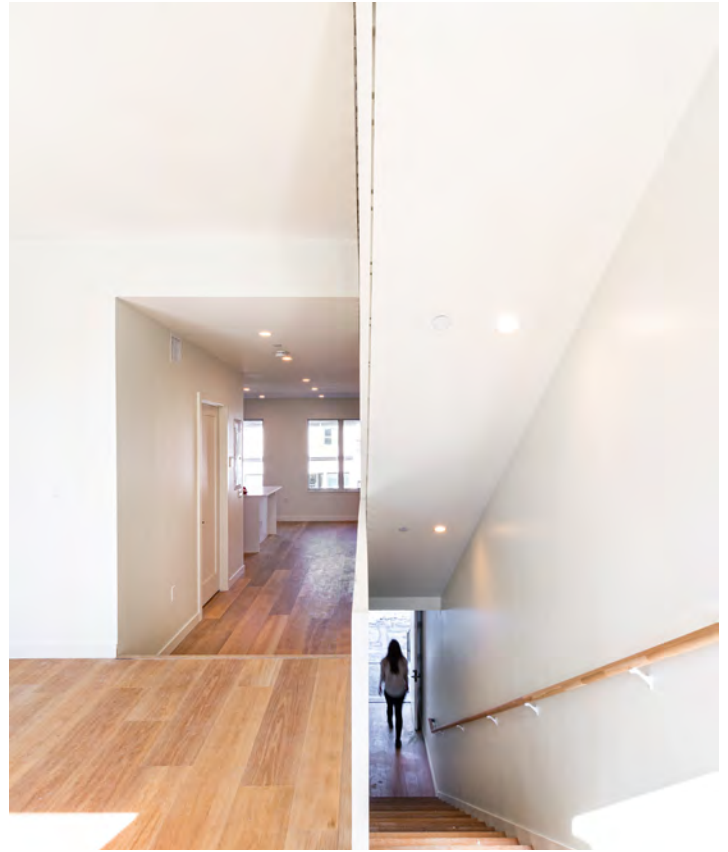
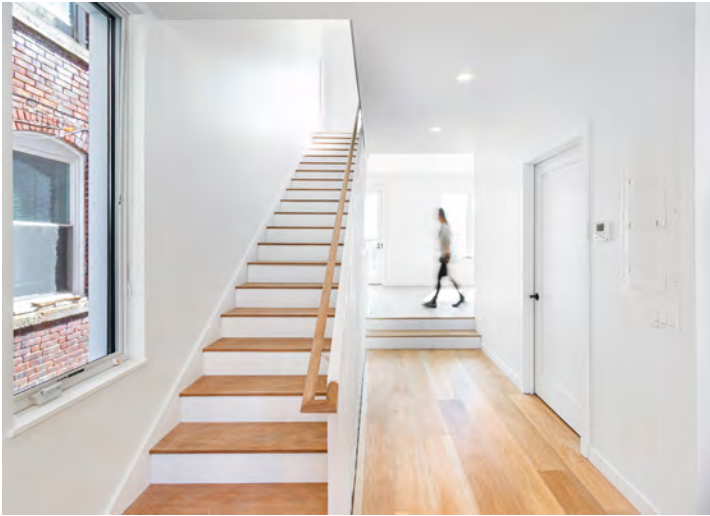
As an outcome of Utile's infill housing study for the City of Pittsfield, the firm was retained by Mill Town Capital, a local impact investor and development company interested in supporting the stabilization of the Tyler Street neighborhood in Pittsfield. Our team worked with Mill Town Capital to develop a modular prototype that can be replicated at a variety of site scales. We articulated the form to create dedicated outdoor space for each unit, thereby maintaining the feeling of single-family-home living in a denser, more urban condition.

This is the first ground-up development project being proposed in the district for many years and has great potential to set the right precedent for the future growth of Tyler Street and its neighborhood.





**Client**  
Mill Town Capital  
**Type**  
Multifamily housing  
**Size**  
12 units  
**Status**  
March 2022; complete  
**Scope of Services**  
Architecture



# Martin's Park Parking Structure Boston, Massachusetts



Utile supported landscape architecture firm Michael Van Valkenburgh Associates, Inc. (MVVA) on the design of Martin's Park, a resilient and inclusive play area and waterfront park located next to the Boston Children's Museum overlooking Fort Point Channel. Utile designed a new covered parking structure that will screen the cars of the Boston Children's Museum employees, while providing expanded park space and expansive views from its roof.

The environmentally-responsive design of Martin's Park supports the City of Boston's Resilient Boston Harbor vision to protect its shoreline during a major flooding event. Utile designed the parking structure to also accommodate such flooding.

The park is dedicated to Martin Richard, the youngest victim of the Boston Marathon bombings in 2013,

and is designed to accommodate children of all abilities and backgrounds.

Martin's Park opened to the public in June 2019.

**Client**

MVVA

**Year/Status**

June 2019

**Scope of Services**

Architectural design

**Reference**

MVVA

Chris Donohue,

Associate Principal

617-864-2076

cdonohue@mvvainc.

com







## Sierra Bainbridge RLA, ASLA

### Senior Principal and Managing Director

M. Arch and M.L.A, University of Pennsylvania  
B.A. Art, Architectural History, Smith College

Sierra Bainbridge, Senior Principal and Managing Director, was a co-founding member of MASS in 2008, and oversaw design and construction of the Butaro Hospital in Rwanda. As a cross-disciplinary architect, licensed landscape architect, and educator, Sierra oversees MASS’s landscape architecture department; and the design and implementation of MASS’s projects in the United States and Africa. By working deeply across disciplines to radically reshape the material supply chain project by project, Sierra is pushing to help shift MASS’s portfolio to approach carbon neutrality as close to project completion as possible.

Prior to joining MASS, Sierra worked at James Corner Field Operations on design and oversight of implementation of Section 1 of the New York City High Line. Sierra is invited to speak regularly and has taught graduate level studios at various universities, including the Options Studio at Harvard GSD in 2020 and 2021. She served as Head of the Architecture Department at the Kigali Institute of Science and Technology (KIST) in Rwanda from 2010-2012, and is currently on the Executive Board of the Landscape Architecture Foundation. Sierra received her Bachelors of Arts in Art and Architectural History from Smith College and her Masters of Landscape Architecture and Masters of Architecture from the University of Pennsylvania.

### Registration

Registered Landscape Architect: Maryland, Alabama, Montana

### Selected Projects

#### The National Memorial for Peace and Justice

Equal Justice Initiative | Montgomery, Alabama, USA

Senior Landscape Architect | The nation’s first memorial dedicated to the victims of lynching, giving form to the silenced history of racial terror in America. 30,100 sq ft | 6 acres

#### King Boston Memorial - “The Embrace and 1965 Freedom Rally Memorial”

King Boston, City of Boston | Boston, Massachusetts, USA

Senior Principal & Landscape Director | Memorial for Martin Luther King, Jr. and Coretta Scott King on the historic Boston Common. 40,198 sq ft

#### Louise B. Miller Pathways and Gardens: A Legacy to Black Deaf Children

Gallaudet University | Washington, DC, USA

Senior Principal & Landscape Director | A campus memorial to honor the legacy of Louise B. Miller’s advocacy, the 24 Black Deaf students and 4 teachers of the Division II School, and the Black Deaf struggle. 27,000 sq ft

#### Mattapan Station (formerly Mixed Income Housing)

MBTA, City of Boston, Nuestra Comunidad CDC, Preservation of Affordable Housing (POAH) | Boston, Massachusetts, USA

Senior Principal | Transit-oriented, mixed-use, and mixed-income housing development to transform an underutilized lot into a community anchor.  
Built: 170,000 sq ft / 15794 sq m  
Site: 120,000 sq ft  
Units: 135 units

#### Franklin Park Action Plan

Boston Parks and Recreation | Boston, Massachusetts, USA

Landscape Principal | Architecture, master planning, urban design services alongside community engagement for Boston’s largest park. 527 acres

#### Africatown Welcome Center

City of Mobile | Mobile, Alabama, USA

Senior Principal & Landscape Director | A new Welcome Center to commemorate and interpret a town settled entirely by a community Africans brought to the Americas illegally on the slave ship Clotilda in 1860. The site is adjacent to the founders’ African cemetery and the area continues to be populated by their descendents today.

#### Stone Barns Masterplan

Stone Barns Center for Food and Agriculture | Tarrytown, New York, USA

Senior Landscape Architect | Master plan for a working farm, cultural center, restaurant, and R&D lab, which serves to test ecologically-driven cuisine and farming practices. Our team is working closely with Dan Barber and the Stone Barns and Blue Hill leaders to imagine the future of the formerly Rockefeller-owned campus. 48 acres

#### Rwanda Institute for Conservation Agriculture

Howard G. Buffett Foundation | Karama, Rwanda

Senior Landscape Architect | Campus outfitted to train Rwanda’s next generation of leaders in agriculture - projected to be the first carbon positive university in the world. 199,132 sq ft | 3,400 ac

#### The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund

The Dian Fossey Gorilla Fund | Kinigi, Rwanda

Senior Landscape Architect | A purpose-built campus in Rwanda, designed and constructed to amplify the Dian Fossey Gorilla Fund’s mission to conserve, protect, and study mountain gorillas. 48,437 sq ft | 5 ha

#### Isle de Jean Charles

Band of Biloxi-Chitimacha-Choctaw | Isle de Jean Charles, Louisiana, USA

Senior Landscape Architect | A model for a sustainable network to generate solutions related to coastal ecology and climate change for the Band of Biloxi-Chitimacha-Choctaw.  
Built: 15,000 sq ft



## Samajik Health Science Institute & Research Centre

Grameen Telecom Trust, Grameen Kalyan | Uttara, Dhaka, Bangladesh

Senior Landscape Architect | An urban health campus with a 520-bed hospital, medical college, and health technology institute—the central hub of a country wide health network, seeking to expand health access for all. 968,751 sq ft | 6.3 acres

## NTHP Saving Places, African American

Cultural Heritage Action Fund, National Trust for Historic Preservation | Various, USA

Senior Principal | MASS partnered with the National Trust at a number of key sites, as part of their \$25 million campaign to support 150 historic places that have been overlooked in American history, achievement, and resilience.

## Masaka Affordable Housing

Remote Group | Kigali, Kicukiro District, Rwanda

Principal | High-density, sustainable model for affordable housing, designed to meet the environmental, cultural, and social needs of Rwanda's growing cities.

Built: 26,750 sq m / 287,935 sq ft  
Site: 5 ha / 12.3 ac

## Norrskén Kigali House

Norrskén Foundation | Kigali, Nyarugenge District, Rwanda

Senior Landscape Architect | Adaptation of a historic site into an entrepreneurship hub to fuel growth and investment in East Africa.

Built: 47,360 sq ft / 4,400 sq m  
Site: 133,800 sq ft / 12,430 sq m

## Butaro District Hospital

Government of Rwanda, Rwanda Ministry of Health, Partners In Health, Clinton Health Access Initiative | Butaro, Burera District, Rwanda

Senior Landscape Architect | A 150-bed tertiary hospital with in- and outpatient services that employs natural cross-ventilation to mitigate airborne disease transmission.

Built: 64,583 sq ft / 6,000 sq m

## Previous Experience

### James Corner Field Operations

2004-2009 | New York, NY

Senior Director

### Landscape Architect Independent Study; Pavement to Playground

2003

### Peter Walker and Partners

2002

## Awards & Honors

### ASLA Award of Excellence in Analysis and Planning

2020 | Rwanda Institute for Conservation Agriculture (RICA)

## Publications

### “Architectural Education in Rwanda”

Afritecture [Book]

2013 | pg. 172 - 177. 2013

### Rwanda (Density: Urban Settlement Patterns in Rwanda)“

de Architect [publication]

2010 | with Tomà Berlanda

### “Buildings That Heal”

Boston Architectural College [exhibition].

2012 | Project Manager

### Stedelijkeverdichting: Alternatieve scenario's voor Rwanda (Density: Alternative Scenarios for Rwanda)“

de Architect [publication]

2011 | with Tomà Berlanda

## Academic Advisory

### Harvard Graduate School of Design

2020 | Landscape Faculty

### University of Pennsylvania Stuart Weitzman School of Design

2004-2006, 2020 | Faculty Adjunct Professor

### African Design Center

2016 | Curriculum Director

### Boston Architectural College

2012 | Hideo Sasaki Distinguished Visiting Critic

### School of Environmental Design at the University of Rwanda

2009-2012 | Department Chair

### University of Rwanda, Kigali Institute of Science and Technology

Kigali, Rwanda

Faculty

## Affiliations

### Landscape Architecture Foundation

2018-Present | Board of Directors

### American Society of Landscape Architects Member



## Gabriel Hernández Solano

### Senior Designer

M.Arch, University of Calgary  
Bachelor of Fine Arts, University of Calgary

Gabriel joined MASS in April 2019 as an Associate and is based in New York City. Prior to joining MASS, Gabriel worked at Bjarke Ingels Group in NYC for 5 years on a variety of projects, including spearheading an initiative for an educational & residential complex for women and girls in Phnom Penh, Cambodia. Gabriel received his Master of Architecture at the University of Calgary in Canada. His thesis examined informal settlements and the re-use and revitalization of abandoned spaces and buildings by the African migrant community in Barcelona's former industrial district of Poblenou. Focusing on issues surrounding vacant buildings, temporary uses of space, and the recollection of urban residues, the investigation highlighted the importance of alternatives to top-down approaches in urban development, planning, and design.

### Selected Projects

#### Harris County Remembrance Project

Harris County Community Remembrance Project | Houston, Texas, USA

Establishment of a memorial site in downtown Houston, honoring four victims of racial lynchings within Harris County.  
Built: 85,000 sq ft  
Site: 64,000 sq ft

#### Wake Forest Chapel Memorial

Wake Forest University | Winston-Salem, North Carolina, USA

Community engagement and visioning for a memorial within Wake Forest's Wait Chapel, remembering the 16 people who were sold on May 7, 1860.

#### Emmett Till Remembrance Project

National Trust for Historic Preservation | Sumner, Mississippi, USA

Design of a memorial and interpretive center for Emmett Till, a young boy who was lynched in Mississippi in 1955.

#### Hudson Valley Farm Hub

Hudson Valley Farm Hub | Hurley, New York, USA

Campus plan, landscape study, and agricultural shop design for a diversified research and educational farm.  
Built: 10,500 SF  
Site: 1,100 Acres / 445 ha

#### Louise B. Miller Pathways and Gardens: A Legacy to Black Deaf Children

Gallaudet University | Washington, DC, USA

A campus memorial to honor the legacy of Louise B. Miller's advocacy, the 24 Black Deaf students and 4 teachers of the Division II School, and the Black Deaf struggle.  
Site: 27,000 sq ft

#### Newport Mental Health

Newport Mental Health | Newport, Rhode Island, USA

Designer | Designing a resilient future for community mental health care in Newport County.

#### Pulse Memorial & Museum

onePulse Foundation | Orlando, Florida, USA

Memorial and museum proposal for a three-part design competition, also including a city-walk and museum to honor LGBTQ+ history and the victims of the Pulse nightclub shooting.  
35,000 sq ft unbuilt; \$6.5M estimated

#### Plan: Mattapan

Boston Planning and Development Agency (BPDA) | Boston, Massachusetts, USA

Community-centered masterplan and design guidelines for Mattapan neighborhood.  
Site: 1200 acres

#### Project Bridgeworks

GRAMMAR and Panzica Development | Cleveland, Ohio, USA

200 units of mixed income housing in Cleveland, meeting housing needs across various income levels.  
Built: 185,000 sq ft

#### The Family Health Center on Virginia

North Texas Family Health Foundation | McKinney, Texas, USA

A patient-centered, medical home designed to create a sustainable model for health through access, connection, and education.  
Built: 25,000 sq ft / 2323 sq m  
Site: 2.43 acres (105,000 sq ft)

#### Hudson Valley Farm Hub

Hudson Valley Farm Hub | Hurley, New York, USA

Campus plan, landscape study, and agricultural shop design for a diversified research and educational farm.  
Built: 27,080 sq ft  
Site: 1,600 acres

#### Democracy House

The Foundation for Civic Leadership | Durham, New Hampshire, USA

Long-term engagement to advance Democracy House goals of creating civic architecture in service of social change nationally.



### **Civic Hall @ Union Square**

Civic Hall | New York, New York, USA

Community engagement, programming and concept design for Civic Hall's new, 60,000 sq ft space in Union Square, designed for new, technology- and data-enabled forms of civic engagement.

Built: 60,000 sq ft

Site: Lot area is 15,488 sq ft

### **Weeksvillage: Seniors First RFP for Kingsborough Extension**

New York City Housing Authority, Housing Preservation Development (HPD) of New York City | Brooklyn, New York, USA

Design of an affordable housing development for seniors that will provide residents and neighbors with a community-based ecosystem to age in community, live well and thrive.

Built: 150,621 sq ft

Site: 25,300 sq ft

### **Wildflower Schools Foundation - COVID Readiness Response and Network Design Guidelines**

Wildflower Foundation | National (USA)

Crafting core "design standards" for Wildflower School interior environments and readying schools to respond to COVID-19.

### **The BIG U / East Side Coastal Resiliency**

City of New York [\*WITH Bjarke Ingels Group] | New York, New York, USA

Designer | Conducted a variety of services, including park design, flood wall research, drawing sets and renderings. Focused specifically on three pedestrian footbridges traversing FDR parkway, which included aspects of community engagement and public coordination.

### **BUDA**

[\*With Bjarke Ingels Group] | Budapest, Hungary

Junior Designer | Two-month competition for an Ethnography Museum located in Budapest. Designed and completed the modeling, drawings, and renderings for the museum.

### **E126**

[\*With Bjarke Ingels Group] | New York, New York, USA

Designer | Residential housing project with 20% affordable units. Worked on designing the interiors of the building in Spanish Harlem, producing core & shell CD drawings. Later returned to project to lead the amenities redesign from concept to CD.

### **GCE**

[\*With Bjarke Ingels Group] | Mountain View, California, USA

Junior Designer | Lead the design of all courtyards for the Charleston East Google Headquarters, which is currently under construction. Responsible for renders, diagrams, and drawing sets in DD & CC.

### **VAN**

[\*WITH Bjarke Ingels Group] | Hawaii, USA

Junior Designer | Aided with the VAN luxury condominium project, aiding primarily CD submission for core + shell as well as providing detailing and stair design. Completed the feature stair for the entrance to the unit, which was also used on the TELUS tower in Calgary.

### **Gallaudet Kendall Memorial**

### **Bet-Bi Museum Competition**

### **SNCDL Innovation Village**

### **Midtown Development**



## Gun Violence Memorial Project

### Chicago, Illinois & Washington, D.C., USA

**Date:** 2019–Traveling

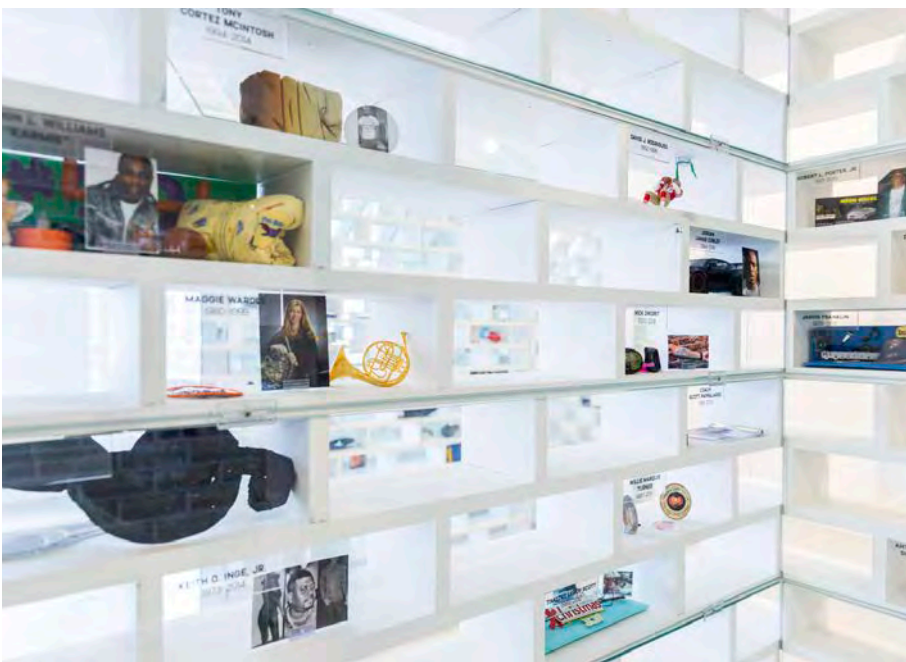
**Partners:** Purpose Over Pain, Songha & Company, and Everytown for Gun Safety

**Size:** Four 72 sq ft houses

Opening at the 2019 Chicago Architecture Biennial, the Gun Violence Memorial Project features four houses built of 700 glass bricks; each house representing the average number of lives taken by gun violence each week in America. Families who had a loved one taken due to gun violence contribute remembrance objects at ongoing, in-person collection events in Washington, D.C., Boston, MA, and Chicago, IL. The remembrance objects are placed within a “glass brick,” displaying the name, year of birth, and year of death of the person being honored.

The memorial seeks to preserve individual memories and communicate the magnitude of the gun violence epidemic in built space, hoping to foster a national healing process that begins with a recognition of our collective loss and its impact on society. The project is currently on view at the National Building Museum in Washington, DC, and the hope is to ultimately create a permanent, national memorial that honors the lives and narratives of victims of gun violence.





## Press

### People Magazine

"Gun Violence Memorial Project Features Victims' Mementos—and the Stories They Leave Behind," 2021

### Dezeen

Highly commended: Exhibition design of the year 2020

### NPR

"Nearly 700 People In The U.S. Die From Gun Violence Each Week; A Memorial Honors Them," 2020

### Curbed

"How New Memorials Reckon with Gun Violence in America," 2019

### Fast Company

"A New National Memorial to Victims of Gun Violence Makes Its Debut," 2019



## The National Memorial for Peace and Justice Montgomery, Alabama, USA

**Date:** 2015–2018

**Client:** Equal Justice Initiative

**Size:**

Memorial: 30,139 sq ft / 2,800 sq m;

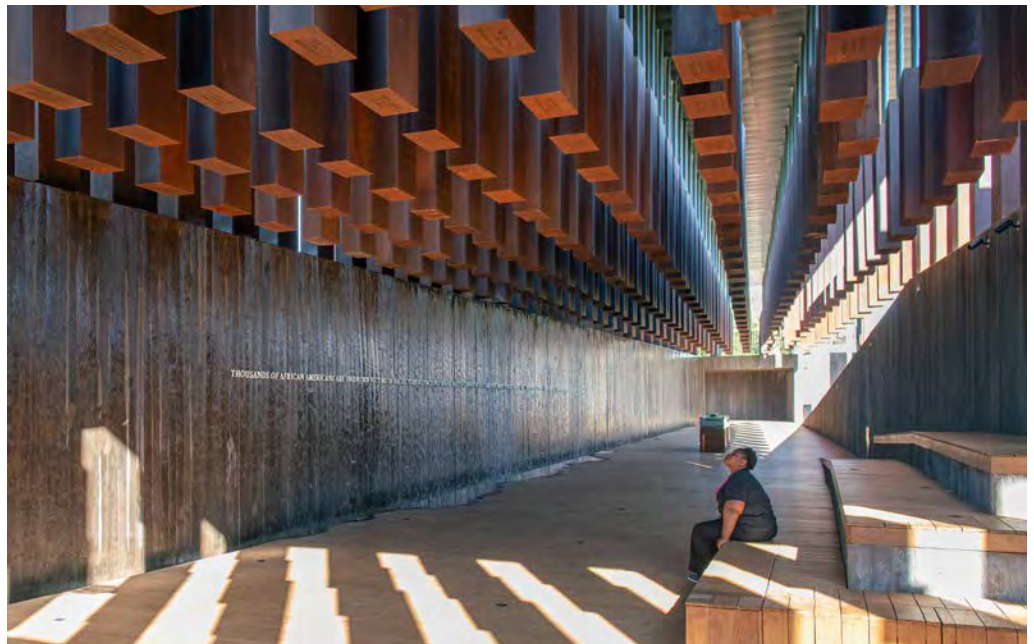
Site: 6 ac / 2.4 ha

**Services Provided:** Conceptual Design, Master Planning, Architectural and Landscape Design, Architect of Record, and Landscape Architect of Record, Construction Administration

The National Memorial for Peace and Justice is the first national memorial to victims of lynching, giving form to the silenced history of racial terror in America. Designed in partnership with Bryan Stevenson and the Equal Justice Initiative, the six-acre site provides space for truth-telling, hope, healing, and reconciliation. Community engagement for the Memorial began with a community-based initiative to collect soil from the sites where lynchings occurred, which informed the physical memorial to honor over 4,000 historical victims of lynching.

The Memorial places the names of victims across 800 Corten steel monuments, each representing the counties where these racial terror lynchings took place. Visitors enter the memorial's central structure via an inner walkway that lowers in elevation, changing the viewer's relationship to the monuments suspended above at a constant height. Outside the main structure, 800 duplicate monuments lie in rows. Counties are invited to retrieve their monument, and in doing so, acknowledge a violent chapter of their history. The memorial is a means rather than an end, devoted to a process of truth-telling, reconciliation, and healing.





## Awards & Press

### Dallas Morning News

"The single greatest work of 21st century American architecture will break your heart," 2018

### The New York Times

"A Lynching Memorial Is Opening. The Country Has Never Seen Anything Like It," 2018

### Washington Post

"A powerful memorial in Montgomery remembers the victims of lynching," 2018

### TIME Magazine

"The National Memorial for Peace and Justice: The World's 100 Greatest Places of 2018," 2018





## Louise B. Miller Pathways and Gardens: A Legacy to Black Deaf Children Washington, D.C., USA

**Date:** 2019–In Progress

**Client:** Gallaudet University

**Partner:** TENxTEN

**Size:** 27,000 sq ft / 2,500 sq m

In 2018, Gallaudet students and alumni demanded a new memorial to honor the legacy of Louise B. Miller, whose advocacy played a critical role in ensuring access to public education for Black Deaf in Washington, D.C. MASS and landscape architecture firm TENxTEN have been commissioned to design a Black Deaf centric space to honor the Miller family, and examine Gallaudet's fraught racial legacy while participating in a national reckoning with the destructive legacy of segregation.

The Louise B. Miller Pathways and Gardens will be a serene and sensory-rich cultural landscape that spatializes the enduring impact of Louise B. Miller and the Kendall School Division II. Our work at Gallaudet University leveraged a robust engagement process led by three co-developers from the Black Deaf community to develop a culturally resonant design vocabulary for the project, which will include sculptural works by Branly Cadet in BASL to witness and honor the legacy of Louise B. Miller and the original cohort of Black Deaf students at the school. The gardens will amplify an important part of the larger narrative of dismantling educational segregation in America and provide increased opportunities for learning, dialogue, and truth-telling to happen on campus.





The Legacy  
*(to be amongst)*

*MEMORIAL*



The Collective  
*(to be together)*

*AMPHITHEATER*



The Individual  
*(to be alone)*

*MEDITATION  
GARDEN*





## Haven Domestic Violence Shelter Bozeman, Montana, USA

**Date:** 2019–In Progress

**Client:** Haven

**Size:** 11,194 sq ft / 1,040 sq m

**Services Provided:** Architectural Design, Interior Design, Landscape Design, Construction Administration, Structural Engineering, Schematic Design, Design Development

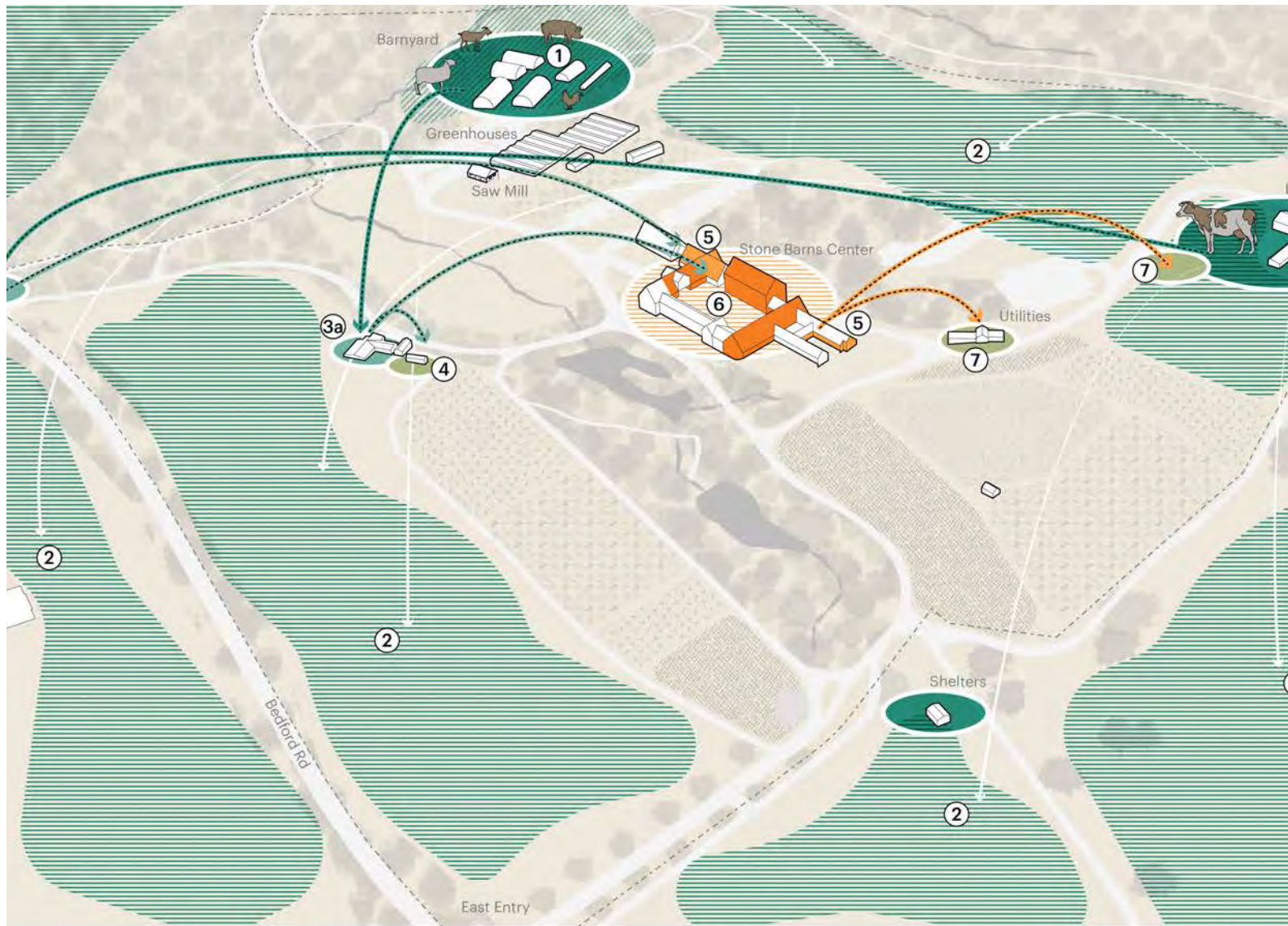
Haven selected MASS Design Group to design its new, public-facing shelter for survivors of domestic violence. Haven has worked to support women experiencing domestic violence in Bozeman and the surrounding area since 1979. For the first few decades of Haven's existence, domestic violence was viewed as a private issue, one that must not be discussed publicly, leaving many survivors to face their trauma privately or risk the stigma of being seen as a "victim". By providing a new facility for survivors that keeps them safe while also welcoming the public to take ownership of the issues, Haven aims to end the stigma of domestic violence through community engagement, education, advocacy, and prevention.

MASS was one of three finalist firms who participated in a design competition administered on a pro bono basis by JLF Architects. MASS's winning approach leverages trauma-informed design, which is anchored in five key principles: safety, trust, choice, collaboration, and empowerment. MASS also focused on a design that enables Haven's unique approach of embracing survivors as "whole people" by providing adaptable spaces for their unique needs and improved access to "wrap-around" services Haven's network of supporters offer. The new, 30-bedroom facility will expand Haven's existing programs, and will support an estimated 1,400 survivors in the first year of the new facility's operation.









## Stone Barns Center for Food and Agriculture Tarrytown, New York, USA

**Date:** December 2019–In Progress

**Client:** Stone Barns Center for Food & Agriculture

**Size:**

Existing: 43,000 sq ft

Interior, 24,000 sq ft greenhouse

Site: 48 acre site

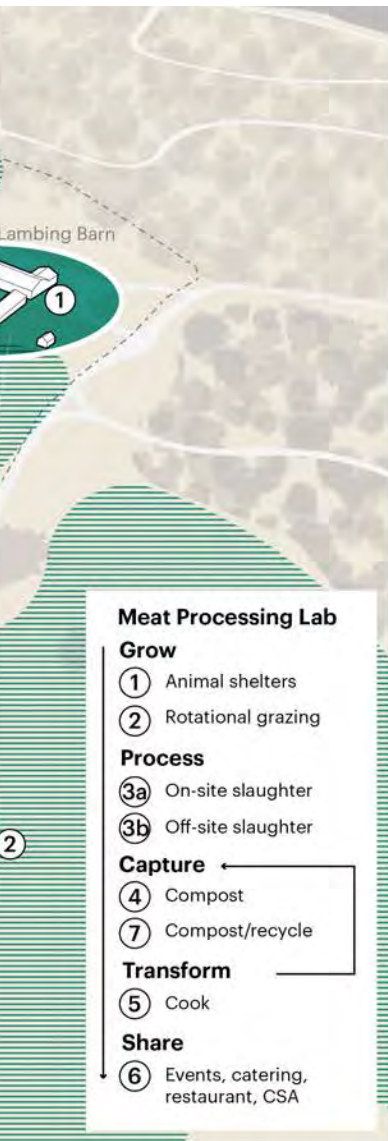
**Services Provided:** Masterplanning, Immersion, Conceptual Design, Schematic Design, Design Development

The Stone Barns Center for Food and Agriculture is a non-profit farm, learning facility and cultural center, which serves to demonstrate, teach, and promote regenerative agriculture in the Hudson Valley.

MASS Design Group provided campus-wide planning services for Stone Barns Center for Food & Agriculture, including their farm, educational facilities, and cultural center. MASS stewards an ongoing partnership with Stone Barns Center for Food & Agriculture and the Blue Hill Cafe, in support of their mission.

Our team worked closely with the Stone Barns and Blue Hill leaders, and all partners, stewards, neighborhoods, and constituents to imagine the future of the campus. This process was analytical and quantitative, as well as iterative and qualitative. We gathered data, mapped existing conditions, and thoroughly read the site. Knowledge of the physical site and its history is captured throughout our ongoing engagement to build a shared vocabulary from which to address hard questions driving the project.









## The Embrace and 1965 Freedom Rally Memorial Boston, Massachusetts, USA

**Date:** 2018–In Progress

**Client:** King Boston

**Size:** 40,000 sq ft / 3716 sq m

**Services Provided:** Architecture,  
Landscape Design, Interpretive Design

King Boston is a nonprofit organization working with the City of Boston to celebrate, honor, and advance the work and life of Dr. Martin Luther King, Jr. and Coretta Scott King. One of their initiatives is a memorial in the Boston Common that honors the Kings' legacy. At the end of 2017, King Boston issued a call for competition entries for the memorial's design and in March 2018, our proposal with artist Hank Willis Thomas, *The Embrace*, was selected.

By highlighting the act of embrace, this memorial shifts the emphasis from singular hero worship to collective action, imploring those curious enough to investigate closer. As an inhabitable space, it will be impossible to remain disengaged. Located at a crossroads in the Common, the landscape around the memorial leverages a gentle incline, forming two spaces. The northern plaza faces the Capitol Building, Shaw Memorial, and Black Heritage trail. The southern amphitheater embraces the Parkman Bandstand where King addressed the Common on April 23, 1965. Each space can accommodate large or small gatherings and multiple types of engagement.







**BARTHOLOMEW**  
LIGHTING  
revitalizing environments with light

**B**artholomew Lighting is an award-winning, Black-owned Architectural Lighting Design, and Consulting firm. Bartholomew Lighting works with clients to analyze, design, specify and commission sustainable, healthy, and cost-effective lighting systems that revitalize people, spaces, and environments.

The Bartholomew Lighting team has over 75 years of collective experience, and is comprised of designers with diverse backgrounds in theater, art, and architecture. Bartholomew Lighting is committed to responding to the client's needs and collaborating with the design team to create inspiring and healthy visual environments.

## Firm Bios

**Edward Bartholomew**, IALD, LC, LEED AP, IES  
*(he, his)*

### Principal

Bartholomew | Lighting

Edward Bartholomew is the principal of Bartholomew Lighting, a Black-owned design consultancy based in Cambridge, MA. He has more than thirty years of experience designing sustainable, inspiring, and award-winning architectural lighting systems.

Edward is an invited speaker on lighting technology, energy efficiency strategies, and social justice at regional, national, and international conferences.

In addition, Edward co-teaches lighting at Morgan State University, and Rhode Island School of Design.

Edward has an MFA in Architectural Lighting Design (1995) from Parsons School of Design. He is a professional member of the International Association of Lighting Designers and is a LEED Accredited Professional. Edward serves on the IES Diversity, Inclusion, Equity and Respect (DIER) committee, and the DLC Industry Advisory Council. In addition, Edward is a founding member of Black Underrepresentation In Lighting & Design (BUILD up) and the recently formed, LightJustice.org -a lighting social justice resource & forum.







**BARTHOLOMEW**  
LIGHTING  
revitalizing environments with light

**Alana Shepherd, IES**  
*(she/her)*

**Project Manager**

Bartholomew | Lighting

Alana Shepherd is an award-winning architectural lighting designer partnering with Bartholomew Lighting remotely from her hometown of Spokane, Washington. Before returning home in 2021, she was a part of the New York City lighting world for 15 years. She has an MFA in Lighting Design from Carnegie Mellon University and a BA in Theatre from Eastern Washington University.



In 2020, Alana founded the North American Coalition of Lighting Industry Queers after coming out as transgender and seeing a need for LGBTQIA+ advocacy within the lighting community. She currently serves on several committees and advisory boards related to equity, inclusion, and belonging.

When she's not fighting for equity and justice or designing architectural lighting she works as a theatrical lighting designer. Her creativity and skill has been recognized in local and national productions.



**BARTHOLOMEW**  
LIGHTING  
revitalizing environments with light

Insiya Divan, IALD Assoc, LEED AP, IES  
(she/her)

**Senior Designer**

Bartholomew | Lighting

Insiya Divan is an architectural lighting designer consulting on global projects that include complex urban, educational, healthcare, hospitality, corporate and residential projects within the US, Asia and Africa. Many of these projects spanned over millions of square feet with each project demanding unique lighting solutions and team management skills. Through the design process, she seamlessly takes on multiple roles - designer, educator, and advocate - to bring the project to completion, which is her strength. Insiya believes that early engagement and collaboration with the architectural design team is a key strategy to create a well-integrated solution.



Insiya partners with Bartholomew Lighting combining decades of design and industry experience with a shared and unique insight into projects. She provides lighting design consultation from concept to completion, writing and reviewing specifications, peer reviews, photometric studies and modeling and daylighting studies.

She is also an instructor for the lighting industry's leading modeling program, AGI32 by Lighting Analyst. Insiya has also taught lighting as a guest lecturer at the Massachusetts College of Art and Design, Boston.

She has a Master's degree in Lighting from Lighting Research Center at Rensselaer Polytechnic Institute, NY and a Bachelor's degree in Architecture from Pune University, India. She also is an associate member of the International Association of Lighting Designers (IALD), Illumination Engineering Society of North America (IESNA) and is a LEED Accredited Professional.

In her free time Insiya focuses on her family and is an enthusiast of creating calligraphic arts



**Claudia Ponce de León**

*Project Engineer*

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RESUME

Ms. Ponce de León is a Project Engineer for Samiotes Consultants, Inc. She graduated from Cornell University with a Bachelor of Science in Civil & Environmental Engineering.

Ms. Ponce de León is currently or has worked on the new west wing of the Totman building at the University of Massachusetts, Amherst Campus; Barre Fire Station; the new Florence Roche Elementary School and Track; Memorial Elementary School in West Springfield; Quinsigamond State Park in Worcester; Additions to the Samuel Adams Elementary School and Patrick J. Kennedy Elementary School in East Boston; the new Framingham Fire Station #1; the five (5) Camp Edwards ROCA ranges; Storrow Park Renovations; and numerous other projects.

Claudia's responsibilities on these projects and others encompasses all phases of site planning and design, obtaining state, federal, and local approvals before various boards and agencies. Her work includes initiating projects with feasibility reports, developing all aspects of site and utility design throughout the various design phases, writing of construction specifications, and construction administration.

Prior to joining Samiotes Consultants, Inc., Ms. Ponce de León was employed by Clark Construction Group in Florida and Georgia, as an Engineer. She managed punch-list and turnover of the Global Home of the PGA Tour (Ponte Vedra, FL). At the Savannah Convention Center Expansion (Savannah, GA), she assisted in the BIM 360 set-up of the project, managed 12 trades in the field, and co-supervised BIM coordination of mechanical, electrical, plumbing (MEP) and finish trade models. To set-up the Savannah Convention Center Expansion project in BIM 360 for in-field implementation, she helped export Revit design models to Sketch-Up, Assemble and NavisWorks. In Sketch-Up, she created 3-D construction phasing plans that were shown to the client and key stakeholders. The 3-D phasing model was also used by Ms. Ponce de León to produce a 4-D simulation of the schedule using Synchro. In Assemble, she assisted with the cleaning of shared Revit parameters and set user-defined properties to further break down the design models by bid package and scope for in-field take-offs and production tracking. She utilized Navisworks to perform clash detections of architectural, structural, and MEP components per floor. All critical constructability issues identified in NavisWorks were exported and tracked on BIM 360 Glue.

In addition to her work at Samiotes, Claudia is the alumna advisor for the Alpha chapter of the first Latina-based sorority at an Ivy League Institution (Latinas Promoviendo Comunidad/ Lambda Pi Chi Sorority, Inc.) and participates in other events promoting women and minority empowerment and advancement.

**Samiotes Consultants, Inc.**  
Civil Engineers + Land Surveyors

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Framingham, MA 01701-4102

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F 508.877.8349

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

**Stephen R. Garvin, PE, LEED AP***President / Principal*

## RESUME

Mr. Garvin is a Principal and the President of Samiotes Consultants, Inc. and has been with the Company since 1993. He is a graduate of the University of Massachusetts Dartmouth with a Bachelor of Science in Civil Engineering. He is a Registered Professional Civil Engineer in the Commonwealth of Massachusetts, the State of Connecticut, the State of New Hampshire, the State of Maine and the State of Rhode Island. Additionally, he is a LEED Accredited Professional.

Stephen's focus on understanding environmental sensitivity and sustainability, coupled with attaining the clients' project goals is the foundation that we know of as Samiotes Consultants. Stephen is most proud of his work in the education sector, including over two decades on the campuses of Phillips Academy Andover (PA) and the Groton School.

Signature educational projects include Harvard's Kennedy School of Government Pavilions project (LEED Platinum) in Cambridge; the PA Snyder Center, a LEED Platinum athletic center that was first in the country to be designed as a net-zero energy facility; Bentley University's Bentley Arena, the first standalone ice arena in the country certified as LEED Platinum; and the new Arlington High School – a \$234M MSBA project focused on promoting a carbon-free future.

Stephen's work bridges many sectors beyond education with signature projects in sectors such as Research / Biotech (Novartis' US national HQ in Cambridge at the former NECCO factory); Residential / Mixed Use (the Girard in the South End – on **Utile's** team that won a BSA Honor Award for Design Excellence); Municipal / Historic (Jamaica Plain Branch of the Boston Public Library - on **Utile's** team that won both a BSA Accessibility Honor Award and a Boston Preservation Alliance Preservation Achievement Award); and Non-Profits (Artists for Humanity – First Boston LEED Platinum Building and USGBC National Top Ten LEED Project).

Additionally, Stephen has led our teams on sacred spaces including Congregation Or Atid in Wayland; the Eastern Point Retreat study and infrastructure upgrades in Gloucester; the Greek Orthodox Church in Brookline; the First Parish Church in Belmont; the Historic Church for Latter Day Saints in Cambridge; and others.

Mr. Garvin's responsibilities on these projects and many others entails obtaining state and local approvals, hydrologic design and calculations, reviewing contract documents and specifications, construction administration, coordination of design issues with various disciplines, and all aspects of site and utility design. In addition to these duties, Mr. Garvin is responsible for the day-to-day management of the firm and Client relationship / development.

In addition to his work at Samiotes, Stephen is Chairman of the Sudbury Planning Board, amongst participation in other community-related efforts and boards.

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# RAYMOND W. McCrARY, P.E.

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*President*

## BACKGROUND

Raymond McCrary, president and founder of RWM Engineering, Inc. is responsible for the daily operations of the firm as well as project management and structural engineering. He has over 35 years of management, project management and structural engineering experience which includes the design of office and commercial buildings; bridges; corporate headquarters; micro-electronics manufacturing plants; laboratories, production and assembly centers; medical and education facilities; recreation facilities; religious facilities; correctional facilities; municipal buildings; water and wastewater facilities; multi-unit housing and warehouse/distribution complexes.

Prior to establishing RWM Engineering Inc., Mr. McCrary was with the firm of DMC Engineering, Inc. At DMC, Raymond served as a Principal of the firm and Director of Engineering and was responsible for the overall technical and contractual management of DMC's projects. His responsibilities included determining project requirements and priorities; monitoring budgets and schedules; overseeing technical quality; fulfilling contract commitments; maintaining management throughout the course of the project; and interacting with clients. In addition Mr. McCrary also served as project manager or structural engineer on numerous projects. Mr. McCrary also served as a structural engineer for the firm of Symmes, Maini & McKee Associates for several years and was responsible for the structural design of numerous projects.

## PROJECT EXPERIENCE

The following are a sampling of projects Mr. McCrary has been involved in:

**Indigo Block Residences, Boston Massachusetts:** RWM Engineering, Inc. provided structural engineering services for this new mixed-use project consisting of 80 affordable and moderate-income rental apartments, a fitness center, community room, multiple and adaptable work spaces, and solar panels. This apartment building achieved LEED-Gold certification. The structure is 5 wood framed floors over a composite steel framed podium level.

**Dudley Crossing, Boston Massachusetts:** RWM Engineering, Inc. provided structural engineering services for Dudley Crossing, an exciting new mixed-use project that will bring 24 affordable units to Roxbury's Nubian Square neighborhood. The new building is three wood framed floors over a two level steel frame.

The project also includes the interior and exterior renovation of two historic buildings, which will bring them up to code and accessibility standards, including energy efficient systems, improvements to life safety, and repairs and interior renovations. The project is currently in construction.

**170 Cottage Street, Chelsea, Massachusetts:** RWM Engineering, Inc. is currently designing 170 Cottage Street, the new building will provide 66 residential units as well as a community room, enclosed parking, laundry rooms, and space for onsite services. The structure is three levels of wood framed floors of two composite steel framed floors over an below grade garage.

**EDUCATION -- B.S.C.E., Northeastern University**

**PROFESSIONAL REGISTRATION -- NH #10669, MD #28598, DC #PE900837, VA #038560, MA #45390**



## PROJECTS

### Waltham, Massachusetts Office

Mechanical and plumbing design for the retrofit of an existing office building in Massachusetts featuring exterior solar shading, active chilled beams and demand-controlled ventilation with energy recovery.

### Portland, Maine Office

Mechanical and plumbing design for the renovation of 9,000 square feet of a historic downtown landmark into Class A office space. Featuring active chilled-beams and demand-controlled ventilation with energy recovery.

### Kittery, Maine Library

Mechanical and plumbing design for a 15,000 square foot renovation and addition featuring an heirloom-quality hydronic heating and cooling system with energy recovery ventilation.

### Falmouth, Maine Library

Mechanical and plumbing design for the 20,000 square foot Falmouth Memorial Library renovation and addition featuring high-efficiency heat recovery variable-refrigerant flow (VRF) system and energy recovery ventilation.

### Camden, Maine Residence

(In Construction)

Mechanical and plumbing design for an 8,000 square foot residence with underground laboratory featuring a geothermal plant, radiant ceiling heating and cooling, energy recovery ventilation, and indoor climate control system.

### North Fork, Long Island Residence

Mechanical and Plumbing design for a three-building luxury residence featuring a district air-to-water heat pump plant, radiant floor heating and cooling, high-efficiency energy recovery ventilation, and indoor climate control system.

## ENGINEERING FOR HEALTH AND COMFORT



SONIA BARRANTES, P.E.

CEO

Sonia is a co-founder of Ripcord Engineering. She is a former Naval Engineering Flight Officer that managed the cockpits of carrier-based combat aircraft domestically and internationally. Sonia returned to Maine after serving her country for nearly two decades to co-found Ripcord Engineering. Sonia is a graduate of the United States Naval Academy and the University of Maryland with undergraduate and graduate degrees in Aerospace and Mechanical Engineering respectively. As a corporate leader, Sonia has positioned Ripcord Engineering to assist with global and national strategic objectives related to carbon reduction in the built environment. Sonia's vision ensures Ripcord produces efficient designs that deliver human health and comfort to the client with the increased efficiency the planet ever more vocally demands. Sonia is a registered engineer in Maine, Massachusetts, New Hampshire, and New York.



JAKE STAUB

CHIEF TECHNICAL OFFICER

Jake is a co-founder of Ripcord Engineering. He is a former Naval Engineering Test Pilot who has flown over 25 different types of aircraft. Over a period of service to the country spanning nearly two decades, Jake deployed in support of multiple land and aircraft carrier-based combat tours. Upon leaving the Navy, Jake relocated to Maine where he assisted in the design and personally built Ripcord's office to the rigorous International Passivhaus standard. Jake is a graduate of the United States Naval Academy and the University of Maryland with undergraduate and graduate degrees in Aeronautical Engineering. As a corporate leader, Jake has structured Ripcord Engineering to leverage design tools like BIM to translate global and national strategic objectives related to carbon reduction into accurate, cost-effective, and scalable designs. This affords Ripcord Engineering the opportunity to translate aerospace grade engineering skills into superior health and comfort systems at a lower overall cost to the client and the planet.





**Samira Ahmadi, BEMP, LEED AP Homes, BD+C, ID+C, CPHC  
Founding Principal**

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

**Education**

**M.S.**, Carnegie Mellon University,  
Building Performance &  
Diagnostics

**M. Arch.**, University of Texas at  
San Antonio, Architecture

**B.S.**, Architectural Engineering

**Professional Affiliation**

- ASHRAE Building Energy Modeling Professional (BEMP)
- LEED Accredited Professional BD+C, ID+C, Homes
- Former USGBC Massachusetts Board of Directors

**Experience Highlights:**

- Sustainability Consultant and Director of Energy Services at AHA Consulting Engineers: October 2011- June 2016
- Founding Principal at enviENERGY Studio: July 2016 - present

Samira has managed and worked on:

- Over 40 LEED Certified buildings.
- Over 60 LEED/ MEPA and building permit energy models.
- Over 40 utility rebate energy models

*Proposed Role:* Lead Sustainability Consultant

*Relevant Article 37 Experience:* More than 10 buildings were submitted for or under Article 37 review process, including ERC Lab Buildings and NEXUS Allston.

**Representative Projects**

**MITIMCO Volpe R2 & R3**  
Cambridge, MA – Energy Model

**3151 Market St – Lab/Office**  
Philadelphia, PA – LEED/ WELL Admin

**585 Third Street**  
Cambridge, MA – LEED & WELL Admin

**ERC Lab Buildings**  
Allston, MA – LEED and Fitwel Admin

**Modera Revere – Residential**  
Revere, MA – Energy Model

**101 Cambridgepark Drive – Lab/Office**  
Cambridge, MA – LEED and Energy Model

**NEXUS Allston – Residential & Lab**  
Allston, MA – Energy Model and LEED

**Wexford | Drexel – Lab/Office**  
Philadelphia, PA – LEED Admin

**125 WEA Laboratory**  
New York, NY – LEED Admin

# Permits and Licenses

The Peace Institute does not have any specific permits or requirements needed to develop the property.

All design and engineering subconsultants have appropriate licenses for their specific work.



# Additional Data

## Contents

Design Package: At Home in Our Community

Letters of Support

## At Home in Our Community

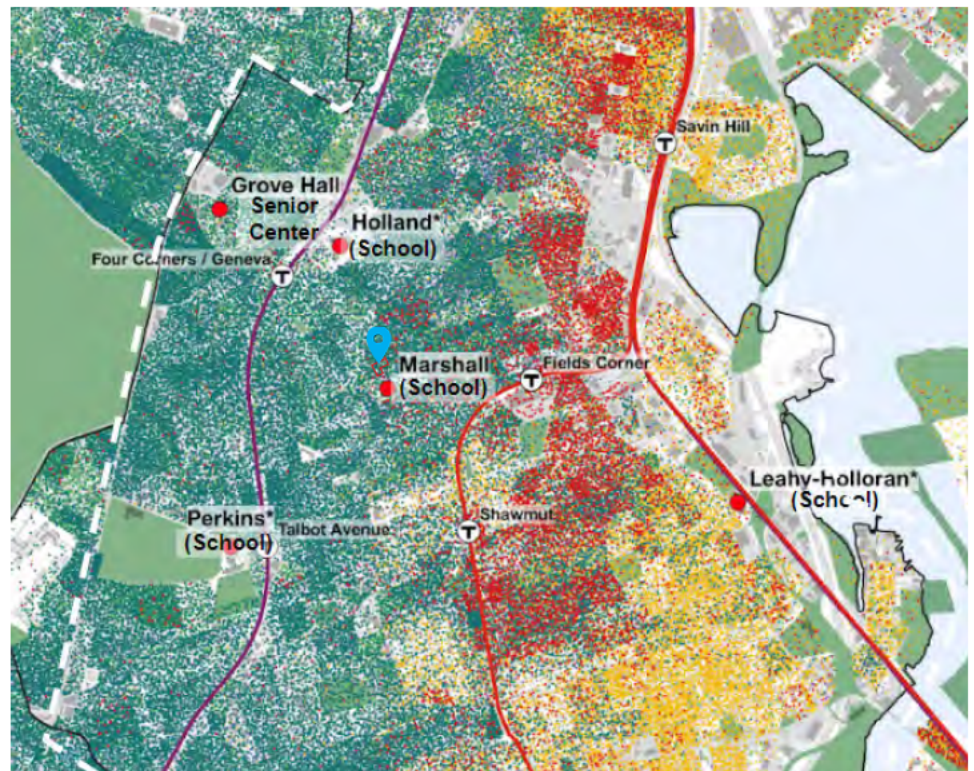
The Louis D. Brown Peace Institute (LDBPI) has been based in Dorchester since its founding nearly thirty years ago, and many members of its team, including its founder and President, Clementina Chéry, have long called the neighborhood home. For LDBPI, this is the beloved community in every way imaginable. Boston's largest and most diverse neighborhood is forever evolving, as should happen in any great urban place.

Dorchester is the beautiful, diverse community the Peace Institute has always called home. We look forward to the opportunity to bring our services and programming to the Four Corners community.

### Population by Race

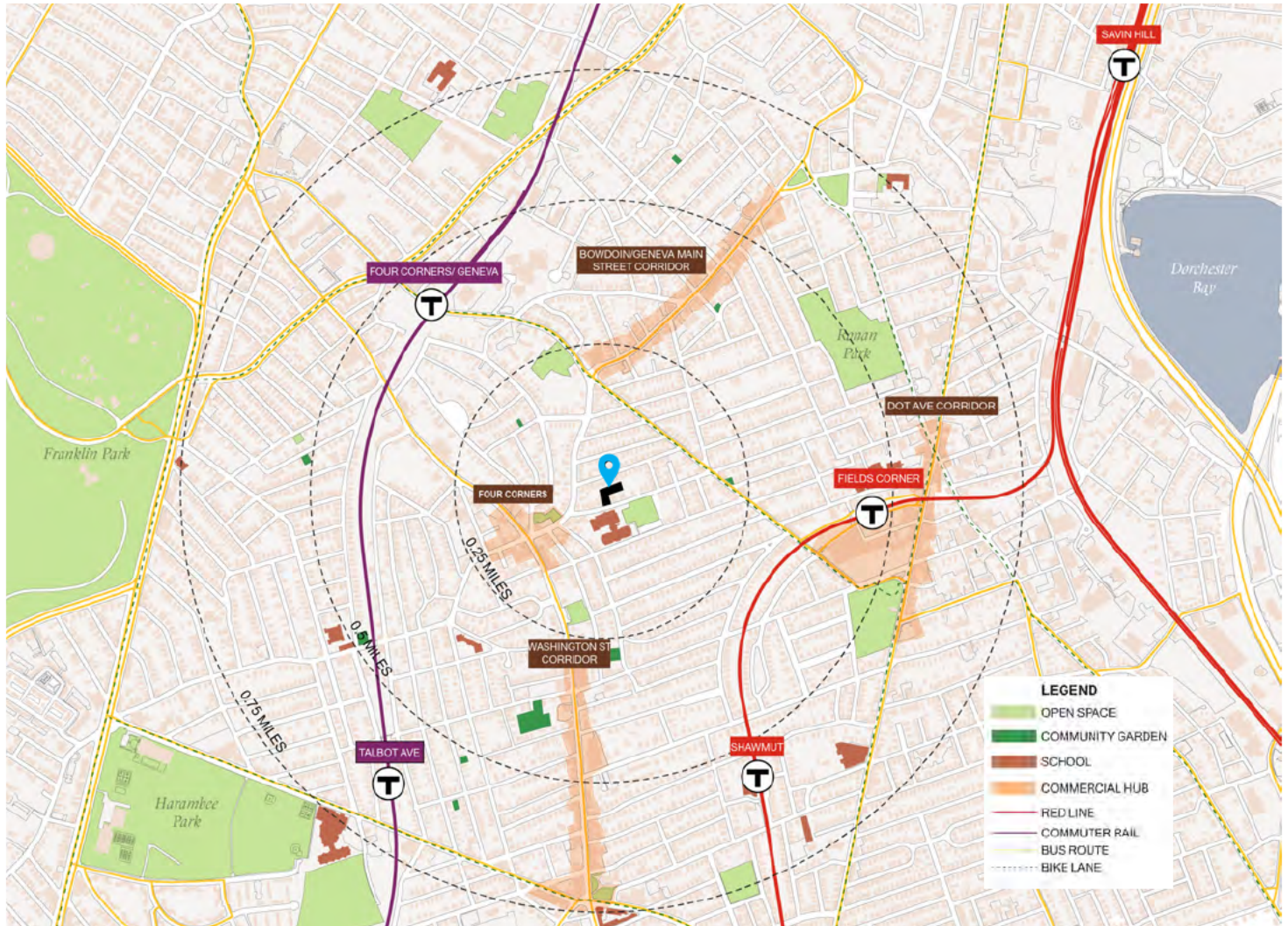
- 2010 Asian
- 2010 Black
- 2010 Hisp/Lat
- 2010 White
- 2010 Other

30 WESTVILLE ST SITE





Accessible by transportation that connects it to regional hubs and residents of the immediate and nearby communities, 30 Westville Street is an ideal site for the Center of Healing, Teaching, and Learning as the Peace Institute seeks to grow its ability to serve those impacted by violence and transform the way the community is perceived.



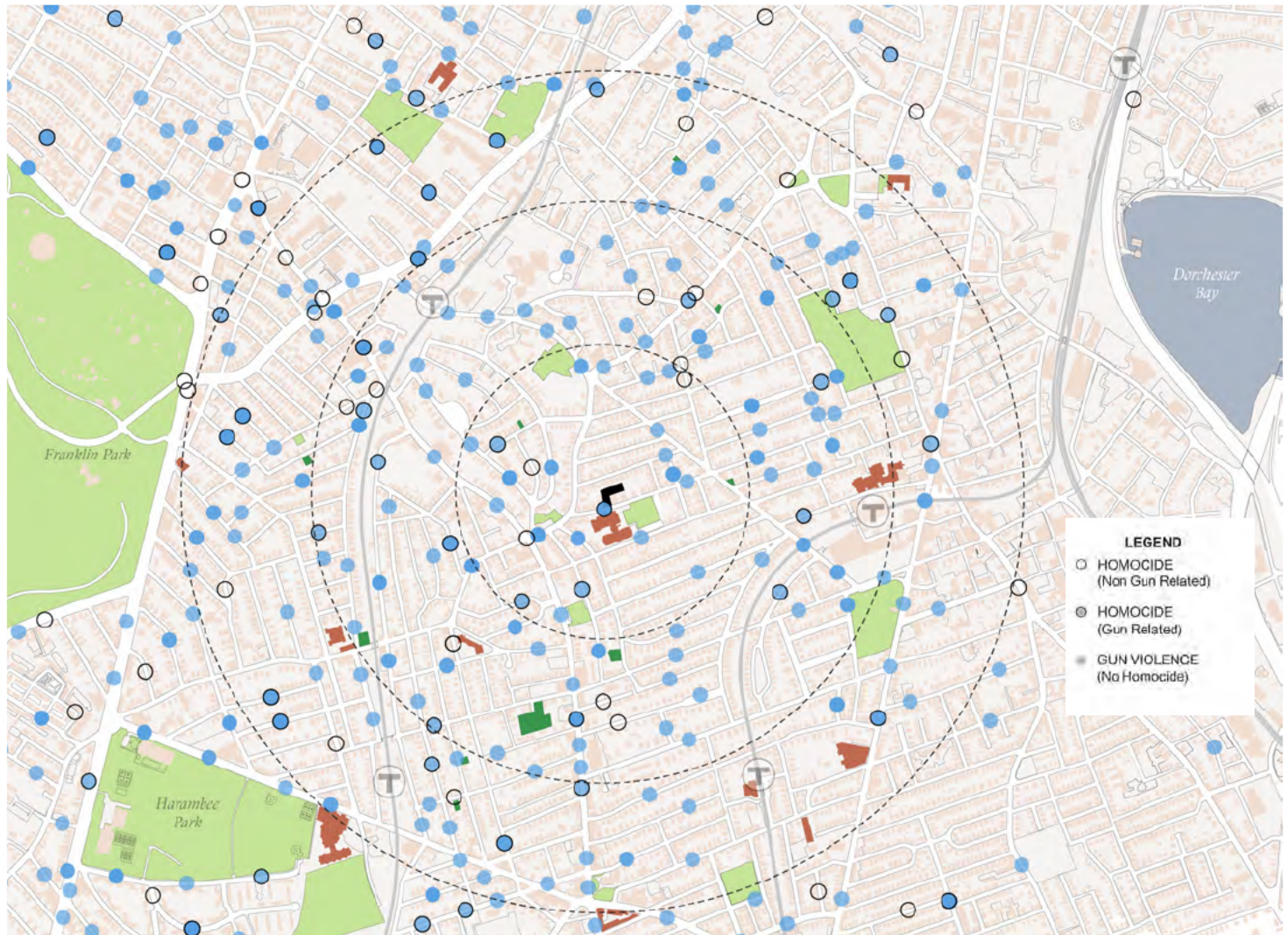
Communities once defined by parish have evolved into a beautiful melting pot of longtime residents and newer families that hail from around the world, a significant LGBTQIA+ population, and a spirit of active participation in politics and activism. This wonderful mix of residents from all cultures and backgrounds makes it an incredibly vibrant place to live, work, and spend time, facilitated by connectivity by rail, bus, road, and access to the jewels of Boston's open space and waterfront natural environments.



Sadly, parts of Dorchester and Roxbury, particularly the area surrounding 30 Westville Street, has become known for violence, including many fatal instances of gun violence, with a number of shootings occurring on this block of Westville Street just in the time it has taken to prepare this RFP response. The Louis D. Brown Peace Institute seeks to disrupt this through the creation of a new Center of Healing, Teaching, and Learning. Focusing on our assets rather than our deficits, the Center will be a space

where we can build on the strengths of our neighborhood to change how we are viewed (and how we see ourselves). Through this work, we can interrupt generational cycles of violence that perpetuate trauma in our community. We know that the work of healing and peacebuilding is not “one and done,” and that it takes continued commitment and investment to make progress. The Center of Healing, Teaching, and Learning will be an important resource in this ongoing work.

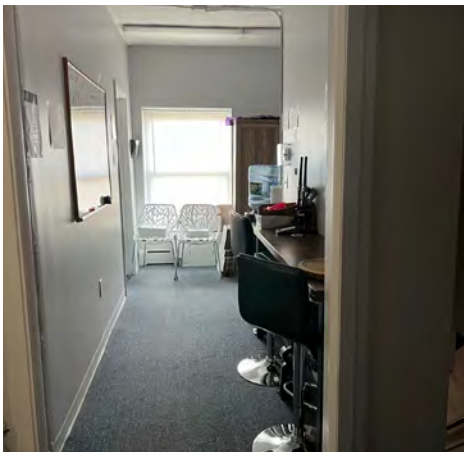
This graphic shows gun violence and homicides near 30 Westville Street from 2015-2021 alone. The Four Corners neighborhood and its primarily BIPOC community is disproportionately impacted by Boston's ongoing epidemic of gun violence





## LDBPI's Current Facilities and Needs

The Peace Institute is currently sited at 15 Christopher Street, Dorchester, with around 6,000 square feet of space to house their staff, visitors, many program offerings and services, and storage needs. Significantly undersized for the LDBPI program and office uses, many rooms are used for multiple purposes. This can create uncomfortable and awkward environments, especially for visitors who are seeking services to heal from trauma and violence.



The button making project and coffee station live in the hallway, a tight and often traversed circulation route for all staff members and visitors.

The Memorial Button Project, commemorating victims of gun violence, is current displayed in the Sand Play miniatures therapy room. Ideally, this would be afforded its own space to truly respect the weight of this memorial. The Memorial Button Project was listed as #5 of The 50 Best Works of Public Art in Greater Boston



The sole conference room is separated from staff offices upstairs. The room doubles as a private counseling meeting space with families of victims of gun violence. These two programs require vastly different spatial arrangements, and approaches to trauma-informed design to ensure those seeking services feel comfortable in the space.



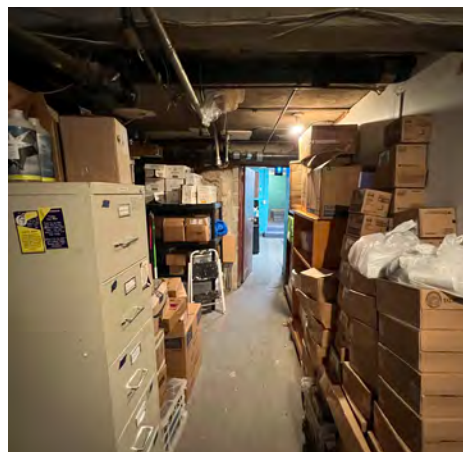
The kitchen, currently in the basement, is accessed by narrow stairs and has inadequate ventilation. LDBPI hopes to create a more communal kitchen to be usable by all visitors, not just staff, as a resource for community members that can also serve as a heart and hub for the Center's staff and visitors.



A single women's restroom is shared by all female staff and visitors, while



An outdoor shed in the parking lot holds extra storage due to inadequate storage space in the main building.



Additional storage, including crucial records, resources, and memorial objects, is crammed in the basement, which has insufficient water and fire-proofing. Records of Louis D. Brown and his life, many of which are original and single copies, are also located here.



## Site Strategy

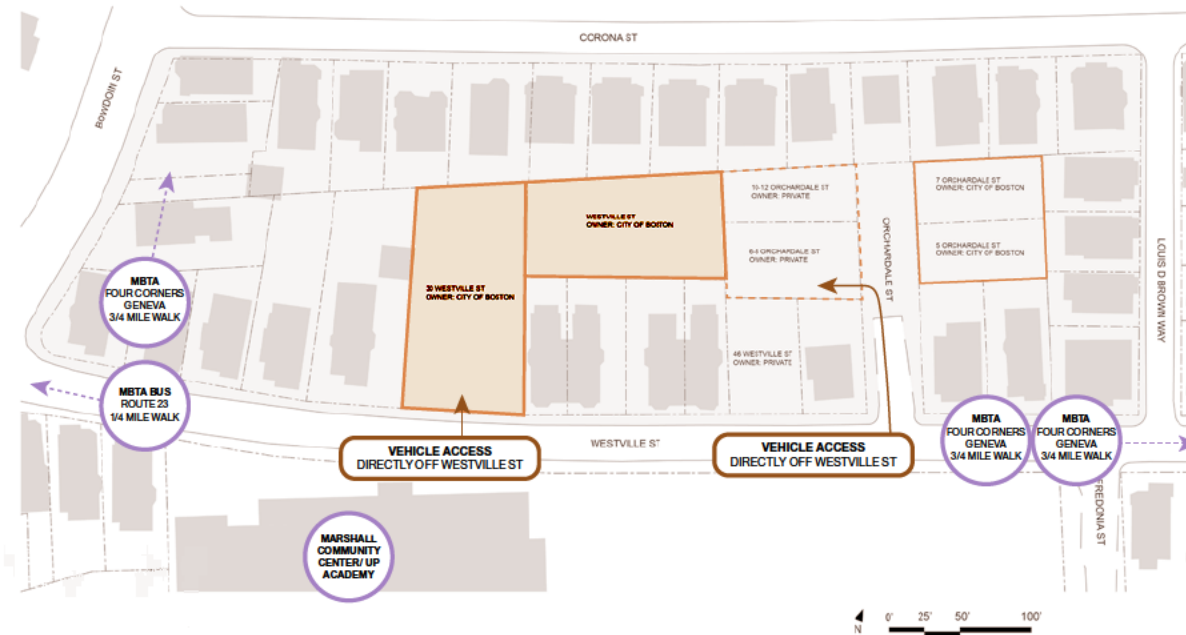


- 1: Mult-Purpose Event Plaza and Parking Area
- 2: Meditation & Healing Garden
- 3: Outdoor Peace Cafe
- 4: Louis D. Brown Memorial Community Path

### Site Planning

The Center's site planning encourages planted buffer zones, especially in proximity to the building, and is designed to preserve mature trees as much as possible, as well as existing informal visual connections to openspace for neighboring buildings. The condition of the existing landscape is anticipated to be significantly improved, providing all neighbors with a beautiful and restorative visually shared backyard. Should a future second phase become possible through gaining site control of 6-8 and/or 8-10 Orchardale Streets, and perhaps additional City-owned parcels, an expanded program of community gardens, additional services and curricula, integration with workforce training programs in landscape and urban agriculture, and a possible "Peace Barn" to support these efforts have been imagined at the end of Orchardale Street.

BIKE LANE



**Adjoining Parcels**

The proposed program is designed for the two city-owned parcels (15/00796000, 15/00794000) offered through this RFP, and the Peace Institute is interested in adding the adjacent private parcels to expand the open space program and expand the services it provides through thoughtfully designed community gardens and open space. Despite repeated

attempts, the Peace Institute has not yet been able to contact the landowners of 6-8 and 10-12 Orchardale Street, but plan on continuing these efforts in hopes of facilitating a possible second phase with expanded open space, community programming, and additional service offerings that such as those that focus on those recently in the carceral system.





### **Orientation and Street Wall**

The Center will be oriented toward Westville Street, with a beautiful and identifiable entryway connected to the street through the memorial entry pathway, and activated by a front porch. The building is set back significantly from the street; this is an important strategy for ensuring an environment that feels safe, embracive, and protectors to visitors and staff, especially those experiencing trauma from violence. It further helps establish the Center as an urban oasis, whose forecourt and entry pathway help create a decompression zone for those arriving to the center. To best utilize the site, the multi-use forecourt zone is also designed to be able to support parking, with permeable paving, sustainable

landscaping, and strategies for its programming and activation.

A number of iterations of site positioning and massing were studied in an effort to balance community goals, site environmental strategies, the Peace Institute's programming needs, mission alignment, and effective ability to perform necessary services, preservation of mature trees and existing views, accessibility, and many other considerations.

While the presented scheme is the Peace Institute's preferred site composition strategy, the team is happy to work with the City iteratively to ensure all site priorities are met.

## Building Massing and Siting

A number of iterations of site positioning and massing were studied in an effort to balance community goals, site environmental strategies, the Peace Institute's programming needs, mission alignment, and effective ability to perform necessary services, preservation of mature trees and existing views, accessibility, and many other considerations.

The scheme presented in this RFP response is the Peace Institute's preferred site composition strategy because of its capacity to serve the community. However, the team is happy to work with the City iteratively to ensure all site priorities are met.



1. The initial iteration aligns the front edge of the structure along Westville St with parking wrapped around the back. However, this resulted in an insufficient square footage for the required programmes, and the parking in the back required removal of existing mature trees.



4. We shifted the massing to the left of the site and joined a backyard outdoor meditation garden directly to the building. Parking is now accessed with a direct route from the street to the back parking lot, which takes up the right part of the unnumbered plot.



2. In order to provide sufficient square footage, the massing stretches westward over the driveway. However, this retains the same issue as the previous scheme, requiring cutting down of existing trees to make way for parking.



5. We rearranged the massing to sit towards the back of the empty lots, stretching across to the existing mature trees which will be integrated with the meditation plot. This respects the 30' rear setback on the 30 Westville plot.



3. To pull the building behind the 15' setback while maintaining the scale of the surrounding buildings, the footprint takes on an L shape, wrapping around the unnumbered lot in the back.

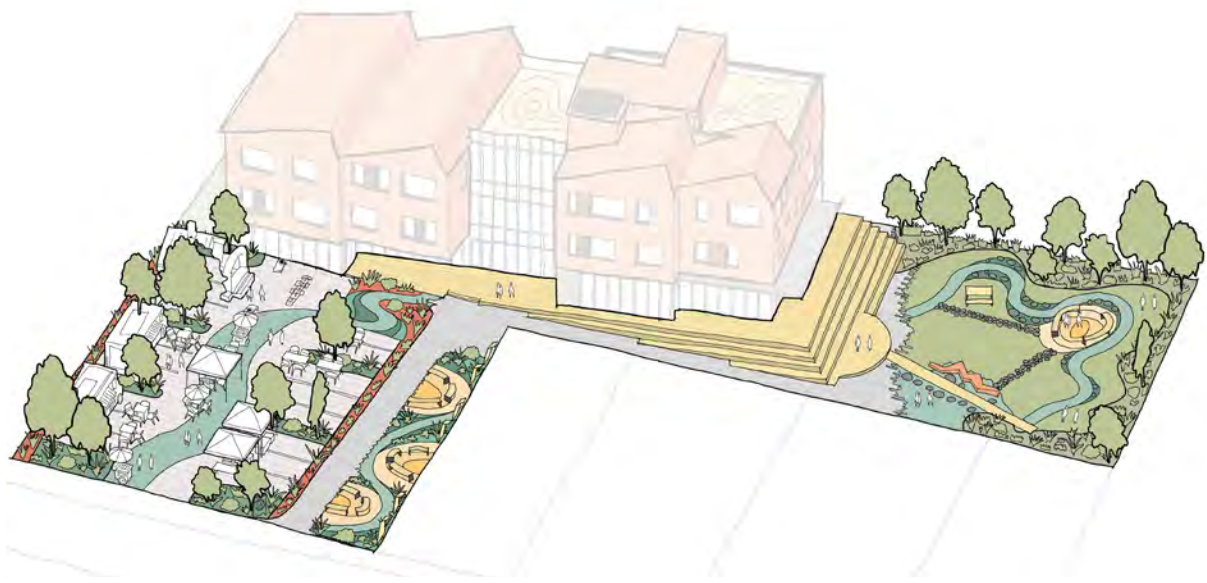


LDBPI's preferred scheme arrived at through an iterative design process.

6. The left portion of the massing is pushed back to align with the right portion of the building to allow for more space for the Forecourt and transitional landscaped zones that encourage decompression through the entry sequence.



# Landscape and Open Space Strategy



## Openspace Use

The Center of Healing, Teaching, and Learning will introduce to the neighborhood two primary open spaces. The first is a multi-use forecourt, envisioned with plantings and permeable paving that can host the Center's staff and guest parking needs during primary business hours, and evolve into a daily overflow hangout and play space for students to engage with the Center at the end of school day, for example. Additionally, this space along Westville Street will be designed to support community events like farmers markets, block parties, and job fairs, as well as community gatherings for music, presentations, and townhalls, and special signature Peace Institute events like the annual Peace-BQ. The design is envisioned to support an active and beautiful presence along Westville Street that can serve as a welcoming gateway to the Center and an extension of the building's front porch.

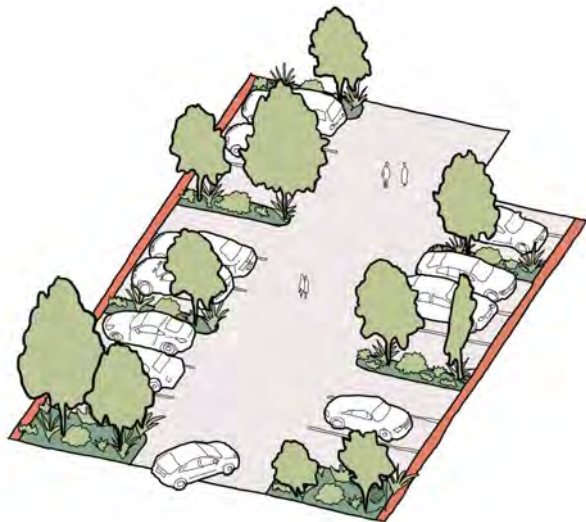
Alongside this space will run an entry pathway connecting the front door of the Center to Westville Street. This

welcoming space will host seating and plantings, and serve as a crucial transition zone for visitors to the Center who—often visiting at the most difficult time in their life—will experience it as part of a trauma-informed design intended to help them find the state of mind, sense of security, and feeling of safety and comfort needed to engage with the types of services the Center will offer. This area will also be programmed with storytelling in the landscape and furniture that present opportunities to tell the story of Louis D. Brown, as well as those of other local community elders, creating a celebration of and memorial to the neighborhood.

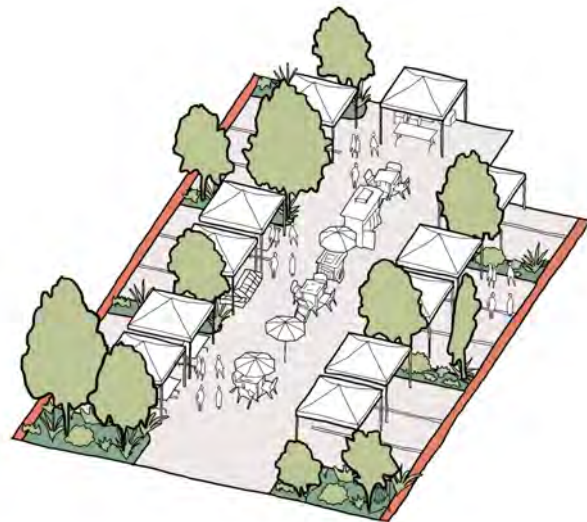
The second primary open space will be the Center's Meditation and Healing Garden. This space, partially shielded from the street by 36-44 Westville Street, will be the heart of the Center's urban oasis as a healing and meditative area for those visiting the Center and participating in its programs and services. This area will be designed to preserve existing mature trees and introduce contem-

plation-encouraging pathways and programming. It will be planted with local and environmentally appropriate plantings while featuring sensitive lighting and visibility from the Center that preserves privacy for neighbors while creating a safe and welcoming natural environment. It may also support spaces for memorialization of those lost to gun violence. This space is intended to operate in tune with the rhythm of the Center, being open and physically accessible during the day, and "going to sleep" in the evenings, nevertheless providing the benefits of visual connectivity to a beautiful landscape for neighbors and passersby.

Crucially, should access be gained to adjacent sites for a possible second phase, this landscape is envisioned to expand and evolve into it, hosting community gardens and opportunities for workforce training in landscape and urban agriculture through the Center's expanded programming for people who have left the carceral system.



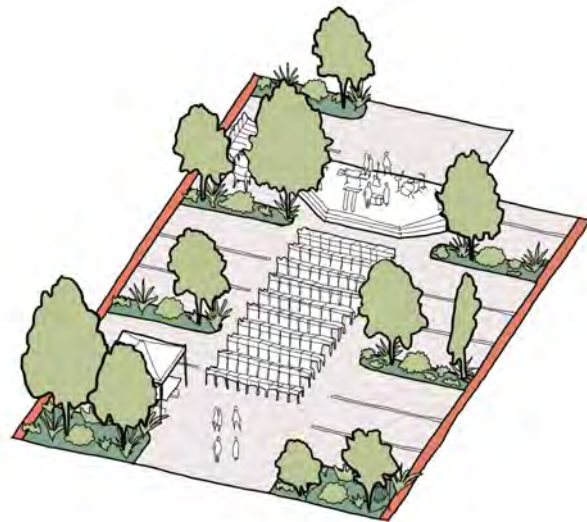
**PARKING**



**FARMERS MARKET / JOB FAIR**



**BLOCK PARTY**



**COMMUNITY GATHERING / TOWNHALL**

Above: much more than just parking, the multi-use forecourt is envisioned to be able to host a broad range of social, community, and Peace Institute events. Permeable paving, lush planting, and welcoming lighting will create a new community space whose usage evolves throughout the day, week, and year.

Right: this early schematic image of the rear openspace illustrates the intention to create a welcoming, peaceful, and restorative landscape for healing, teaching, and learning that is respectful of neighbors, preserves existing mature trees, and is well lit and visually connected to ensure comfort and safety for all.



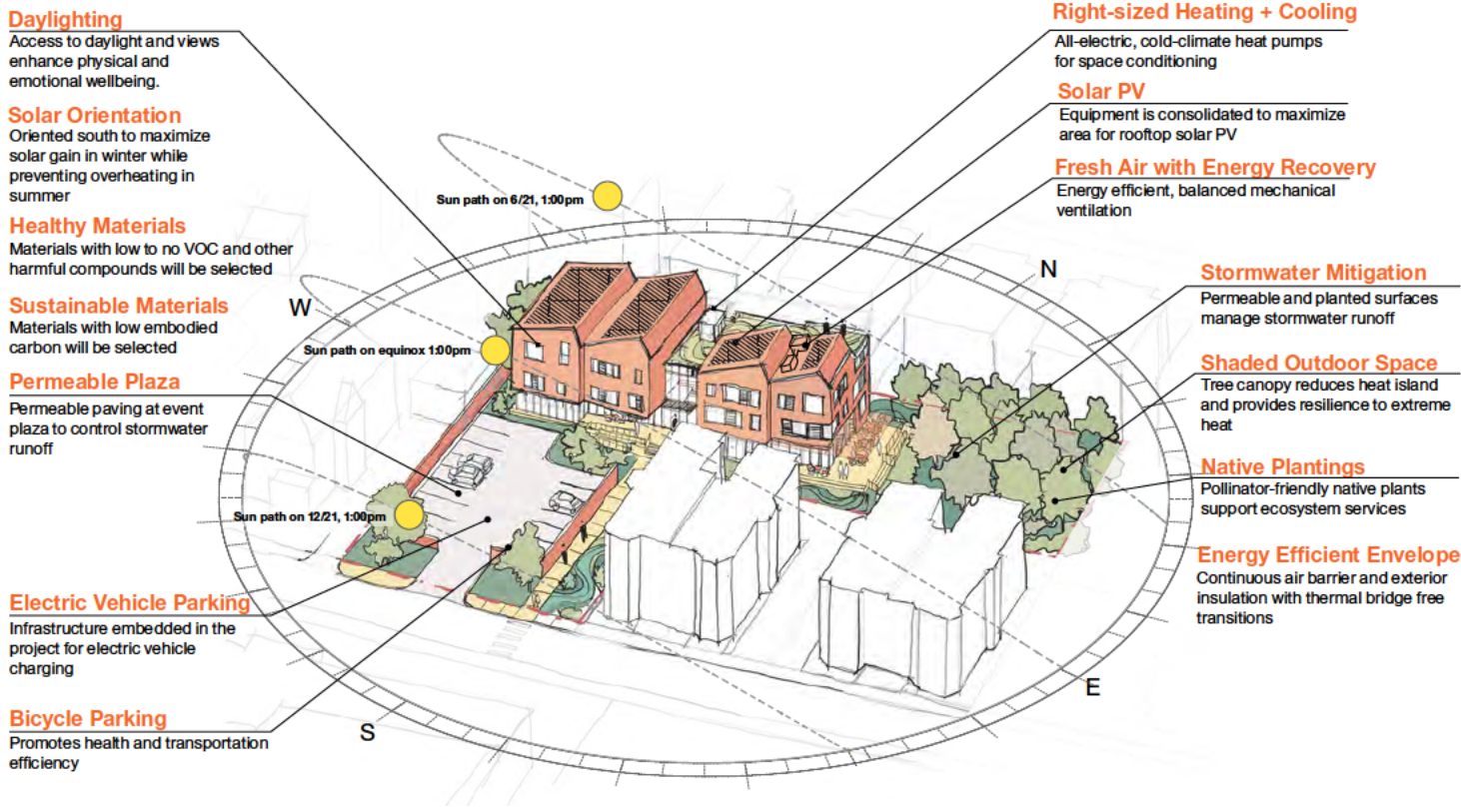




Pending access to additional adjoining parcels, a second phase of the project is envisioned that includes expanded open space, community programming, community gardens, a Peace Barn, and additional service offerings that such as those that focus on those recently in the carceral system.

# Green Building Strategies

The Peace Institute is committed to minimizing carbon emissions in the construction and operation of its new Center of Teaching and Learning. We are proud to be located in Boston, with some of the most impactful climate action policies in the country that centers the priorities and concerns of residents most impacted by climate change. With the Zero Net Carbon Building Zoning Initiative in mind, We will integrate our in-house Certified Passive House Consultant expertise towards a net zero energy building. This approach will not only help us to meet the City’s LEED and Article 37 requirements, but will offer multiple benefits to the design.





We see this project as an opportunity to raise awareness of sustainable construction and landscape practices for the local workforce. The team will take advantage of opportunities for cost-effective measures throughout the project and will plan at the earliest stages for available incentives such as the MassSave New Construction program as well as state and local tax incentives for solar PV and clean energy systems.

### **Minimizing Energy Needs**

Our priority is to design a highly efficient building that maximizes energy efficiency and minimizes reliance on additional energy to meet the building's needs. The project will be detailed with effective air barriers, weather barriers and insulation to maximize thermal insulation, airtightness and moisture resistance while ensuring durability and resilience. High performance windows will be specified with the appropriate properties for the project's location and climate. To lower the project's embodied carbon, we will maximize use

of recycled construction materials. All lighting fixtures will be highly energy-efficient LED, while all appliances will be Energy Star rated.

Remaining energy demand will be met with all electric systems and by maximizing on site renewable energy production, thereby minimizing our reliance on the energy grid. By bringing the building massing back from the southern street edge, we are able to maximize daylight and solar energy potential. The mechanical system will be right-sized heat pumps to serve the building's cooling and heating needs, as well as hot water for the bathrooms, showers and kitchens. Energy recovery ventilation will assist in minimizing excess cooling and heating demand, while providing fresh air to occupants.

### **Building Health & Wellness**

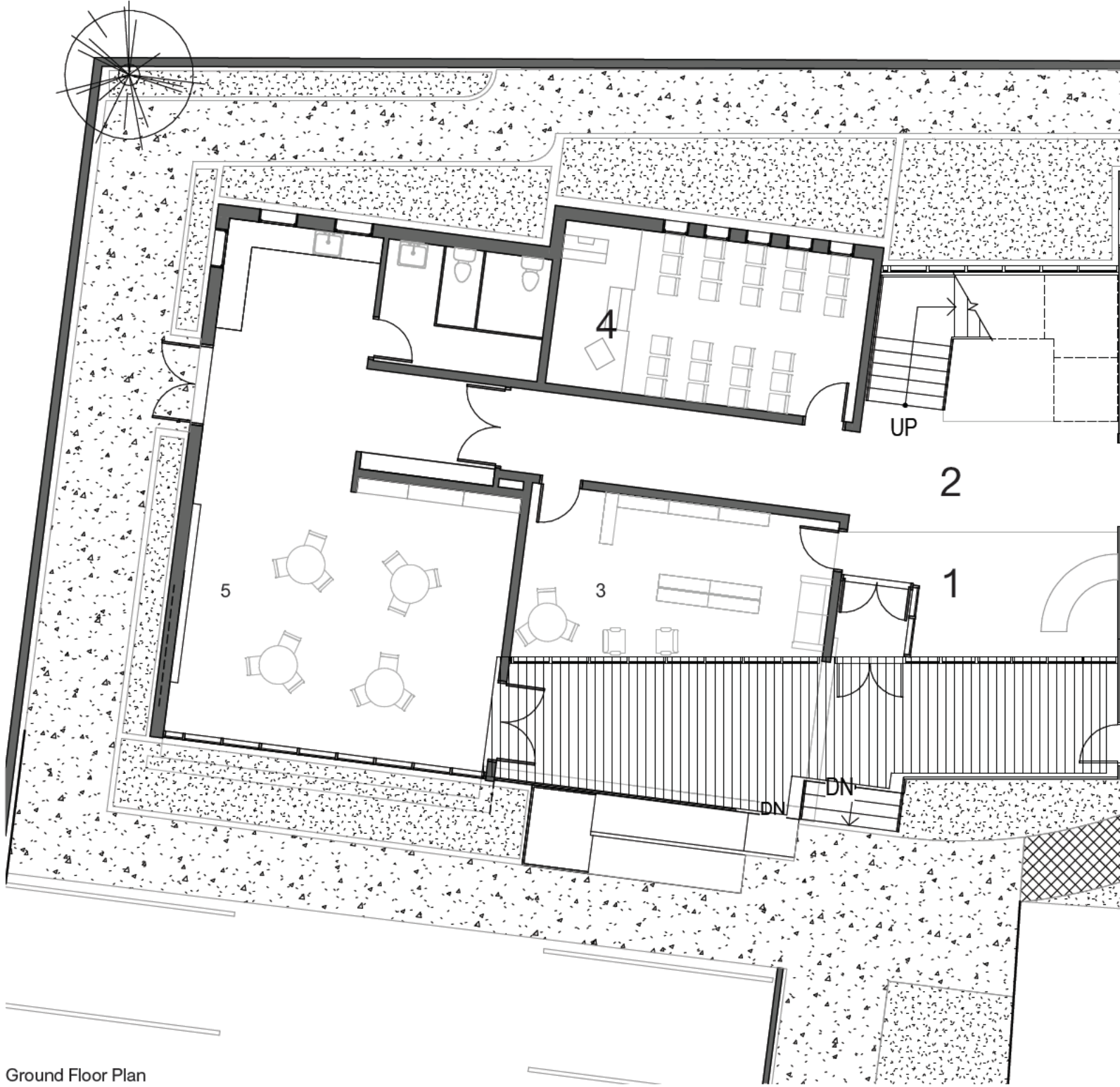
Inside of the building, the health, wellness, and safety of staff and visitors is a priority. Low volatile organic compound (VOC) materials will be specified. As part of providing a healthy space for healing services

within the Center, access to daylight and views is vital to improving physical and emotional wellbeing. Given the sensitivity of conversations and emotional stress that visitors may carry with them in seeking Peace Institute's services, strategies such as sound isolation and sound masking will help provide acoustical privacy while keeping out distracting and triggering sounds.

### **Site Sustainability Strategies**

Site sustainability strategies will include stormwater capture, installation of rain gardens to minimize runoff, and an exploration of on-site water reuse strategies. In the potential future phase expansion with the community garden, composting systems will help combat food waste while returning yard waste back into beneficial nutrients for growing local food, contributing to a self-sustaining, decarbonized ecosystem. Furthermore, this future phase will explore ways to manage and treat on site water flows using natural systems.

# Building Floor Plans



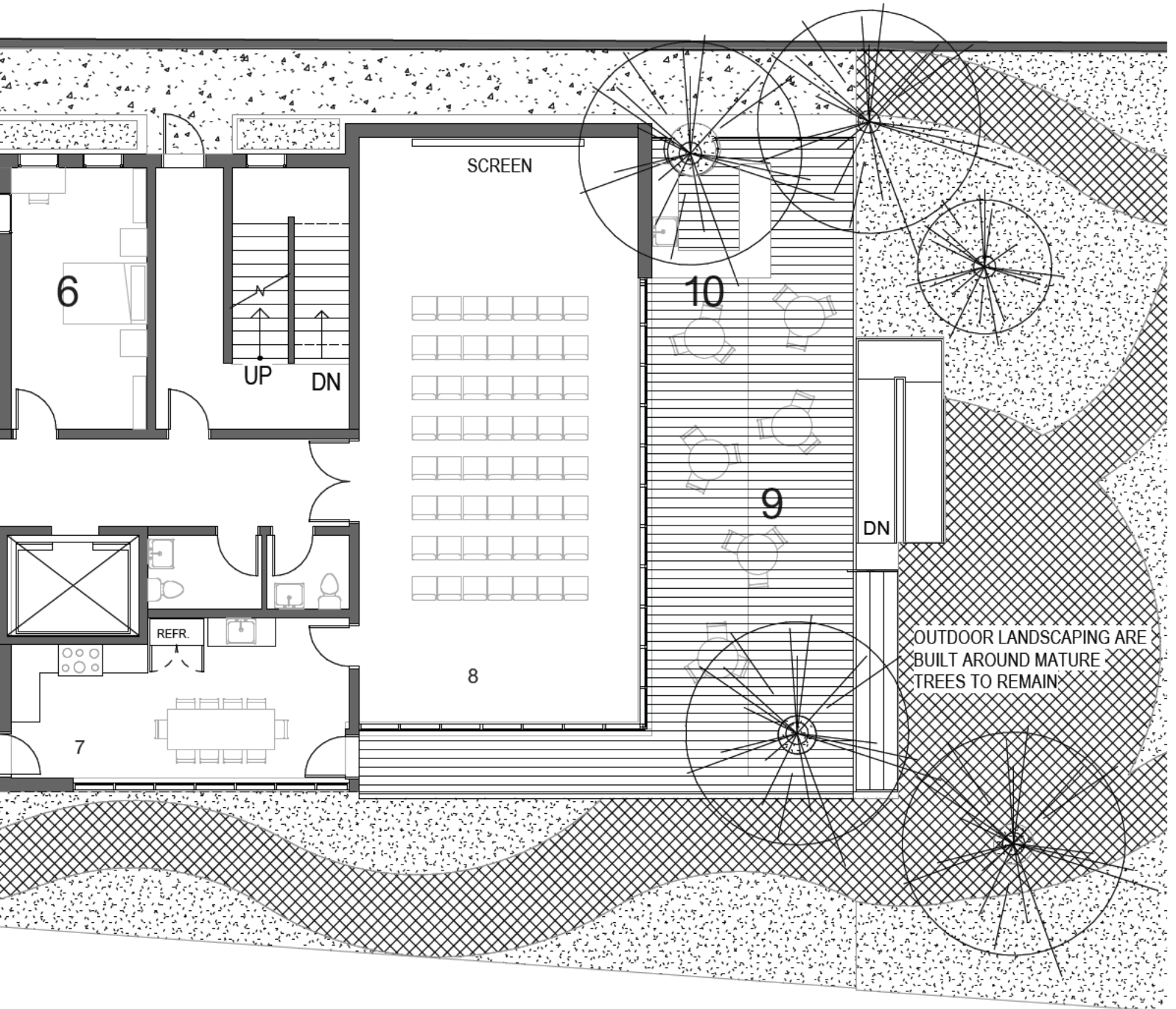
Ground Floor Plan

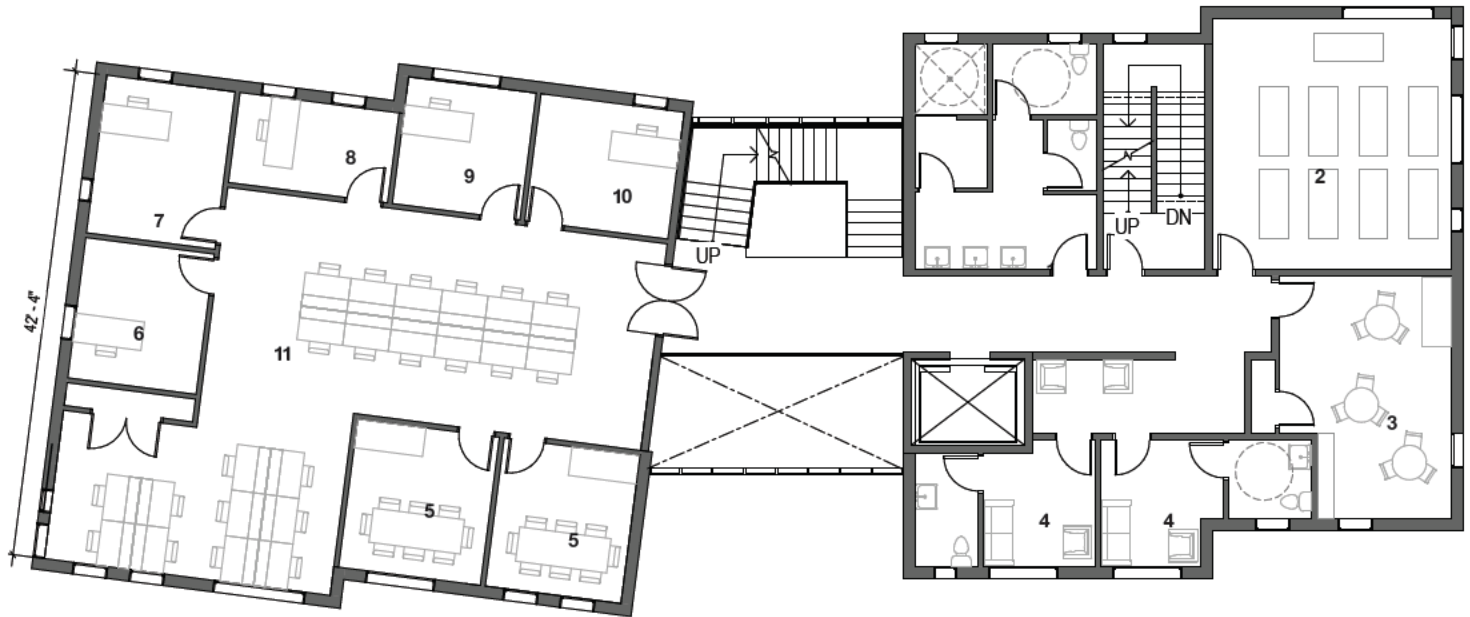
- 1: Reception
- 2: Lobby
- 3: Library
- 4: Chapel

- 5: Peace Curriculum Learning Space
- 6: Louis D. Brown Recreated Memorial Bedroom
- 7: Communal Kitchen
- 8: Community Room

- 9: Porch
- 10: John Ramsey Memorial Peace Cafe



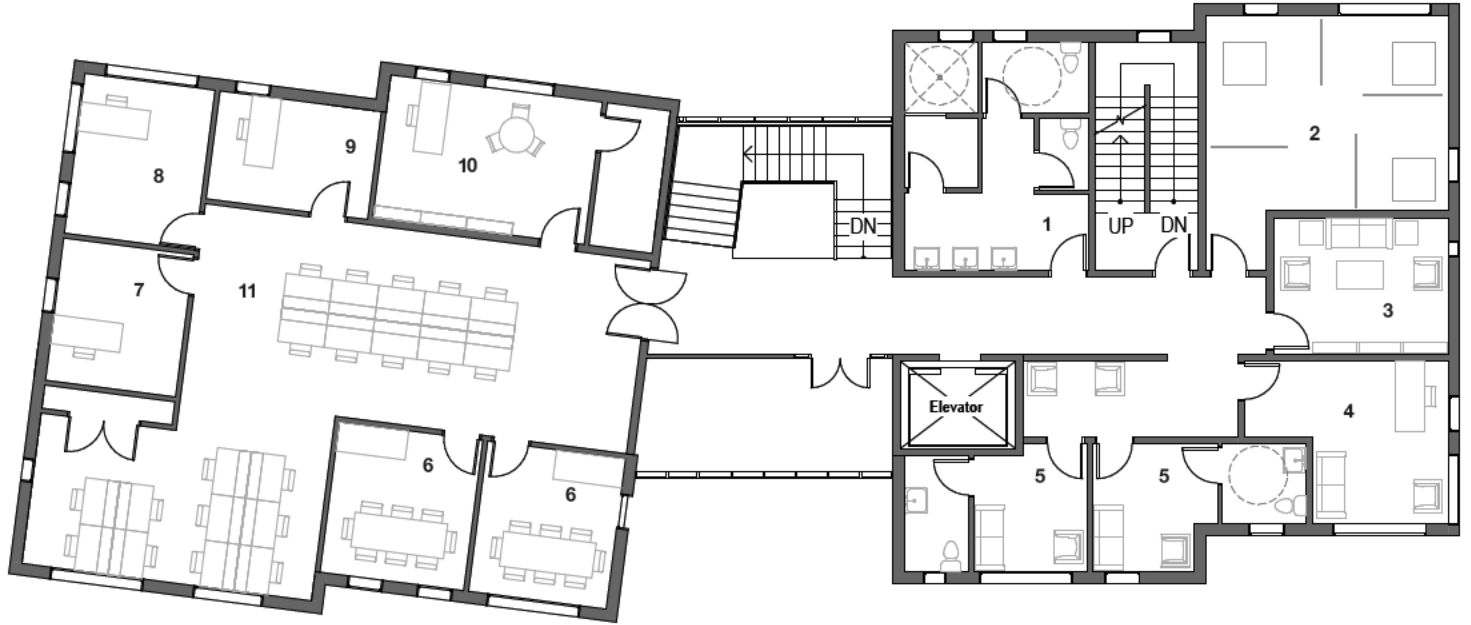




Level 2 Plan

- |                              |  |                                     |
|------------------------------|--|-------------------------------------|
| 1: Restrooms and Showers     | 5: Breakout Rooms                            | 9: Healing Support Services Manager |
| 2: Yoga & Workout Space      | 6: Head of Communications & Marketing Manger | 10: Director of Reentry Services    |
| 3: Therapy Room & Miniatures | 7: Survivor Outreach & Support Manager       | 11: Co-Working Space                |
| 4: Counseling Rooms          | 8: Facilities Coordinator                    |                                     |





**Level 3 Plan**

1: Restrooms and Showers

2: Meditation Room

3: Nana's Den Reflection Space & Library

4: Counseling Room for MBK617

5: Counseling Rooms

6: Breakout Rooms

7: Growth & Sustainability Manager

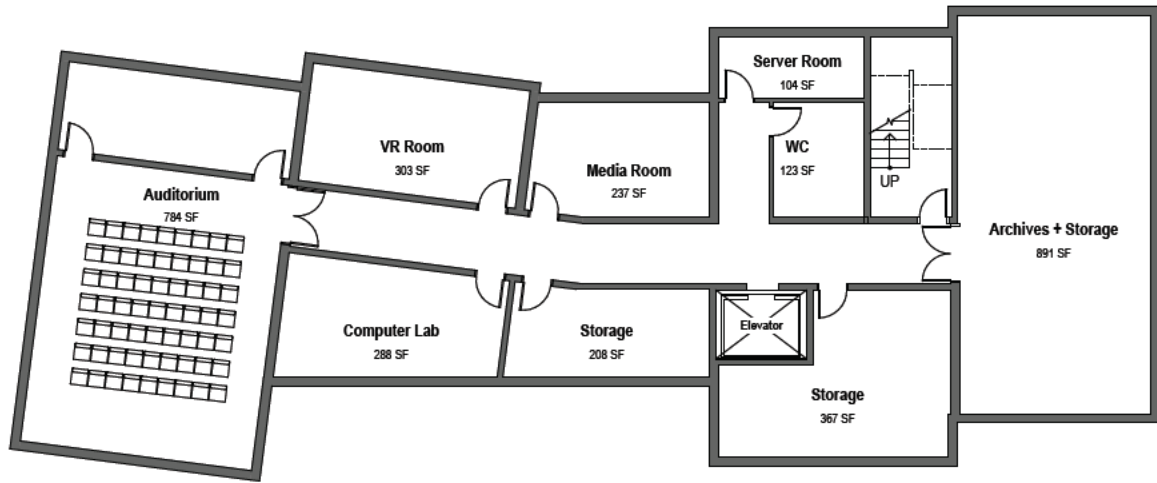
8: Co-Executive Director

9: Co-Executive Director

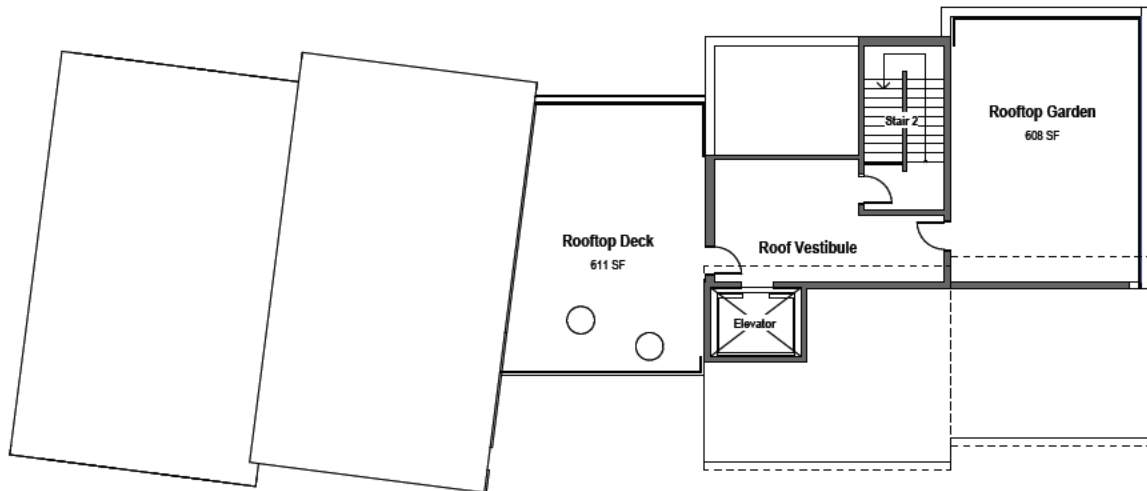
10: Founder, President, & CEO

11: Director of Reentry Services

12: Co-working space



Basement Floor Plan



Roof Plan



## Letters of Support



**UNA**  
United Neighborhood Association

July 31, 2020

Ms. Tina Chery  
15 Christopher Street  
Dorchester, MA 02122

Dear Ms. Chery:

It is the United Neighborhood Association's (UNA) understanding that you are petitioning support for a new home for The Louis D. Brown Peace Institute. The plan is to build a new and permanent home at 30 Westville Street, Dorchester, MA 02124.

Due to COVID-19 UNA is unable to hold its monthly meetings. This makes it difficult to allow you the opportunity to present in person. I however, have reached out to UNA's members and have heard back from a majority that they are in support of your project.

If you require further assistance, please do not hesitate to contact me at (617) 875-2672.

Respectfully yours,

A handwritten signature in black ink, appearing to read "Theresa M. Latson". The signature is fluid and cursive, with a long horizontal line extending to the right.

Theresa M. Latson  
Chair (UNA)



Boston City Council  
**Erin J. Murphy**  
Councilor - At-Large

October 27th, 2022

Sheila Dillon  
Chief of Housing  
Mayor's Office of Housing  
12 Channel Street, 9th Floor  
Boston, MA 02210

**Re: 30 Westville Street - Louis D. Brown Peace Institute**

Dear Chief Dillon,

I am writing in support of Louis D. Brown Peace Institute's proposal, the "Peace Institute." Its development team submitted its RFP response to the Mayor's Office of Housing in the City of Boston for 30 Westville Street in Dorchester, the neighborhood that has long been the organization's home.

The Peace Institute's goal is to build a new Center for Healing, Teaching, and Learning at 30 Westville Street. The Peace Institute has been in the neighborhood for close to 30 years, is a vital member of the community, a partner to the City of Boston, and is the ideal candidate to transform these two vacant parcels into a new center benefiting all.

At this new location, the Center for Healing, Teaching, and Learning will provide services in a safe and neutral space where healing can happen, and where providers from near and far can come to learn how to respond effectively and equitably to murder, grief, trauma, and loss. Just this month, a homicide occurred at this location, and creating a new space for the Center of Healing, Teaching, and Learning is timely and highly important for survivors of homicide victims.

As City Councilor-at-Large, I enthusiastically support the "Peace Institute" in its efforts to create a new Center of Healing, Teaching, and Learning.

Sincerely,

A handwritten signature in black ink that reads "Erin J. Murphy".

Erin Murphy  
***Boston City Councilor At-Large***





Boston City Council

**BRIAN WORRELL**  
Councilor – District 4

Mayor's Office of Housing and Community Development  
12 Channel St  
9th Floor  
Boston, MA 02210

To Whom It May Concern,

I am writing to express my support for the proposed Louis D. Brown Peace Institute located at 30 Westville Street in Dorchester. Already serving the neighborhood for close to 30 years, this institute has been a vital member of the community and partners with the City of Boston. At the proposed new location, the Center for Healing, Teaching, and Learning will provide services in a safe and neutral space where healing can happen, and where providers can learn how to respond effectively to murder, grief, trauma, and loss.

District 4 is in vital need of more accessible, safe places for community members to address these difficult subjects. The Center of Healing, Teaching, and Learning is a step in the right direction to support survivors and homicide victims. There must be more done to uplift our community and provide them the services they need.

I look forward to seeing this facility built and the improvements it will have on our region and the way we recover from trauma.

Sincerely,

Brian Worrell  
Boston City Councilor, District 4

MARTIN  
RICHARD  
FOUNDATION



October 27, 2022

Sheila Dillon  
Chief of Housing and Director of the Mayor's Office of Housing  
One City Hall Square  
Boston, MA 02201

Dear Ms Dillon,

I have the pleasure of writing to you on behalf of our partner organization, The Louis D Brown Peace Institute. We are excited to hear that The Peace Institute will submit an RFP response to the Mayor's Office of Housing at the City of Boston for the properties at 30 Westville Street and Westville Street (unnumbered), Dorchester, the treasured community and neighborhood that is home to both of our organizations.

Martin Richard Foundation is proud to have supported The Peace Institute since our own inception in 2014 both financially and through our participation in the Annual Mother's Day Walk For Peace. Led by a staff of vibrant community activists and gentle healers, they are the ideal candidate to transform these two vacant parcels into a new center not only benefiting the neighborhood that they have so lovingly served for the last thirty years but the entire City of Boston and beyond. We wholeheartedly believe in their efforts to create a new Center of Healing, Teaching and Learning as well as their ability to grow such a space and respond effectively and equitably to murder, grief, trauma, and loss, focusing on the value of Peace.

Martin Richard Foundation is committed to helping the next generation learn, grow, and lead. We believe that when young people are taught the values of peace, justice, inclusion, and kindness, they will lead the way as thinkers, upstanders and peacemakers in their communities. The Peace Institute shares our mission and values and understands that a new space for a Center of Healing, Teaching, and Learning is timely and highly important for survivors of homicide victims.

It is our hope that the RFP for 30 Westville Street and Westville Street (unnumbered), Dorchester is awarded The Louis D. Brown Peace Institute.

With gratitude for your consideration,

Denise Richard  
Founder, Martin Richard Foundation

1452 Dorchester Avenue, 4<sup>th</sup> Floor – Dorchester, MA 02122



Josephine and Louise Crane Foundation  
49 Kenwood Avenue  
Newton, Massachusetts 02459

October 27, 2022

Mayor's Office of Housing and Community Development

12 Channel Street

Boston, MA

RE: Louis D. Brown Peace Institute

Dear Sir/Madam:

As long time supporters of the Louis D. Brown Peace Institute, I am delighted to write this letter of support for its efforts to create a Center for Healing, Teaching, and Learning in Dorchester.

For almost three decades, the Peace Institute has been a vital resource for effectively and equitably responding to survivors of homicide victims. For over eleven years we have invested in the Peace Institute's work because we believe in its mission and vision.

Having a permanent place in the City of Boston from which the staff can do their work would be a powerful step in aiding and responding to survivors of homicide victims and modeling best practices for other municipalities.

Sincerely,

Josie Greene, President



**SENATOR NICK COLLINS**  
*First Suffolk District*

*The Commonwealth of Massachusetts*  
**MASSACHUSETTS SENATE**

STATE HOUSE, ROOM 312D  
BOSTON, MA 02133-1053  
TEL. (617) 722-1150  
FAX (617) 722-2191  
[WWW.MASENATE.GOV](http://WWW.MASENATE.GOV)

Ms. Clementina Chery, President and CEO  
The Louis D Brown Peace Institute  
15 Christopher Street  
Dorchester, MA 02122

**Re: Louis D. Brown Peace Institute SB 2926 Funding**

Dear Ms. Chery,

I am writing to share with you informing on capital funding secured with the passage of An Act Financing the General Government Infrastructure of the Commonwealth – Chapter 140 § 2 of Acts of 2022.

This legislation passes by the State Legislature and signed by the Governor states the following:

For public and nonprofit entities for capital needs that serve a public purpose; provided, that not less than \$1,000,000 shall be expended for the Louis D. Brown Peace Institute Corporation for the costs associated with the acquisition, design and construction of the Center for Healing, Teaching and Learning to support people impacted by violence including, but not limited to, families victimized by homicide.

Thank you for your commitment and partnership. I look forward to continue working with you and your team to realize your vision of expanding the critical services that LDBPI provides to our communities across the Commonwealth.

Sincerely,

A handwritten signature in blue ink that reads "Nick Collins".

**NICK COLLINS**  
*State Senator*



# Required Forms

## Contents

Proposal Form

Project Summary

Statement of Quals Form

Construction Employment Statement Form

Affidavit of Eligibility Form

Applicant's Property Affidavit Form

Conflict of Interest Affidavit Form

Chapter 803 Disclosure Statement Form

Disclosure/Beneficial Interest Statement Form

Beneficiary Affidavit

Notice to Beneficiaries

Beneficiaries of Assistance

Certified Referral Agencies And Boston One-Stop Career Centers

MOH Development Budget

Center of Healing, Teaching, and Learning Detailed Development Budget

**PROPOSAL FORM**

**SUBMITTED TO: MAYOR'S OFFICE OF HOUSING**

**DATE RECEIVED BY MOH:** 10/31/2022

**SUBMITTED BY: NAME:** Louis D. Brown Peace Institute

**ADDRESS:** 15 Christopher Street Dorchester

**TELEPHONE:** [REDACTED]

**EMAIL:** [REDACTED]

Under the conditions set forth by the Mayor's Office of Housing (MOH), the accompanying proposal is submitted for:

**Property Address:** 30 Westville and Westville Street (Unnumbered), Dorchester

For this proposal to be properly evaluated all questions must be answered by the Proposer. The Awarding Authority (MOH) will regard all responses to questions and all submissions as accurate portrayals of the Proposer's qualifications and any discrepancy between these statements and any subsequent investigation may result in the proposal being rejected.

- i. The name(s) and address(es) of all persons participating in this application as principals other than the undersigned are:

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---

Use separate sheet and attach if additional principals are involved.

- ii. The applicant is a/an: Non-profit  
(Individual/Partnership/Joint/Venture/Corporation/Trust, etc.)

A. If applicant is a Partnership, state name and residential address of both general and limited partners: N/A



B. If applicant is a Corporation, state the following:

Corporation is incorporated in the State of: MA  
President is: Clementina Chery  
Treasurer is: Beth Dill  
Place of Business: 15 Christopher Street, Dorchester, MA 02122

C. If applicant is a Joint Venture, state the names and business addresses of each person, firm or company that is a party to the joint venture:

N/A

A copy of the joint venture agreement is on file at: \_\_\_\_\_ and will be delivered to the Official on request.

D. If applicant is a Trust, state the name and residential address of all Trustees as:

N/A

Trust documents are on file at \_\_\_\_\_  
And will be delivered to the Official on request.

iii. Bank reference(s): \_\_\_\_\_  
iv. If business is conducted under any title other than the real name of the owner, state the time when, and place where, the certificate required by General Laws, c.110, §5 was filed:

v. Number of years organization has been in business under current name: 28

vi. Has organization ever failed to perform any contract? NO Yes/No

If answer is "Yes", state circumstances): \_\_\_\_\_

We propose the following purchase price: \$ 29,000.00

vii. AUTHORIZATION:

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

*CChery*  
Signature of individual submitting proposal

President and CEO  
Title

Louis D. Brown Peace Institute  
Legal Name of Organization

Dated at: 15 Christopher Street Dorchester, MA 02122

This 28 day of Oct. 2022,

NAME OF ORGANIZATION:  
Louis D. Brown Peace Institute

BY: Clementina Chery

TITLE: President and CEO

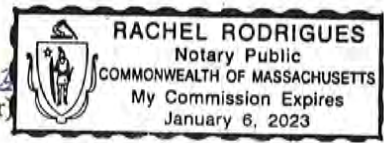
i. ATTESTATION:

Clementina Chery being duly sworn deposes and says that (he/she) is the President & CEO of Louis D. Brown Peace Institute and that all answers to foregoing questions and all statements contained herein are true and correct.

Subscribed and sworn before me this 28 day of Oct, 2022

Notary Public: Rachel Rodrigues

My Commission Expires: January (Month), 2023 (Year)



NOTE: This proposal form must bear the written signature of the applicant.

If the applicant is an individual doing business under a name other than his own name the application must state so, giving the address of the individual.

If the applicant is a partnership a partner designated as such must sign the application.

If the applicant is a corporation, trust or joint venture the application must be signed by a duly-authorized officer or agent of such corporation, trust or joint venture and contain written evidence of the authority to bind the entity.

(Please include the name of the agency or department and position held in that agency or department.)



### Project Summary Form

Project Name: Center of Healing, Teaching and Learning

Project Street Address(es): 30 Westville Street, Dorchester, MA 02124

Developer: Clementina M. Chery/ Louis D. Brown Peace Institute

Types of Units: Family  Individuals  Elderly  Special Needs

Other? (Describe) non profit center Commercial  Yes  No

Number of Units 0 Number of Affordable Units 0 Homeless Units 0

Number of Units	SRO	Studio	1-Bdr	2-Bdr	3-Bdr	4-Bdr	Total
<30% AMI							0
<60% AMI							0
<80% AMI							0
Market							0

Rents	SRO	Studio	1-Bdr	2-Bdr	3-Bdr	4-Bdr
<30% AMI						
<60% AMI						
<80% AMI						
Market						

**Housing Budget**

TDC:	\$ _____	TDC Per Unit:	\$ _____
Hard Cost/sf	\$ _____	Hard Cost/unit	\$ _____
Operating Exp/unit	\$ _____	Reserves/unit	\$ _____
		Developer Fee and Overhead	\$ _____

**Funding Sources:** (Check all that apply)

- |   |                                      |  |                |
|---|--------------------------------------|--|----------------|
| DND – HOME <input type="checkbox"/>       | DHCD-HOME <input type="checkbox"/>   | DHCD-CIPF <input type="checkbox"/>       | Others: _____  |
| HSNG BOSTON 2030 <input type="checkbox"/> | DHCD-HSF <input type="checkbox"/>    | 9% LIHTC <input type="checkbox"/>        | CPA Fund _____ |
| NHT <input type="checkbox"/>              | DHCD-HIF <input type="checkbox"/>    | 4% LIHTC <input type="checkbox"/>        | _____          |
| IDP <input type="checkbox"/>              | DHCD-TOD <input type="checkbox"/>    | New Market TC <input type="checkbox"/>   | _____          |
| FHLB <input type="checkbox"/>             | DHCD-CATNHP <input type="checkbox"/> | Historic TC <input type="checkbox"/>     | _____          |
| AHTF <input type="checkbox"/>             | DHCD-CBH <input type="checkbox"/>    | MA State TC <input type="checkbox"/>     | _____          |
| MTC Grants <input type="checkbox"/>       | DHCD-FCF <input type="checkbox"/>    | HUD-Section 202 <input type="checkbox"/> | _____          |

## STATEMENT OF PROPOSER'S QUALIFICATIONS FORM

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

1. Name of proposer: Louis D. Brown Peace Institute

2. Names and titles of principals: Clementina M. Chery; President and CEO

3. Names of authorized signatories: Clementina M. Chery; President and CEO

4. Permanent main office address: 15 Christopher Street, Dorchester, MA 02122

Phone: [REDACTED]

5. Date organized: 1996

6. Location of incorporation: Boston, MA

7. Number of years engaged in business under your present name: 28 years

8. List at least three private or public agencies that you have supplied/provided with similar services to that in this solicitation:

a. n/a

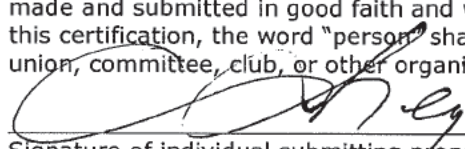
b. \_\_\_\_\_

c. \_\_\_\_\_

Has organization ever failed to perform any contract?  YES  NO

If YES, attach a written declaration explaining the circumstances.

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

  
Signature of individual submitting proposal

President and CEO  
Title

Louis D. Brown Peace Institute  
Legal Name of Organization

10/21/2022  
Date

## CONSTRUCTION EMPLOYMENT STATEMENT FORM

**PROPOSER'S NAME:** Clementina Chery/ Louis D. Brown Peace Institute

How many full time employees does your firm currently have?

Under 25       25 -99       100 or more

Are you a Boston-based business?  YES  NO

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

Are you a Minority-owned Business Enterprise?  YES  NO

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

Are you a Woman-owned Business Enterprise?  YES  NO

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

### RESIDENT, MINORITY AND FEMALE CONSTRUCTION EMPLOYMENT

DND encourages MIHI builders to seek to achieve the following construction employment goals:

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

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

In working with our minority owned contractor, we will endeavor to hire workers that follow the Resident, Minority and Female Construction Employment plan.

If you have additional information demonstrating your capacity to achieve these employment targets, you may provide this information on a separate sheet clearly labeled at the top with "Supplementary Construction Employment Statement" and the Proposer's name. *Note: if you are, according the US Dept. of Housing & Urban Development, a Section 3 certified vendor, this will be considered strong evidence of capacity to achieve DND's employment goals.*

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



**AFFIDAVIT OF ELIGIBILITY FORM**

Developer's Name: Clementina M. Chery

Any person submitting an application for under this RFP must truthfully complete this Affidavit and submit it with their application.

1. Do any of the principals owe the City of Boston any monies for incurred real estate taxes, rents, water and sewer charges or other indebtedness?  
no
  
2. Are any of the principals employed by the City of Boston? If so, in what capacity?  
(Please include name of principal, name of agency or department, and position held in that agency or department).  
no
  
3. Were any of the principals ever the owners of any property upon which the City of Boston foreclosed for his/her failure to pay real estate taxes or other indebtedness?  
no
  
5. Have any of the principals ever been convicted of any arson-related crimes, or currently under indictment for any such crime?  
no
  
6. Have any of the principals been convicted of violating any law, code, statute or ordinance regarding conditions of human habitation within the last three (3) years?  
no

Signed under the pains and penalties of perjury this

21 \_\_\_\_\_ day of October, 20 22

SIGNATURE: 

TITLE: President and CEO

ORGANIZATION: Louis D. Brown Peace Institute

ADDRESS: 15 Christopher Street, Dorchester, MA 02122

**City of Boston (COB) – Property Affidavit Form**

**Instructions:** List all City of Boston properties currently owned, or previously foreclosed upon for failure to pay real estate taxes or other indebtedness, by the applicant or by any other legal entity in which the applicant has had or now has an ownership or beneficial interest. If there are any past due amounts owed to the Department of Neighborhood Development, the Inspectional Services Department, the Treasury Department and/or the Boston Water and Sewer Commission, such **must be paid in full** before: (1) a vote request can be presented to the City of Boston Public Facilities Commission concerning the sale of property to the applicant or any other business entity in which the applicant has an ownership or beneficial interest; OR (2) the commitment of funding to the applicant or any other business entity in which the applicant has an ownership or beneficial interest. Public Facilities Commission votes are not to be requested until the Property Affidavit has been approved and the Legal Unit has signed the Property Clearance Form.

Upon approval, the Property Affidavit will be valid for ninety (90) calendar days from the date it is signed by the Applicant.

For any additional properties that do not fit on this form, **attach a spreadsheet**. Do not use another property affidavit form. Only one signature page is to be submitted. All entries made on this form must be typed in the form fields provided below.

**Applicant:** Louis D. Brown Peace Institute/ Clementina M. Chery

List Addresses of Boston Properties Owned:	PARCEL ID NUMBER
n/a	n/a
Boston Properties Previously Foreclosed Upon by COB:	PARCEL ID NUMBER
n/a	n/a

I declare under pains and penalties of perjury that the foregoing representations are true, accurate, complete and correct in all respects.

Clementina M. Chery; President & CEO

Print Name and Title Authorized Representative's Signature Date

[REDACTED]

Applicant Contact (If different from above) Telephone Number

**OFFICIAL USE ONLY (Fax the completed form to DND at 635-0262. Delinquency Reported: (If Yes (Y) state the amount owed):**

**Boston Water & Sewer Commission** Y\$ \_\_\_\_\_ N

Signature and Date: \_\_\_\_\_

Notes: \_\_\_\_\_

**Department of Neighborhood Development** Y\$ \_\_\_\_\_ N

Signature and Date: \_\_\_\_\_

Notes: \_\_\_\_\_

**Public Works Department** Y\$ \_\_\_\_\_ N

Signature and Date: \_\_\_\_\_

Notes: \_\_\_\_\_

**Treasury Department** Y\$ \_\_\_\_\_ N

Signature and Date: \_\_\_\_\_

Notes: \_\_\_\_\_

DND Contact Division Program Phone: ext.



**Conflict of Interest Affidavit Form**

The undersigned hereby certifies, under the pains and penalties of perjury, that neither they, nor those with whom they have business ties, nor any immediate family member of the undersigned, is currently or has been within the past twelve months, an employee, agent, consultant, officer or elected or appointed official of the City of Boston Mayor's Office of Housing. For purposes of this affidavit "immediate family member" shall include parents, spouse, siblings, or children, irrespective of their place of residence.

I declare under penalties of perjury that the foregoing representations are true, correct, accurate, complete and correct in all respects.

WITNESS:

BORROWER: < No borrower required

\_\_\_\_\_

*Clementina Chény*

THE COMMONWEALTH OF MASSACHUSETTS

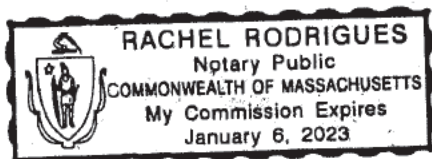
Suffolk, ss.

October 27, 2022

Then personally appeared the above named Clementina Chény, (title) of (organization) and executed the foregoing instrument and acknowledged the foregoing instrument to be (his/her) free act and deed as (title) aforesaid and the free act and deed of (organization), before me.

*Rachel Rodrigues*  
Name: Rachel Rodrigues  
Notary Public

My Commission Expires:



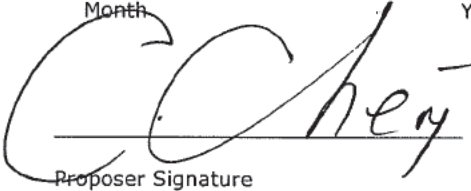
## CHAPTER 803 DISCLOSURE STATEMENT FORM

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

This statement is made under the pains and penalties of perjury this 21 day  
of October, 2022

Month

Year

  
Proposer Signature

\_\_\_\_\_  
Co-Proposer Signature (If Applicable)

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

**INSTRUCTION SHEET**

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

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

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

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

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

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

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

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

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

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

This completed and signed Disclosure Statement should be mailed or otherwise delivered to:

Deputy Commissioner for Real Estate  
Division of Capital Asset Management and Maintenance  
One Ashburton Place, 15<sup>th</sup> Floor, Boston, MA 02108



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

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

C. (1) REAL PROPERTY:

30 Westville Street (Ward/Parcel: 15/00796000) and Westville Street (Ward/Parcel: 15/00794000)  
both in Dorchester, MA

(2) TYPE OF TRANSACTION, AGREEMENT, or DOCUMENT: Deed, copy attached.

Sale

(3) PUBLIC AGENCY PARTICIPATING in TRANSACTION:

CITY OF BOSTON ACTING BY AND THROUGH THE PUBLIC FACILITIES  
COMMISSION BY THE DIRECTOR OF THE DEPARTMENT OF NEIGHBORHOOD  
DEVELOPMENT, **Grantor**

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

Boston Redevelopment Authority an independent body politic and  
corporate, **Grantee**

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

Lessor/Landlord

Lessee/Tenant

Seller/Grantor

Buyer/Grantee

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

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

NAME

RESIDENCE

None - Non-profit: The Peace Institute

(7) None of the above-named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (insert "none" if none): None

(8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

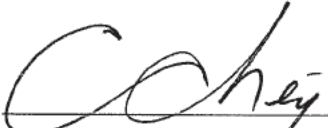
**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

*No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the Securities and Exchange Commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arm's length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.*

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

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

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

Signature: 

Dated: 10-26-2022



City of Boston  
Jobs and Living Wage Ordinance  
THE LIVING WAGE DIVISION • (617) 918-5236

## BENEFICIARY AFFIDAVIT

Any for-profit Beneficiary who employs at least 25 full-time equivalents (FTEs) or any not-for-profit Beneficiary who employs at least 100 FTEs who has been awarded assistance of \$100,000 or more from the City of Boston must comply with the *First Source Hiring Agreement* provisions of the Boston Jobs and Living Wage Ordinance.

If you are submitting a request for proposal, request for qualification, or invitation for bid, or negotiating a loan, grant, or other financial assistance that meets the above criteria, you must submit this affidavit along with your proposal. If you believe that you are exempt from the First Source Hiring Agreement provisions of the Boston Jobs and Living Wage Ordinance, complete Part 4: Exemption From First Source Hiring Agreement Provisions, or if you are requesting a general waiver, please complete Part 5: General Waiver Reason(s).

### IMPORTANT

Please print in ink or type all required information. Assistance in completing this form may be obtained by calling the Living Wage Administrator in the Living Wage Division of the Office of Workforce Development, telephone: (617) 918-5236.

### PART 1: BENEFICIARY OF ASSISTANCE INFORMATION:

Name Of Beneficiary: Louis D. Brown Peace Institute

Contact Person: Clementina Chery

Company Address: 15 Christopher Street Dorchester, MA

Telephone #: [REDACTED]

### PART 2: ASSISTANCE INFORMATION:

Name Of The Program Or Project Under Which The Assistance Is Being Awarded:

Louis D Brown Peace Institute

City Of Boston Awarding Department: Mayor's Office of Housing

Bid Or Proposal Amount: n/a

Date Assistance Documents Executed: n/a Award End Date: n/a

Duration Of Award:  1 year  2 years  3 years  Other: \_\_\_\_\_(years)

OFFICE OF WORKFORCE DEVELOPMENT • 43 HAWKINS STREET • BOSTON, MA 02114



**PART 3: ADDITIONAL INFORMATION**

Please answer the following questions regarding your company or organization:

Your company or organization is: (check one):  For Profit  Not For Profit

Total number of employees whom you employ: 35

Total number of employees who will be assigned to work on the above-stated award: n/a

Do you anticipate hiring any additional employees?  Yes  No

If yes, how many additional FTEs do you plan to hire? \_\_\_\_\_

**PART 4: EXEMPTION FROM THE BOSTON JOBS AND LIVING WAGE ORDINANCE**

Any Beneficiary who qualifies may request one of the four categories of exemptions from the provisions of the Boston Jobs and Living Wage Ordinance by completing the section below. Attach any pertinent documents to this application to prove that you are exempt from the Boston Jobs and Living Wage Ordinance. Please check the appropriate box(es) below indicating your exemption request. NOTE: Unless you receive written confirmation from The Living Wage Division approving your exemption request, you remain covered by the Boston Jobs and Living Wage Ordinance.

I hereby request an exemption from the First Source Hiring Agreement provisions of the Boston Jobs and Living Wage Ordinance for the following reason(s): Attach any pertinent documents to this application to prove that you are exempt. Please check the appropriate box(es) below:

- The construction contract awarded by the City of Boston is subject to the state prevailing wage law; or
- Assistance awarded to youth programs, provided that the award is for stipends to youth in the program. "Youth Program" means any city, state, or federally funded program which employs youth, as defined by city, state, or federal guidelines, during the summer, or as part of a school to work program, or in other related seasonal or time program; or
- Assistance awarded to work-study or cooperative educational programs, provided that the assistance is for stipends to students in the programs; or
- Assistance awarded to vendors who provide services to the City and are awarded to vendors who provide trainees a stipend or wage as part of a job training program and provides the trainees with additional services, which may include but are not limited to room and board, case management, and job readiness services, and provide further that the trainees do not replace current City-funded positions.

Please give a full statement describing in detail which of the four exemptions applies to your assistance and the reason your assistance is exempt from the Boston Jobs and Living Wage Ordinance (*attach additional sheets if necessary*)

The Peace Institute is a non-profit with fewer than 100 people and is not asking for City of Boston assistance.

**PART 5: GENERAL WAIVER REASON(S)**

I hereby request a general waiver from the First Source Hiring Agreement provisions of the Boston Jobs and Living Wage Ordinance. The application of the First Source Hiring Agreement to my assistance violates the following state or federal statutory, regulatory or constitutional provision(s).

State the specific state or federal statutory, regulatory or constitutional provision(s), which makes compliance with the First Source Hiring Agreement unlawful:

The Peace Institute is a non-profit with fewer than 100 people and is not asking for City of Boston assistance.

**GENERAL WAIVER ATTACHMENTS:**

Please attach a copy of the conflicting statutory, regulatory or constitutional provision(s) that makes compliance with this ordinance unlawful.

Please give a full statement describing in detail the reasons the specific state or federal statutory, regulatory or constitutional provision(s) makes compliance with the First Source Hiring Agreement unlawful (*attach additional sheets if necessary*):

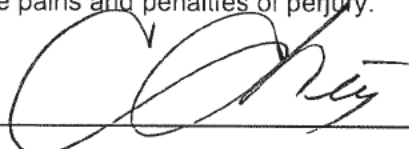
The Peace Institute is a non-profit with fewer than 100 people and is not asking for City of Boston assistance.

**PART 6 : BENEFICIARY OF ASSISTANCE AFFIDAVIT**

The following statement must be completed and signed by an authorized owner, officer or manager of the Covered Vendor. The signature of an attorney representing the Covered Vendor is not sufficient:

I, (print or type Clementine Chey), the Beneficiary, certify and swear/affirm that the information provided on this **Beneficiary Affidavit** is true and within my own personal knowledge and belief.

Signed under the pains and penalties of perjury.

SIGNATURE:  DATE: Wednesday, October 26, 2022

TITLE: President and CEO



City of Boston  
Jobs and Living Wage Ordinance  
THE LIVING WAGE DIVISION • (617) 918-5236

## NOTICE TO BENEFICIARIES

### REQUIREMENTS OF THE BOSTON JOBS AND LIVING WAGE ORDINANCE

All City of Boston departments awarding assistance must provide Beneficiaries with a copy of this notice.

**IMPORTANT NOTICE:** Beneficiaries are required to comply with the First Source Hiring provisions of the Boston Jobs and Living Wage Ordinance. Beneficiaries are not required to comply with the living wage provisions of the ordinance.

1. **BENEFICIARIES:** Any for-profit employer who employs at least 25 full-time equivalents (FTEs) or any not-for-profit employer who employs at least 100 FTEs who has been awarded assistance of \$100,000 or more from the City of Boston must comply with the First Source Hiring Agreement provisions of the Boston Jobs and Living Wage Ordinance. FTE is defined in the living wage ordinance as a formula to calculate the number of employee work hours that equal one full-time position. For the purposes of this ordinance, full-time shall mean the standard number of working hours, between 35 hours and 40 hours per week that is used by the Beneficiary to determine full-time employment.
2. **DEFINITION OF ASSISTANCE:** Assistance shall mean any loan, grant, tax incentive, bond financing, subsidy, other form of assistance of \$100,000 or more realized by or through the authority or approval of the City of Boston including, but not limited to Industrial Development Bonds, Community Development Block Grant (CDBG) loans, federal Enhanced Enterprise Community designations. Leases and subleases are not assistance.
3. **BENEFICIARY AFFIDAVIT REQUIRED:** All Beneficiaries receiving an award from the City of Boston of \$100,000 or more, must file a *Beneficiary Affidavit*, (Form B-1), along with their submission to the awarding department.
4. **FIRST SOURCE HIRING AGREEMENT:** All Beneficiaries who are awarded assistance from the City of Boston must sign a First Source Hiring Agreement (Form B-3) with one or more referral agencies or One-Stop Career Center.
5. **THE LIVING WAGE DIVISION:** The Living Wage Division of the Office of Workforce Development is the agency responsible for the overall implementation, compliance and enforcement of the Ordinance. They are located at 43 Hawkins Street, Boston, MA, 02114. If you need assistance or further information, contact the Living Wage Administrator at (617) 918-5236.
6. **EARNED INCOME TAX CREDIT:** Certain employees who earn less than \$57,000 per year may be eligible for a federal and/or state tax credit called the Earned Income Tax Credit (EITC). Your payroll clerk is required to keep and hand the appropriate Internal Revenue Service form (Form W-5), information, and instructions.

OFFICE OF WORKFORCE DEVELOPMENT • 43 HAWKINS STREET • BOSTON, MA 02114





# City of Boston

Jobs and Living Wage Ordinance  
THE LIVING WAGE DIVISION • (617) 918-5236

## FIRST SOURCE HIRING AGREEMENT Beneficiaries of Assistance

Under the Boston Jobs and Living Wage Ordinance and Regulations, all covered vendors, covered subcontractors, and beneficiaries (hereinafter referred to as "Employers" for the purposes of this agreement) are required to sign a First Source Hiring Agreement with a referral agency or Boston One-Stop Career Center. An Employer may sign additional First Source Hiring Agreements with as many referral agencies or Boston One-Stop Career Centers as it chooses. For a complete list of approved referral agencies and Boston One-Stop Career Centers, see Form LW-10A.

### INSTRUCTIONS FOR EMPLOYERS:

You are not required to complete this form until after your service contract or service subcontract, or documents have been executed. After your contract documents are executed, you are required to do the following:

1. Complete the portions of this agreement that are applicable to you (Parts 1,2 and 5A)
2. Within five (5) business days after your contract documents are executed, deliver this agreement to a referral agency or Boston One-Stop Career Center of your choice.

### INSTRUCTIONS FOR REFERRAL AGENCIES AND BOSTON ONE-STOP CAREER CENTERS:

Upon receipt of this agreement, you are required to do the following:

1. An authorized person of the referral agency or career center must complete Part 3 of this form and sign the agreement in Part 5B.
2. Submit this agreement within two (2) days of receipt to:

LIVING WAGE ADMINISTRATOR  
LIVING WAGE DIVISION  
OFFICE OF WORKFORCE DEVELOPMENT  
43 HAWKINS STREET  
BOSTON, MASSACHUSETTS 02114

**NOTE:** All parties to this agreement should carefully read Part 4: AGREEMENT OF PARTIES. If you have any questions, telephone the Living Wage Administrator at (617) 918-5236.

### PART 1: EMPLOYER INFORMATION:

Name of Employer: Louis D. Brown Peace Institute

Contact Person: Clementina Chery

Company Address: 15 Christopher Street Dorchester, MA

Telephone # [REDACTED]



City of Boston  
Jobs and Living Wage Ordinance  
THE LIVING WAGE DIVISION • (617) 918-5236

## CERTIFIED REFERRAL AGENCIES AND BOSTON ONE-STOP CAREER CENTERS

All Covered Vendors and Beneficiaries shall sign a First Source Hiring Agreement with one or more referral agencies or one or more Boston One-Stop Career Centers.

Please note that the following entities have been certified by the Living Wage Division of the Office of Workforce Development to meet the First Source Hiring Agreement requirements of the Boston Jobs and Living Wage Ordinance.

- 
- **MASSHIRE BOSTON CAREER CENTER**  
1010 Harrison Avenue  
Boston, MA 02119  
Tel: (617) 541-1400  
Fax: (617) 427-8657  
TTY: (617) 442-3610
  - **MASSHIRE DOWNTOWN BOSTON CAREER CENTER**  
75 Federal Street, 3rd Floor  
Boston, MA 02110  
Tel: (617) 399-3100  
Fax: (617) 451-9973
  - **ROXBURY CENTER FOR FINANCIAL EMPOWERMENT**  
7 Palmer Street  
Roxbury, MA 02119  
Tel: (617) 541-2671  
Fax: (617) 541-2660  
Contact: Mr. Alan Gentle

OFFICE OF WORKFORCE DEVELOPMENT • 43 HAWKINS STREET • BOSTON, MA 02114

Project Name:  
Project Address:

**Attachment 1**  
**Project Sources and Uses**  
**ADD ADDITIONAL COLUMNS AS NEEDED TO REFLECT INCOME LIMITS**

**DEVELOPMENT PRO FORMA**

<u>TOTAL NUMBER OF UNITS</u>	0	0	0	0	0		<u>Residential Per Unit for Units at or below 80%</u>	<u>Residential Per Unit</u>
<u>USES OF CASH</u>	<u>Original Total</u>	<u>Affordable Units Below 80% AMI</u>	<u>Affordable Units Below 100% of</u>	<u>IDP Required On-Site Units</u>	<u>Market Rate</u>	<u>Commercial</u>		
Acquisition - Land	0						#DIV/0!	#DIV/0!
Acquisition - Building	0						#DIV/0!	#DIV/0!
<b>Subtotal: Acquisition</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
Direct Construction Budget	0						#DIV/0!	#DIV/0!
Contingency	#### 0						#DIV/0!	#DIV/0!
<b>Subtotal: Construction</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
Architecture and Engineering	0						#DIV/0!	#DIV/0!
Survey and Permits	0						#DIV/0!	#DIV/0!
Clerk of the Works	0						#DIV/0!	#DIV/0!
Environmental Engineer	0						#DIV/0!	#DIV/0!
Bond Premium	0						#DIV/0!	#DIV/0!
Legal	0						#DIV/0!	#DIV/0!
Title and Recording	0						#DIV/0!	#DIV/0!
Accounting and Cost Certification	0						#DIV/0!	#DIV/0!
Marketing and Rent Up	0						#DIV/0!	#DIV/0!
Real Estate Taxes	0						#DIV/0!	#DIV/0!
Insurance	0						#DIV/0!	#DIV/0!
Relocation	0						#DIV/0!	#DIV/0!
Appraisal							#DIV/0!	#DIV/0!
Security							#DIV/0!	#DIV/0!
Acquisition Loan In							#DIV/0!	#DIV/0!
Inspecting Engineer							#DIV/0!	#DIV/0!
Bridge Loan Interest							#DIV/0!	#DIV/0!
Pre Development In							#DIV/0!	#DIV/0!
Fees to: Mass Hou							#DIV/0!	#DIV/0!
Fees to: CEDAC							#DIV/0!	#DIV/0!
Fees to: <u>TC</u>							#DIV/0!	#DIV/0!
MIP							#DIV/0!	#DIV/0!
Credit Enhancement Fees	0						#DIV/0!	#DIV/0!
Letter of Credit Fees	0						#DIV/0!	#DIV/0!
Other Financing Fees:	0						#DIV/0!	#DIV/0!
Development Consultant	0						#DIV/0!	#DIV/0!
Prelim A & E costs & C N A	0						#DIV/0!	#DIV/0!
Other:	0						#DIV/0!	#DIV/0!
Soft Cost Contingency	#### 0						#DIV/0!	#DIV/0!
<b>Subtotal: General Development</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
<b>Subtotal: Acq., Const. and Gen. Dev.</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
Capitalized Reserves	0						#DIV/0!	#DIV/0!
Developer Overhead	#### 0						#DIV/0!	#DIV/0!
Developer Fee	#### 0						#DIV/0!	#DIV/0!
<b>Total Development Cost</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>

**MOH DEVELOPMENT BUDGET NOT APPLICABLE**  
*SEE DEVELOPMENT BUDGET ON FOLLOWING PAGE*

Maximum Fee Calculation:  
Basis: TDC

Less: Acquisition	0
Fee & OH	0
Reserves	0
<b>DND BASIS</b>	<b>0</b>
First \$3,000,000 of Basis	15% 0
Between \$3,000,000 and \$5,000,000	#### 0
Basis over \$5,000,000	10% 0
Allowed Fee on Acquisition	5% 0
Maximum Fee & OH Allowed	0
Total Requested Fee, OH & Consultant:	0
Variance	0

Uses



# Detailed Development Budget

		TOTAL	/GSF
<b>LAND COSTS</b>			
Land Purchase Price		29,000	1.43
Land Closing Costs		25,000	1.23
<b>Total Land</b>		<b>\$54,000</b>	<b>\$2.67</b>
<b>HARD COSTS</b>			
<b>CONSTRUCTION COSTS</b>			
MCR - Vertical Construction		6,480,000	320.02
MCR - Rooftop Amenities		244,000	12.05
MCR - Urban Soil Removal Allowance		200,000	9.88
MCR - Landscaping / Parking		360,000	17.78
MCR - Overhead / Profit		1,457,000	71.95
Construction Contingency	5.00%	437,000	21.58
Utility Costs During Construction		100,000	4.94
<b>Total Construction Costs</b>		<b>\$9,278,000</b>	<b>\$458.20</b>
<b>HARD COSTS CONTINGENCY &amp; ESCALATION</b>			
Owners Contingency / Cost Escalation	9.0%	835,000	41.24
<b>Total Hard Cost Contingency</b>		<b>\$835,000</b>	<b>\$41.24</b>
<b>Subtotal Hard Costs</b>		<b>\$10,113,000</b>	<b>\$499.43</b>
<b>SOFT COSTS</b>			
<b>DESIGN FEES</b>			
Architect / Engineering	12.00%	1,214,000	59.95
A&E Reimbursables	5.00%	61,000	3.01
Geotechnical & Environmental Engineer		100,000	4.94
Additional Consultants		50,000	2.47
A&E Contingency	5.00%	71,000	3.51
<b>Total Design Fees</b>		<b>\$1,496,000</b>	<b>\$73.88</b>
<b>FEES, TESTING &amp; INSPECTIONS</b>			
Fees / Other			
Building Permits		86,000	4.25
Additional Permits		104,000	5.14
<b>Total Fees, Testing &amp; Inspections</b>		<b>\$190,000</b>	<b>\$9.38</b>
<b>ONSITE, OVERHEAD, &amp; PRE-OPENING MGMT</b>			
Project Management / Overhead	4.5%	455,000	22.47
<b>Total Overhead</b>		<b>\$455,000</b>	<b>\$22.47</b>
<b>LEGAL, FINANCE &amp; INSURANCE</b>			
Legal			
Legal - Zoning/Permitting		50,000	2.47
Legal - Contracts		30,000	1.48
Legal - Other		15,000	0.74
Staff / Project Reimb. Expenses & Admin			
Survey		25,000	1.23
Project Expenses		16,000	0.79
Insurance			
Builder Risk		50,000	2.47
General Liability		100,000	4.94
Pollution Liability		20,000	0.99
Title Insurance		15,000	0.74
<b>Total Legal, Finance &amp; Insurance</b>		<b>\$321,000</b>	<b>\$15.85</b>
<b>Contingency</b>			
Owner Soft Cost Contingency		200,000	9.88
<b>Total Contingency</b>		<b>\$200,000</b>	<b>\$9.88</b>
<b>FF&amp;E</b>			
Building Signage		35,000	1.73
Furniture (incl. design / procurement)	25.00	506,000	24.99
<b>Total FF&amp;E</b>		<b>\$541,000</b>	<b>\$26.72</b>
<b>Subtotal Soft Costs</b>		<b>\$3,203,000</b>	<b>\$158.18</b>
<b>Total Development Costs</b>		<b>\$13,370,000</b>	<b>\$660.28</b>