

ATTACHMENTS CHECKLIST			
Required	Check if included	Review full instructions thoroughly with staff prior to submission.	
always	✓	<b>A1. PHOTOS</b>	site conditions & surroundings (2-3 photos may be enough for pre-proposal)
	✓	<b>A2. MAP</b>	of site in relation to nearest major roads, schools, shopping, transit, etc.
	✓	<b>A3. TIMELINE</b>	including financing, permitting, construction & occupancy
<b>B. SITE CONTROL &amp; PROJECT FINANCES</b>			
always	✓	<del>Legally binding option, purchase &amp; sale agreement or deed</del>	
	✓	<b>Status of requested HUD approval for disposition of project site.</b>	
		<b>Developer commitment to pursue permanent affordability</b>	
		<del>Appraisal by an independent, certified real estate appraiser</del>	
	✓	<b>Development pro forma</b>	
	✓	<b>Scope of construction work</b> , supported by professional cost estimates	Not submitted.
	✓	<b>Non-Newton funding:</b> sources, commitment letters or application/decision schedules	
as-needed	✓	<b>Market analysis:</b> including prevailing/trending rents or prices & target population	
		<del>Home inspection report</del> by a licensed professional, for rehabilitation projects	
rental only	✓	<b>10-year operating budget</b> (pre-proposals need only a short draft)	
		<b>Rental subsidy, if any:</b> sources, commitment letters or application/decision schedules	
<b>C. DESIGN &amp; CONSTRUCTION</b>			
required	✓	<b>Materials &amp; finishes;</b> highlight “green” or sustainable features or proposed certification	
	✓	<b>Detailed site &amp; floor plans, elevations</b> for major rehabilitation and all new construction	
<b>D. RELOCATION, FAIR HOUSING &amp; ACCESSIBILITY</b>			
always	✓	<b>Affirmative marketing &amp; resident selection plan</b>	
	✓	<b>Reasonable accommodation/reasonable modification policy</b>	
	✓	<b>Architectural access worksheet (see below)</b>	
<b>E. SITE REVIEW, ZONING &amp; PERMITTING</b>			
always	✓	<b>Brief property history,</b> covering at least the previous 30 years of ownership & use	
as needed	✓	<b>Environmental mitigation plan,</b> including lead paint, asbestos, underground tanks	
	✓	Confirmation of review by <b>Development Review Team (DRT)</b> and <b>zoning relief / permits required</b> (such as parking, building, demolition, comprehensive or special permit)	
		<b>Any other approvals required:</b> Newton Conservation Commission, Commission on Disability, Mass. Architectural Access Board, etc.	
<b>F. DEVELOPER CAPACITY &amp; QUALIFICATIONS</b>			
always	✓	<b>Organization mission &amp; current housing portfolio,</b> including how this project fits both	
	✓	<b>Previous similar projects completed,</b> with photographs	
	✓	<b>Resumes for development team,</b> including affiliations with City boards or commissions	
	✓	<b>Most recent audited annual financial statement of parent company or organization</b>	
	✓	<b>Fair housing: training completed, past complaints &amp; their resolution</b>	
nonprofits	✓	<b>Most recent annual organizational operating budget</b>	
	✓	<b>Organization board of directors:</b> including skills, experience, tenure & affiliations with City boards or commissions	
always		<b>G. LETTERS or PETITIONS of SUPPORT,</b> if available	



82 Lincoln Street  
Newton Highlands, Massachusetts 02461

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Telecopier: (617) 964-8387  
TD: (617) 332-3802

Amy Zarechian  
Executive Director

## F. Developer Capacity/Qualifications

### Organization Mission and Current Housing Portfolio

The Newton Housing Authority (NHA), established in 1959, is the largest provider of affordable housing in the City of Newton. With over 1300 residents, the NHA owns and operates over 500 units of federal and state-sponsored public housing and 441 Section 8 Housing Choice Vouchers, as well as other housing programs for residents with special needs, victims of domestic violence, and single homeless men.

The NHA also owns and operates a unique Management Program consisting of 57 units throughout the City occupied by Section 8 voucher holders and purchased through the City of Newton's Ten Percent Zoning Ordinance (now the Inclusionary Zoning Ordinance). This Management Program enables the NHA to broaden the scope of services it provides to the community by expanding the number of affordable housing opportunities in the City. The NHA has also successfully utilized three units in its Management Program as emergency shelter units for residents of Newton experiencing emergency loss of housing, due to fire, flood, unsafe sanitary conditions, and other exigent habitability concerns. These units have allowed the NHA to respond to the emergency needs of residents of Newton, often on the very day the loss of housing occurs, in collaboration with the City of Newton Health and Human Services Department. These units are the only such resource in the City.

The mission of the Newton Housing Authority is to provide and maintain a high standard of housing, which allows its residents a safe, clean and affordable home in which to reside. The NHA also endeavors to create a sense of community for its residents through its social service programs, so as to enhance their quality of life within an environment of caring and dignity. The NHA is committed to increasing the number of affordable housing opportunities in the City of Newton and to expanding its resident social services program. As such, the creation of 42 new affordable housing units adjacent to its Jackson Gardens development greatly furthers the NHA's organizational mission and future plans. In addition, the creation of expanded community and social service programming space in the new development will enable the NHA to grow its social services program and further its mission to enhance the quality of life for its residents.

Seventy-five percent of NHA units are one-bedroom units for elders or persons with disabilities. Therefore, the one bedroom units for elders planned in the new development fit seamlessly within the NHA's current portfolio. The NHA consistently scores highly on the extremely rigorous Real Estate Assessment Center inspections performed by HUD on federally-funded public housing units, recently receiving a score of 93c on the 2017 inspection of the four original federal public housing developments in Newton. In addition, the NHA has received a Section 8 Management Assessment Program (SEMAP) score of 100% for the last ten years.

The NHA has received Community Preservation Act funding in connection with its Management Program in the past. NHA received \$1 million in CPA funding in 2009 towards its purchase of 68-70 Wyman Street. The NHA also purchased 45 Pelham Street, which had previously received CPA funding, from Community Living Network at the time of its dissolution.

## Current Housing Portfolio

### Public Housing Programs

- **Federal Elderly/Disabled Program (HUD)**: Consists of 298 one-bedroom units. To qualify for this program, applicants must be a senior (62 years or older), disabled/handicapped or a single person and income eligible. The wait time for this program is approximately 3-5 years. This program also includes 10 units of congregate housing for individuals who need help with activities of daily living.

Locations:

Parker House:	21 Parker St. Newton Centre	33 Units
Jackson Gardens:	JFK and Green St. Newton	64 Units
Horace Mann:	Walker St./Brookside Ave./676 Watertown St.	72 Units
Norumbega Gardens:	Ash St./ Auburn St. Auburndale	57 Units
Echo Ridge:	Thurston Rd. N. Upper Falls	36 Units
Nonantum Village:	239 Watertown St. Nonantum	36 Units

- **State Elderly/Disabled Program (DHCD)**: Consists of 60 one-bedroom units. To qualify for this program, applicants must be income eligible and 60 years or older or disabled/handicapped. The waiting time for this program is approximately 5+ years.

Locations:

Hamilton Grove	541 Grove Street Newton	42 Units
Centenary Village:	234 Central St. Auburndale	12 Units
Scattered Sites	Pettee St./Florence St.	6 Units

- **State Family Program (DHCD)**: Consists of 79 two, three and four bedroom units. Applicants must be income eligible and be eligible for two, three or four bedrooms. The wait time for this program is very long due to the high demand, 5+ for emergency priorities and 10+ years for standard applicants.

Locations:

Beaconwood	Wilson Circle/Hargrave Circle	20 Units
Oak Street/1175 Chestnut St.		18 Units
Scattered Sites		41 Units

- **State Special Needs Housing (DHCD)**: Consists of 41 units, 20 of which are leased to vendors who operate residential programs for special needs clients.

Locations:

New Hyde School	82 Lincoln Street	24 Units
Walnut Street	515 Walnut Street	10 Units
Central Street	234 Central Street	7 Units

### Leased Housing Programs

#### Federal Leased Housing (HUD)

- **Housing Choice Voucher Program (Section 8)**: The NHA manages 441 vouchers. Applicants must apply through the Massachusetts NAHRO Centralized Section 8 Waiting List and be income eligible. Approximately half of the vouchers are currently utilized in Newton.
- **Section 8 YMCA Project-Based Single Room Occupancy Program for Single Homeless Men**: 25 units at the West Suburban YMCA that are subsidized by Section 8 project-based vouchers. The waiting list for this program is approximately 6 months to one year, depending upon vacancies.
- **Section 8 Victims of Domestic Violence Program**: This is a program designed for families who are in domestic violence situations. The program consists of 15 slots dedicated to Victims of Domestic Violence. The waiting list for this program can be 5+ years depending on each applicant's preferences.

- Project-based Section 8 Program at Pelham Street: This program consists of 7 project-based section 8 units at our Pelham Street building. This building contains studios and one-bedroom units.

#### State Leased Housing (DHCD)

- Massachusetts Rental Voucher Program: This program consists of 32 state-funded vouchers, including both project-based and mobile. Applicants must be income eligible. The waiting lists for these programs are currently closed.

#### NHA Management Program

- The Newton Housing Authority owns and operates 57 units of managed housing occupied by Section 8 voucher holders. These include single room occupancy, one, two and three bedroom units and are located throughout the City of Newton. These units were purchased using inclusionary zoning funds and have allowed the NHA to increase the number of affordable rental units in the City of Newton. The Management Program is a unique resource for a Public Housing Authority.

#### Location:

52-54 Wyman Street (10 units)

68-70 Wyman Street (10 units)

76 Webster Park

36, 38, 40, 46 Crescent Street

1115 #8 Beacon Street

9A, 17A Baldwin Street

23 Considine Rd.

50-52 Fuller Street

15-17 Jackson Terrace

31 Murray Rd.

45 Pelham Street (10 units)

390 Newtonville Ave. (11 units)

83-85 West Street

## Project Team Experience and Qualifications

The Newton Housing Authority has provided housing for low-income families and individuals in the City of Newton for over fifty years and is the largest affordable housing provider in the City. As funding for the development of new public housing diminished in the 1980s, the NHA looked for new and creative ways to continue to create affordable housing in the City. As a result, the NHA established its Management Program using Inclusionary Zoning Ordinance funds and has continued to pursue development opportunities in accordance with its mission to increase the availability of affordable housing in the City. Amy Zarechian has been with the NHA for twelve years and the Executive Director of the NHA for three years. She has a Master's in Public Affairs and a Public Housing Manager designation from the National Association of Housing and Redevelopment Officials.

For the development of new affordable housing using Low Income Housing Tax Credits (LIHTC) at Jackson Gardens, the NHA has partnered with knowledgeable consultants with extensive experience with the LIHTC program and the construction management at-risk (CM at-risk) delivery method under M.G.L. c. 149A.

### Development Team:

Project Manager:	Amy Zarechian, Executive Director Newton Housing Authority
Development Consultants:	Housing Partners, Inc. Watertown, MA 02472
Owner's Project Manager:	Pinck & Co. Boston, MA
Designer:	Baker Wohl Architects, Boston, MA

### Development Consultants: Housing Partners, Inc.

- **Fitchburg Place**, 90 units for the elderly, sponsored by the Fitchburg, MA Housing Authority, which is now successfully completed and occupied, and
- **Washington Gateway Residence** in Lynn, MA, 71 units of mixed-income housing sponsored by the Lynn Housing Authority and Neighborhood Development Agency (LHAND), the local housing authority in Lynn, has received its funding commitments and is moving toward a construction closing this Spring. Update 5/17: currently under construction.



*Washington Gateway Residences, Lynn, MA (preconstruction rendering)*

- In 2005, Charles Eisenberg was the development consultant for **Lake Street Terrace** in Chatham, MA, 49 units of family housing sponsored by the Chatham Housing Authority with The Community Builders, successfully completed and occupied.

**Amy Zarechian**  
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[azarechian@newtonhousing.org](mailto:azarechian@newtonhousing.org)

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**Experience**

- |  |                     |
|--|---------------------|
| <b>Newton Housing Authority, Newton, MA</b>  | <b>2005-Present</b> |
| <i>Executive Director</i>  | <i>2014-Present</i> |
| <i>Interim Executive Director</i>  | <i>2013-2014</i>    |
| <ul style="list-style-type: none"><li>• Oversee management of Authority programs and advance the mission of the Authority under the direction of the Board of Commissioners</li><li>• Prepare and control annual budgets and supervise procurement for the Authority.</li><li>• Develop and implement Authority policies and procedures and maintain compliance with applicable laws and regulations.</li><li>• Supervise rent collection and procedures.</li><li>• Coordinate and receive bids and proposals, execute contracts and monitor the progress of work.</li><li>• Supervise activities and performance for all employees and resolve managerial and disciplinary issues.</li><li>• Represent the Authority at relevant meetings, conferences, and trainings and perform outreach to tenant and community organizations.</li></ul> |                     |
| <i>Director of Administration</i>  | <i>2011- 2014</i>   |
| <ul style="list-style-type: none"><li>• Supervised administrative staff, including moderation of the flow of paperwork and tasks among the staff.</li><li>• Assisted the Executive Director in the administration and management of public housing and rental housing programs.</li><li>• Participated in the development of Authority policies and administrative procedures.</li><li>• Monitored and led the initiative for the Authority's Fair Housing/Reasonable Accommodation program.</li><li>• Completed necessary reporting for the Authority, including Annual PHA Plan.</li></ul>   |                     |
| <i>Application Review Specialist/Office Manager</i>  | <i>2009-2011</i>    |
| <ul style="list-style-type: none"><li>• Led the successful process of federalizing two state-funded developments.</li><li>• Supervised administrative staff of five, acted as focus for questions to the Special Projects Coordinator/Acting Director of Administration.</li><li>• Served as IT contact person, PIC Administrator and REAC Administrator for the Authority</li><li>• Continued to manage application intake and eligibility review for State and Federal Programs and all other responsibilities of Application Review Specialist.</li></ul>   |                     |
| <i>Application Review Specialist</i>   | <i>2006-2009</i>    |
| <ul style="list-style-type: none"><li>• Performed application intake and eligibility review of all State and Federal Public Housing Programs.</li><li>• Maintained records and performed regular waiting list maintenance and updating.</li></ul>  |                     |
| <i>Program Assistant</i>   | <i>2005-2006</i>    |
| <ul style="list-style-type: none"><li>• Coordinated annual income reviews and placements of special needs clients.</li></ul>   |                     |

- Assisted Section 8 Coordinator with the securing of third party verification.

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Education

**University of Massachusetts Boston** **May 2013**

John W. McCormack Graduate School of Policy and Global Studies

*Master of Science in Public Affairs*

Member: Pi Alpha Alpha National Honor Society for Public Affairs and Administration

**Boston University** **May 2005**

*Bachelor of Arts in Psychology, cum laude*

Member: Golden Key International Honor Society

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Professional Certifications

**Public Housing Manager (PHM)** **March 2009**

National Association of Housing and Redevelopment Officials (NAHRO)

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## **Fair Housing Trainings and Complaints**

All staff of the Newton Housing Authority receive frequent fair housing and reasonable accommodation training through programs offered by the Metropolitan Boston Housing Partnership, MassHousing, and other housing industry training groups. The NHA has established Reasonable Accommodation and Reasonable Modification policies, as well as a Tenant Harassment Policy, all of which govern its response to fair housing and reasonable accommodation requests.

As a public entity administering public housing programs, the NHA is subject to various legal claims, including fair housing complaints. In particular, due to the nature and needs of the clients it serves, the NHA is more susceptible to fair housing complaints than other types of housing providers. The NHA has had nine fair housing complaints over the last ten years, 70% of which have been brought by the same two individuals with complex mental health histories. A majority of fair housing complaints received by the NHA originate from disputes between neighbors, often resulting from issues involving mental health.

There are no current or pending fair housing complaints against the NHA.

## **Organization Board of Commissioners**

### **Richard Kronish, Chairman**

Mr. Kronish is Chairman of the Newton Housing Authority and the Authority's Appointee to Newton's Community Preservation Committee. He is the labor appointee to the Board of Commissioner and joined in 2010. He was an associate professor at UMass-Boston and also served for many years as the Chairman of the Board of First Trade Union Bank. He is the founder and president of the Research Foundation for the Treatment of Ovarian Cancer.

### **Howard Haywood, Vice Chairman**

Rev. Howard Haywood, namesake of the Haywood House, is Pastor Emeritus of the historic Myrtle Baptist Church of West Newton after serving as pastor for 24 years. Over these years Rev. Haywood has guided the church through continued years of growth in membership and outreach programs. Under his leadership an addition was built on the church and the parsonage was converted into two family units. Myrtle has led the Newton community in raising funds to help rebuild a church in Arkansas that was destroyed in the southern church burnings and supplying food, clothing and Christmas gifts to the victims of hurricane Katrina. The church was also the originator of the annual Citywide Rev. Dr. Martin Luther King Celebration. Rev. Haywood has been active throughout the years in many community organizations including the Council on Aging, The Foundation for Racial, Religious and Ethnic Harmony, Newton Community Development Foundation, Board of the YMCA, Newton Clergy Association, Board of the Newton Boys and Girls Club, and the Newton Human Rights Commission in 2005 he was awarded the City's Human Rights Award. Myrtle has truly been a community church hosting the local Meals on Wheels program, the Newton Head Start program for a number of years, training programs for Evercare Hospice. Rev. Haywood has worked in the construction industry for over 50 years starting out in the trades as a bricklayer and currently holds the position of principle Engineer at SEA Consultants, Inc. of Cambridge. He retired from the MBTA in 2001 after a 24-year career in the Design and Construction Department where he held the position of Assistant general Manager of Design and Construction where he oversaw the Authorities \$500,000,000 capital improvement program. Rev. Haywood is an appointee of Governor Deval Patrick and has been on the Board since 2009.

### **Mary Panaggio, Treasurer**

Mary Panaggio has served as the tenant appointee to the Board of Commissioners since 2004 and was President of the Jackson Gardens Tenant Association for many years, coordinating monthly tenant meetings and events, annual holiday parties and bus trips for the other residents of her community.

### **Thomas Turner, Commissioner**

Thomas Turner was appointed to the Board of Commissioners by former Mayor Thomas Concanon in 2002. He is extremely concerned about affordable housing in our city. Mr. Turner was the Deputy Director of Rail Systems at



the MBTA and is currently working as a consultant. He is a lifelong resident of Newton. Mr. Turner is an Affordable Housing Ministry Leader for the Myrtle Baptist Church of West Newton.

Vincent O'Donnell, Commissioner

Vince O'Donnell was appointed by Mayor Warren to the NHA Board of Commissioners in 2014. Mr. O'Donnell is Senior Advisor at Preservation of Affordable Housing, Inc. (POAH), a nonprofit organization whose mission is to preserve and steward affordable rental housing. POAH owns and operates more than 8,000 affordable homes at 64 properties in nine states and the District of Columbia. Mr. O'Donnell was Director of Development at Community Economic Development Assistance Corporation (CEDAC), a quasi-public corporation providing technical assistance to nonprofit housing developers in Massachusetts, where he conducted policy development and research on the preservation of federally assisted multifamily housing and assisted nonprofit organizations to convert HUD subsidized property to nonprofit or cooperative ownership and to produce new affordable housing. Mr. O'Donnell is a director and past President of the Citizen's Housing and Planning Association in Massachusetts, a statewide affordable housing advocacy coalition and is a director of the Community Development Trust, a real estate investment trust specializing in affordable housing and community development. He is also one of the founding facilitators of the National Preservation Working Group, an affordable housing preservation coalition supported by the National Housing Trust. He is a member of the gubernatorially-appointed Multifamily Advisory Committee of the Massachusetts Housing Finance Agency and he chairs the Commonwealth's Preservation Advisory Committee. Mr. O'Donnell also serves on the Board of Directors Homeowner's Rehab, Inc., a Cambridge, Massachusetts nonprofit housing developer, and on the Advisory Committee of the Newton Community Development Foundation, an affordable housing development organization in Newton.

### Project Team Experience and Qualifications

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*Lake Street Terrace, Chatham, MA*

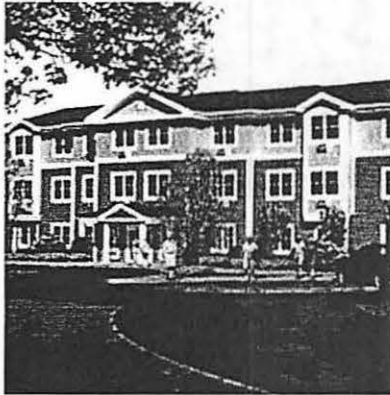
In addition, in recent years we have served as development consultant for the following tax credit projects, with their current status identified:

- **The Cotton Mill** in Nashua, NH, 110 units of mixed-income housing sponsored by Stabile Companies—successfully completed and occupied. NOTE: the financing process for this rehab of a mill building is similar, but obviously the building type is not.



*Cotton Mill Apartments, Nashua, NH*

- **The Hills at Paxton Village** in Paxton, MA, 50 units of elderly housing, sponsored by E.A. Fish in collaboration with the Paxton Housing Partnership (there is no housing authority in Paxton)—successfully completed and occupied.



*The Hills at Paxton Village, Paxton, MA*

- **332 Main Street** in Worcester, MA, 55 units of mixed-income housing, sponsored by Commerce Associates—has received Historic Tax Credits and has an application into DHCD now for LIHTC and other funding. **Update 5/17:** preparing for closing and construction start.
- **Olmsted Green Mixed-Income Rental** in Mattapan, MA, sponsored by Lena Park Community Development Corporation and Urban Strategies America/New Boston Fund, a 100-unit mixed-income project—currently has an application into DHCD and MassHousing for various funding. Charles Eisenberg has additional tax credit experience as the development consultant with the following projects:
- **Golda Meir House**, Newton, MA, sponsored by the nonprofit Jewish Community Housing for the Elderly. This is a 199-unit preservation project —proceeding toward closing.
- **Cote Village**, Mattapan, MA, sponsored by Cote Village LLC, a nonprofit organization. This is a 76-unit mixed-income development—has received funding from the City of Boston and has an application into DHCD for other funding.



*Cote Village, Mattapan, MA (pre-construction rendering)*

- **30 Adams Street** in Gardner, MA, sponsored by Trafalgar Capital. This is a 55-unit affordable multifamily historic mill rehabilitation –successfully completed and occupied.
- **The Village on Main Street**, Wareham, MA. sponsored by J.K. Scanlan Co. This is a 49-unit multifamily affordable development–successfully completed and occupied.



*Village on Main St., Wareham, MA*

## CHARLES S. EISENBERG

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4 Ashford Road  
Newton Centre, MA 02459  
ceisenberg@eisenbergconsulting.com.  
617.901.3378

### EXPERIENCE

EISENBERG CONSULTING, LLC, Newton, MA.

2004-Present

#### *President*

*Enable clients to achieve growth and greater performance through new business concepts and business process engineering. Selected recent engagements include:*

- Housing Partners, Inc.-Affiliate
  - Lynn Housing Authority/Hub Holdings, Inc.-Development consultant for 71 unit affordable family development in Lynn., MA.
  - Central Building Development LLC-Development Consultant for 55 unit mixed-income historic rehabilitation in downtown Worcester, MA.
  - The Stabile Companies-Development consultant for 109 unit historic mill rehab in Nashua, NH
  - Fitchburg Housing Authority-Consultant directing the identification of and agreement with a private sector partner to develop an affordable senior development totaling 96 units in Fitchburg, MA.  
Served as the Authority's representative during the development and construction process.
  - Developed smart growth zoning overlay districts consistent with M.G.L. Ch. 40R for Chicopee and Reading, MA.
  - Paxton Housing Partnership-Managed the permitting and RFP process for the private development of a 60 unit affordable housing development on Town-owned property
- Jewish Community Housing for the Elderly-Consultant for the refinancing and rehabilitation of a 199 unit senior development in Newton, MA.
- Maloney Properties-Financial consultant for new developments and preservation projects.
- Cote Village LLC-Development consultant
  - 76 units mixed-income development in Mattapan, MA.
- AFLCIO Housing Investment Trust-Project Finance consultant.
- Trafalagar Capital-Development consultant
  - 55 unit affordable family historic mill rehab-Gardner, MA.
- J.K. Scanlan Co.-Development Consultant
  - 49 unit multifamily affordable development in Wareham, MA.
- Weld Management Company-Development consultant for 58 unit affordable housing development in Holyoke, Massachusetts.
- The Community Builders, Inc.-Development Consultant
  - 49 unit affordable development in Chatham, MA
  - 56 unit affordable development in Edgartown, MA

THE COMMUNITY BUILDERS, INC., Boston, MA. <i>Northeast Regional Director</i> <i>Managed the development operation in New England and New York for national, non-profit affordable housing developer.</i>	2003-2004
LEA GROUP, INC., Boston, MA. <i>Principal, Chief Administrative and Financial Officer</i> <i>Led finance, marketing and operations for this family-owned regional engineering/architecture firm.</i>	1994-2002
RECOLL MANAGEMENT CORPORATION, Boston, MA. <i>Vice President, Fleet Bank</i> <i>Managed and disposed of non-performing real estate assets of the former Bank of New England.</i>	1991-1993
FEDERAL DEPOSIT INSURANCE CORPORATION, Franklin, MA. <i>Senior Account Officer-Division of Liquidation</i> <i>Special Assistant to Assistant Managing Liquidator for New England region.</i>	1990-1991
CHARLES EISENBERG & CO., INC., Boston, MA. <i>President</i> <i>Principal of real estate and planning consulting firm</i>	1987-1990
RELATED COMPANIES NORTHEAST, Boston, MA. <i>Vice President/Development of The Related Companies, N.Y.</i> <i>Developed projects in New England</i>	1986-1987
THE DRUKER COMPANY, Boston, MA. <i>Financial Vice President</i> <i>Responsible for all project financing and development of suburban properties.</i>	1980-1986
THE BEACON COMPANIES, Boston, MA. <i>Project Director</i> <i>Managed development of residential properties.</i>	1978-1980

**TEACHING EXPERIENCE**

BOSTON UNIVERSITY CENTER FOR PROFESSIONAL STUDIES <i>Instructor, Program in Real Estate Studies</i>	1999-Present
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*Teach Real Estate Market Analysis course to students in certificate programs.*

- Course designed to be immediately applicable to real estate professionals.
- Course credits apply towards certificate requirements in real estate finance and management.

NORTHEASTERN UNIVERSITY-UNIVERSITY COLLEGE <i>Adjunct Professor</i>	2003-2010
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*Taught International Business Management and Operations to Undergraduates*

- Upper level one-semester course required for degrees in Business or Finance.

## **EDUCATION/PROFESSIONAL DEVELOPMENT**

Harvard University, M.B.A. with Honors

Cornell University, M.A. in Government/Planning

Brandeis University, B.A. Magna Cum Laude with Honors, Phi Beta Kappa

## **MAJOR ACTIVITIES AND AFFILIATIONS**

Co-Chairman-Commonwealth Housing Task Force Public Housing Committee

Member, Newton Wellesley Hospital Patient and Family Advisory Committee

Past Chairman and Member-Newton Economic Development Commission.

Past Vice Chairman and Chairman of the Facilities Committee-Greater Boston Jewish Community  
Housing for the Elderly

Member-Newton Mayor's Mixed Use Task Force

Chairman-Newton Centre Task Force

Fellow-Brandeis University

Advisory Committee, Newton Cultural Alliance

Member-Newton Comprehensive Planning Advisory Committee

Trustee (1987-1991)-Brandeis University

Member-The Highland Glee Club

Member:

Citizens Housing and Planning Association

Environmental Business Council of New England

New England Sustainable Energy Association

Real Estate Finance Association of Greater Boston



**MARVIN SIFLINGER**  
**Housing Partners, Inc.**  
**142 Galen St. – Suite B**  
**Watertown, MA 02472**  
**Office: phone (617) 924-7240, fax (617) 924-7168**  
**Mobile Phone: 508-353-0043**  
**email: msifling@housingpartnersinc.com**

## **SUMMARY**

Recognized as a national leader with over 45 years of experience in the field of public administration and housing and community development. Successful senior management experience relating to organizational development and reinvention, strategic planning, annual business planning, staff development, profitability and media relations.

## **PROFESSIONAL EXPERIENCE**

**HOUSING PARTNERS, INC., Watertown, MA**

**1995-Present**

### **CHAIRMAN**

A recognized leader in the field of public administration and housing and community development who has advised numerous public and private clients throughout the country. Clients in this area have included the U.S. Department of Defense, U.S. Department of Housing and Urban Development (HUD), Puerto Rico Housing Finance Agency, the City of Boston, the Housing Authorities of Detroit (MI), Fall River (MA) and Lynn (MA), and Harvard (University) Planning and Real Estate, as well as a variety of private non-profit and municipal clients.

Served as a consultant to Harvard University in their recent successful endeavor to purchase and relocate the HUD-assisted Charlesview development in the Allston neighborhood of Boston.

Selected by former FHA Commissioner Nic Retsinas to chair a HUD working group consisting of representatives from HUD, Congressional staff, OMB, Treasury, local officials, tenant organizations, and non-profit and for-profit developers.

In 2005, served as a consultant to the National Governor's Association initiative to assist selected States to more effectively coordinate Economic Development and Housing production planning.

From 1999 to 2005, served as a sub-contractor to AEW and then NW Financial assisting HUD in the development and subsequent implementation of the Mark-to-Market program.

From 2006 until April, 2009 served as Consultant to the City of Gulfport, Mississippi on a wide -ranging assignment relative to the management of the City following the Katrina disaster. Responsibilities included assisting the City develop a Strategic Plan, annual business plan with annual goals and objectives, effective utilization of CDBG Go-Zone funding, and a management system to assure accountability leading to the City of Gulfport's recovery from Hurricane Katrina.

**MASSACHUSETTS HOUSING FINANCE AGENCY**

**1983-1995**

### **EXECUTIVE DIRECTOR**

Chief Executive Officer of this quasi-public residential lending institution with a portfolio of over \$4.2 billion and a highly diverse staff of over 350 real estate, banking and support persons. Funds are raised by accessing the taxable and tax-exempt bond markets. The multifamily portfolio consists of over 440 multifamily rental housing developments of over 52,000 housing units; the single family housing portfolio consists of 15,000 home mortgages.

Reinvented MHFA from a traditional public agency to a nationally acclaimed entrepreneurial organization known for its creativity and success. Fundamental to MHFA's organizational success was the development of a performance-based management system, focused on achievement of organizational goals and objectives, with a merit-pay system, based on accomplishments.



Attained Standard & Poor's top-tier rating based upon its financial strength and profitability, the successful implementation of sound business practices, and quality asset management of real estate portfolio. Top-tier rating sustained through a recession.

Converted more than 3,000 units of distressed, inner-city, publicly assisted housing into model residential communities serving low and moderate -income families.

Increased the real estate portfolio from \$2 billion to \$4.2 billion.

Created and implemented innovative housing programs that stimulated the Massachusetts real estate economy when it was at its lowest level during a recession, a key element in the industry =s recovery. Worked with local chief executives to use housing development as a key tool in neighborhood and downtown revitalization.

Testified before congressional committees as an expert witness in housing and community development area.

#### **NORTHEASTERN UNIVERSITY**

**1973-1997**

##### **ADJUNCT FACULTY MEMBER**

Serve as a member of the adjunct faculty in the Political Science Department. Responsible for leading courses in the Masters of Public Administration program, concentrating on organizational management, utilization of management by objectives system, and housing and community development.

#### **U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

**1961-1983**

##### **DIRECTOR, BOSTON AREA OFFICE** (1976-1983)

Directed and supervised a staff of over 400 real estate and urban planning specialists in five HUD offices in New England. Had final decision-making authority for HUD's FHA and public housing new construction and asset management programs. During this period, was the recipient of the highest departmental commendation for excellence in community development, fair housing and equal opportunity, housing production and housing management activities. In 1976, HUD introduced a sophisticated performance-based management system in order to plan, manage, evaluate, and control HUD programs at headquarters and in the field. This management system operated effectively until 1981.

Supervised Boston office as it became largest volume producer of FHA and public housing in the country.

Developed close working relationship with mayors and other local officials while assisting neighborhood and downtown economic revitalization in the communities.

##### **ASSISTANT REGIONAL ADMINISTRATOR FOR HOUSING MANAGEMENT** (1975-1976)

Responsible to HUD's New England Regional Administrator to provide policy advice and asset management oversight of FHA developments, public housing and HUD -assisted State Housing Finance Agency programs in New England.

##### **DIRECTOR OF OPERATIONS, BOSTON AREA OFFICE** (1970-1975)

Served as FHA chief underwriter and Director of Production for public housing and community development programs. During this period, the Boston area office produced more housing than any other HUD office in the country.

##### **HUD REPRESENTATIVE, NEW YORK REGIONAL OFFICE** (1961-1970)

Served in various line and staff positions with increasing supervisory responsibilities in urban renewal, model cities and housing programs.

#### **U.S. OFFICE OF EDUCATION, Washington D.C.**

**1959-1961**

##### **BUDGET ANALYST**

Reviewed various budget proposals submitted by program directors for inclusion in the president's budget. Performed management analysis of program implementation by client agencies.

#### **U.S. AIR FORCE**

**1961-1962**

Airman, Radar Unit. Served in Germany during Berlin Crisis.

**AWARDS**

Northeastern University, first recipient of the David W. Barkley Distinguished Public Service Award, 1999  
National Public Service Award by the American Society for Public Administration and National Academy of Public Administration, 1994  
Public Service Distinguished Service Award by the Rental Housing Association, as its first recipient, 1992  
Leadership Award by the National Council of State Housing Agencies, 1991  
Appreciation Award by the Minority Developers Association, 1991  
Robert S. Swain, Jr. Distinguished Service Award by the Real Estate Finance Division of the Greater Boston Real Estate Board, as its first recipient, 1989  
Massachusetts Section 8 Administrator's Achievement Award, 2005  
B'nai B'rith International Volunteer of Year Award, 2008  
Metropolitan Boston Housing Partnership Lifetime Achievement Award, 2010

**BOARDS AND COMMISSIONS**

Board of Directors, Federal Home Loan Bank of Boston, 1992 -1999  
Board of Directors, National Housing Trust, 1991-2008  
Board Member Emeritus, National Housing Trust, 2009-present  
Board Member, NHT Subsidiary Corporation: Institute for Community Economics (ICE), 2009-2015  
President, Board of Directors, National Council of State Housing Agencies, 1993, 1994  
Co-Chairman, Federal National Mortgage Association (FNMA), Housing Impact Advisory Panel, 1993-1994  
President, Board of Directors, B'nai B'rith New England Housing Corporation, 1998-2014  
B'nai B'rith International, Board of Governors and Executive Committee. 2007 to Present  
B'nai B'rith International, Chairman of Senior Housing Committee, 2008 to 2015  
Board of Directors, Citizens Housing and Planning Association, 1995 - 2015  
Council Member, American Society for Public Administration, Massachusetts Chapter, 1995 – 1999  
Board Member and Executive Committee, One Economy Corporation, 2001- 2014  
Board Member, Massachusetts Depositors Insurance Fund, 2008 -2016  
Board Member, Massachusetts Housing Investment Corporation, 2009-present  
Board Member, The Winn Companies, 2010 to present

**EDUCATION**

Masters of Public Administration, Syracuse University  
B.A., Business Administration, City University of New York

**ELEANOR G. WHITE**

Housing Partners, Inc.

142 Galen St. – Suite B, Watertown, MA 02472 USA

Home: 617-965-1065

email: [ewhite@housingpartnersinc.com](mailto:ewhite@housingpartnersinc.com)

Office: 617-924-7240 x11

Cell : 617-417-2332

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

FAX: 617-924-7168

**SUMMARY**

Recognized as a national leader in the US in the fields of real estate, affordable housing, and community development, with over 45 years administering and participating in HUD multifamily housing programs and multifamily financing and management, 28 years in the public sector at the Federal and State levels (15 years as a Federal employee at HUD), and since 1995 in the private sector. She has administered the full gamut of housing programs, brings a keen understanding of how these programs function from both the Federal and State perspective, and has had the opportunity to initiate innovative programs of subsidy, financing, asset management, diversity, organizational management, community development, and social services. She is an author of the Chapter 40R and 40S programs in Massachusetts and co-author of the Workforce Housing Trust Fund program in Massachusetts, signed by the Governor in August of 2016. She has carried CEO responsibility since 1986. She and her husband, the retired U.S. Ambassador to Norway, lived in Oslo from 2009-2013; she continued to be actively involved in all aspects of Housing Partners, Inc.

**EXPERIENCE**

**HOUSING PARTNERS, INC., Watertown, MA**

**1995-Present**

**PRESIDENT/CEO**

President of a company incorporated in 1995 to provide (with partner, Marvin Siflinger):

- Consulting services to both public and private clients relative to (a) all types of affordable and public housing, including assisted living, and (b) the management of public, quasi-public and private non-profit organizations.
- Assistance with policy and program development relating to all types of housing and community development.
- Public speakers on topics relating to affordable housing and inner-city revitalization

**MASSACHUSETTS HOUSING FINANCE AGENCY (MHFA), Boston, MA 1983-1995**

MHFA was during my tenure a \$4.2 billion quasi-public real estate lender and asset manager.

**DEPUTY DIRECTOR/CO-CEO (1986-1995), CHIEF OF OPERATIONS (1983-1995)**

Responsible for all housing development and management activities of MHFA for a multifamily portfolio totaling \$3 billion (440 housing developments with over 51,000 housing units) and a single-family portfolio totaling \$1 billion. As Co-Chief Executive 1986-95, supervised a diverse staff of 350 and managed an annual administrative budget of \$24 million in 1995. Note: MHFA is a self-supporting entity which operates like a business and receives no public appropriation for operating costs. Significant accomplishments include:

- Doubled MHFA's real estate portfolio from \$2 billion to \$4.2 billion, maintaining extremely low default rates, even in periods of real estate recession.
- Supervised initiation and expansion of MHFA's Tenant Assistance Program to operate in over 42,000 housing units.
- Maintained MHFA's top-tier bond rating from Standard & Poor's in spite of serious economic downturn and state bond downgrading.
- Played lead role in three major and highly visible inner city rehabilitation efforts in Boston, totaling \$350 million
- Significantly improved the diversity of Agency staff in terms of race, gender, and sexual orientation

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, Boston, MA 1970-1983**

**CHIEF, MULTIFAMILY HOUSING PROGRAMS BRANCH (FULL-TIME) AND**

**ACTING DEPUTY DIRECTOR FOR HOUSING DEVELOPMENT (INTERMITTENT) (1974-1983)**

Responsible for the management of all HUD multifamily housing programs in Massachusetts, with particular emphasis upon fund allocation, meeting of production goals and supervision of a staff ranging from 10 to 85. Acted as FHA Chief Underwriter for periods of time.

- Cumulative housing production of over 60,000 units.
- In peak years, subsidy allocations of over \$100 million per year, with clear audits each year.
- Suggested several program innovations that were adopted for national implementation.

**SENIOR MULTIFAMILY HOUSING REP (1970-1974), PROGRAM ANALYST (1970)**

**MA DEPT OF COMMUNITY AFFAIRS, 1969-1970, Asst Coordinator for Housing Studies**

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, 1967-1969**  
FHA, Washington, D.C PROGRAM ANALYST, PROGRAM DIVISION

#### **EDUCATION**

**M.P.A. (Master of Public Administration)**, 1975, Northeastern University, Boston, MA  
**A.B., *cum laude***, American History and Literature, 1967, Harvard University (Radcliffe College),  
Cambridge, MA  
Loeb Fellowship in Advanced Environmental Studies, 1979, Harvard University Graduate School of  
Design, Cambridge, MA

#### **BOARD MEMBERSHIPS AND OFFICES HELD**

- Citizens Housing and Planning Association, 1987-2015; Exec Comm, 1996-2016; Clerk, 1997-99; Member, Nominating Committee. 1998-02; Vice Pres. 2000-01; President-Elect 2001-02; President 2002-04; Chair of Presidents' Council 2004-2008; Member, Policy Leadership Council 2015-present.
- New England Women in Real Estate, 1990-93
- Massachusetts Association for Mental Health, 1987-Present, President, 1989-1991
- Real Estate Finance Association, 1993-2000; REFA Director to GBREB, 1997-98
- Greater Boston Real Estate Board--1995-99, 2005-2009; Asst.Treas., 1997-99; Treasurer, 2000; Chairman-Elect, 2008, Chairman, 2009
- Assisted Living Facilities Association of America (MA chapter), 1995-00; Co-Chair, Statewide Task Force on Affordability in Assisted Living, 1995-2007; Co-Chair MassALFA Advisory Council, 2000-02
- Board of Management, Radcliffe College Alumnae Association, 1993-96, 1999-2000  
Treasurer, 1994-96; Member, Nominating Comm.: member 1997-98, 2001-04, Chair, 1999-00
- Board of Corporators, Brookline Savings Bank, Brookline, MA 1996-01
- Massachusetts Housing Investment Corp., 1998-2009; Member, Audit Committee
- Massachusetts Housing Equity Fund, 2005-2009
- CenterPoint Foundation, Founding Board Member, 2000-2007
- B'nai B'rith Realty Unit, Co-President, 2000-2009 and VP, B'nai B'rith Sr.Citizens Housing Corporation, 2003-Present
- Harvard Alumni Association, Elected Director, 2002-05; Vice-Chair Graduate Schools Committee—2003-2007
- Board of Radcliffe Shared Interest Group, Harvard Alumni Association—2007-present
- Commonwealth Housing Task Force, Co-Chair, 2003-2015; Executive Committee 2015 to the present.
- American Jewish Committee, Executive Board, 2003-present; Sr.Vice President 2005-2009; Black Jewish Economic Round Table, Nominating Committee; Chair, Starr Award Committee; Presidents' Council, Leadership Council, Steering Committee, 2009-2015, Development Committee 2013-present.
- Rental Housing Association, Vice-Chair of the Affordable Housing Committee, 2005-2007
- School of Social Science, Public Policy and Urban Affairs, Northeastern University, Founding Board Member 2007-2014; Member, Emerita Advisory Board 2015.
- Honorary President, American Women's Club of Oslo, Norway, 2010-2013
- Honorary Chair of the Board, Oslo Children's Museum, Oslo, Norway, 2010-2013

#### **PERSONAL**

Married since 1967 to Barry B. White; three sons. Interests include lecturing and civic activities (see following). October, 2009-September, 2013 lived and worked in Oslo, Norway while her husband carried out a Presidential appointment as U.S. Ambassador to Norway.

#### **MEMBERSHIPS ON COMMISSIONS AND ADVISORY BOARDS**

- Capital Formation and Asset Acquisition project, 1987; appointed by Massachusetts Secretary of Human Services
- Property Management Advisory Committee, Neighborhood Dev. Support Collaborative, 1991
- MIT Center for Real Estate: Advisory Committee, 1991-95
- Special Commission on Facilities Consolidation, 1991, appointed by Massachusetts Governor William Weld
- National Advisory Panel on Resident Initiatives in the Inner City, (LISC), 1991-92
- Advisory Board, Judge Baker Children's Center (Harvard Medical School) on Partnerships in Prevention, 1991
- Advisory Committee to the New School for Social Research/Ford Foundation, 1993-94
- City of Boston Housing Task Force, 1995, appointed by Mayor Thomas Menino
- HUD Working Group on Welfare Reform and Housing, 1996
- Mayor's Housing Advisory Group, 2000-2009 (appointed by Mayor Thomas Menino)
- Fannie Mae Massachusetts Partnership Office Advisory Council, 2000-2008
- International Leadership Committee, Eliot-Pearson School, Tufts University, 2001-2007
- Co-Chair, Commonwealth Housing Task Force, 2003-2015; Member, Executive Committee 2015- present.
- Chair, Boston Foundation's Housing and Economic Development Policy Comm., 2004-2009
- American Institute of Architects (AIA) Housing Committee Advisory Circle, 2004-2006
- Chair, Multifamily Housing Advisory Committee, MassHousing (appointed by Gov. Deval Patrick), 2008-2009
- Member, Advisory Committee, School of Public Policy, Northeastern University, 2013-2015
- Housing Advisor, HubHoldings, LLC, 2013-present
- MA Senate Special Housing Committee, 2015-2016

#### **OTHER PROFESSIONAL AND CIVIC AFFILIATIONS**

- National Association of Housing and Redevelopment Officials (NAHRO), 1971-Present
- Rental Housing Committee, Nat'l Council of State Hsg. Agencies (NCSHA), 1988-95
- Harvard/Radcliffe Career Advisory Board, 1976-Present; and Radcliffe Mentor Program, various
- The Boston Club, 1989-2009
- Co-Chair, Gift Committee, for the Harvard-Radcliffe 25th & 30<sup>th</sup> Reunions. Radcliffe College Alumnae Assoc.: Member, Public Policy Partners Comm. (1991-94); Member, Radcliffe College Fund Comm. (1991-Present); Chair, Undergrad. Relations .Comm. (1993-94); Treasurer (1994-96); Chair, Nominating Comm. 1999-00; Participation Co-Chair, 50<sup>th</sup> Reunion, 2016-2017
- Greater Boston Real Estate Board (GBREB): Assistant Treasurer, 1997-99; Treasurer, 2000; Chair-Elect, 2008; Chairman 2009
- Real Estate Finance Association: Member of the Board, (1993-00); Co-Chair, REFA Membership Committee (1994-95); REFA designee to GBREB (1996-99); Member, Realtors Public Policy Committee (1996); REFA designee to the Mass. Assn. of Realtors' Government Affairs Committee (1997)
- Massachusetts Institute of Technology Center for Real Estate: Guest Lecturer (1995-1996)
- Urban Land Institute: Full Member, 1996 and appointed to National Policy Council (1996-98); Member, 2004-2007
- National Trust for Historic Preservation: Member, 1998-present
- Harvard University Graduate School of Design Career Advisory Network, 2000-present
- Member, Greater Boston Chamber of Commerce Housing Task Force, 2001-2009
- Senior Fellow, Center for Urban and Regional Policy, Northeastern University, 2001-2015
- Obama for America Policy Committees: Chair, HUD Reform Subcommittee; Member, Housing Policy Committee; Member, Urban Policy Committee, 2007-2008
- New England Steering Committee, Obama for America: Member, 2007-2008
- Member, Governor's Zoning Reform Task Force, 2009-2011
- Member, Harvard Jewish Alumni Network, 2013-present
- Member, Massachusetts Senate Housing Committee, 2015-2016

HONORS AND ACHIEVEMENTS

- HUD Special Achievement and/or Outstanding Performance Awards: at least annually, 1971-82
- One of 12 fellows nationally selected for Harvard University Loeb Fellowship, 1978
- Extensive lecturing at MIT, Harvard Graduate School of Design, Harvard J. F. Kennedy School of Government, Tufts University, U. of Massachusetts/Boston, Northeastern University
- Council of State Housing Agencies National Award to MHFA for implementation of the SHARP Program, 1984
- MHFA Executive Director commendation for negotiating Legislative Resolve on housing management issues, 1985
- MHFA Executive Director commendation for role in coordinating the underwriting of the Columbia Point/Harbor Point (\$170 million) development in Boston, 1985
- B'nai B'rith Realty Lodge Recognition Award, 1987
- Listed in *Who's Who of American Women*, *Who's Who of U.S. Executives*, *2000 Notable American Women* and *World's Who's Who of Women*, various editions
- Invited to testify before the U.S. Senate Subcommittee on Housing and Urban Affairs by Senator Alan Cranston, 1989
- Awards for the MHFA Tenant Assistance Program: National Council of State Housing Agencies (NCSHA), 1984; National Association of Housing & Renewal Officials (NAHRO), 1989; Innovations Program Finalist (Harvard Kennedy School/Ford Foundation), 1991
- Awards for the MHFA Inner City Task Force: Boston Fair Housing Commission, 1990; NAHRO, 1990; NCSHA, 1991; Innovations Program Semi-Finalist, 1991
- Recipient of the Radcliffe College Alumnae Association Recognition Award, for the alumna, "who by the quality of her life and spirit, exemplifies what a Liberal Arts education hopes to achieve", 1992
- Award for the MHFA YouthRAP Program: NCSHA, 1992
- Commissioner's Recognition Award from Mass. Department of Mental Health Commissioner Eileen Elias, 1992/3
- Recipient of the 1993 Community Service Award from Citizens Housing and Planning Association
- Award for Building Community Initiatives: NCSHA, 1993; Commissioner's Award, U.S. Dept. of HUD, 1994; Innovations Program Finalist, 1994, 1995.
- Community Service Award from Urban Edge Community Development Corporation, 1993
- Commissioner's Award for excellence in program administration: HUD Assistant Secretary Nicolas Retsinas, 1995
- Award from Boston Police Commissioner Paul Evans for contributing to successful policing in Boston, 1995
- Award for the MHFA ElderCHOICE assisted living program, Innovations Program (Harvard Kennedy School), 1995 (one of 10 awards out of 14,000 applications nationally)
- Named as one of 125 Leaders Making a Difference in the real estate industry in Massachusetts by *Banker & Tradesman*, 1997 and 1999.
- Recipient of first Public Service Award from New England Women in Real Estate, 1999
- National Diversity Award from Fannie Mae and *Working Mother Magazine*, 2000
- Recipient of the Distinguished Service Award from the Greater Boston Real Estate Board, 2001
- Author with Barry Bluestone and Ted Carman: *Building on our Heritage*, the Report of the Commonwealth Housing Task Force, 2003 (served as the basis of Chapter 40R and 40S in Massachusetts)
- Author, "The Commonwealth Housing Task Force: Boston, Massachusetts. A Successful Collaboration of Diverse Interests", chapter in *NHC Affordable Housing Policy Review*, vol.3, issue 2, published by The National Housing Conference, June, 2004
- Recipient of the Boston Foundation Good City Civic Leadership Award, 2004
- Recipient with Barry B. White of the American Jewish Committee Community Service Award, 2005
- Recipient of HomeStart Keys to the House Award, 2006
- Inducted into the Boston YWCA Academy of Women Achievers, 2007

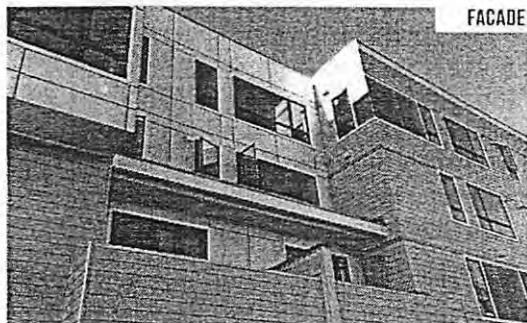
- Member of team at the Boston Foundation receiving the Paul Ylvisaker Award for Public Policy Engagement for work on the Commonwealth Housing Task Force, 2009
- Selected as one of 10 leaders worldwide for participation in the 2010 American Jewish Committee - Konrad Adenauer Foundation Exchange program in Hamburg and Berlin, Germany
- Recipient with Marvin Siflinger of the Metropolitan Boston Housing Partnership Founders' Award, November, 2010
- Recipient with Marvin Siflinger of the Institute for Real Estate Management (IREM) Boston Chapter Lifetime Achievement Award, November 2010
- Author with Barry Bluestone and others: *The Greater Boston Housing Report Card* 2010, 2011, 2012, 2013, 2015
- Elected Honorary Lifetime Member of the Harvard Club of Norway, March, 2013
- Biography Listed in *Worldwide Who's Who*, June, 2013
- Selected by *Banker and Tradesman* as a Woman of FIRE (Finance, Insurance and Real Estate), July, 2014
- Approved by NeighborWorks America in August, 2014 to provide training and consulting
- Profiled by *Banker and Tradesman*: "Boston's Champion of Affordable Housing" 1-26-15
- Recipient, Board Leadership Award, American Jewish Committee, Boston Region, 6-18-15
- Appointed as Senior Research Fellow, Dukakis Center for Urban and Regional Policy, Northeastern University, June, 2015
- Co-authored and advocated for the passage of the Workforce Housing Trust Fund, successfully enacted and signed by Governor Baker as part of the Economic Development Bill in August of 2016.
- Appointed Participation Co-Chair, 50<sup>th</sup> Reunion, Harvard Alumni Association, 2016-2017

## 86 DUMMER STREET APARTMENTS

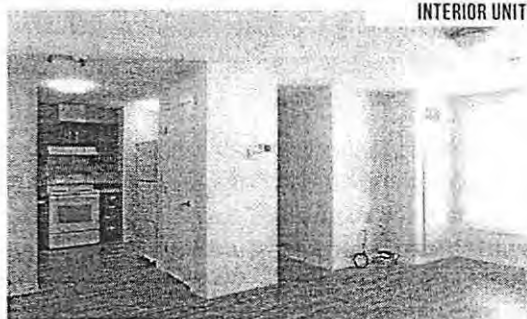
BROOKLINE, MA

**COMPLETE:** Dec. 2015  
**CONSTRUCTION COST:** \$12.6M  
**ARCHITECT:** Tise Design  
**CONTRACTOR:** Colantonio, Inc.  
**CLIENT:** Brookline Housing Authority  
Janet Haines, Director of Real Estate  
T. 617-277-2022 x325

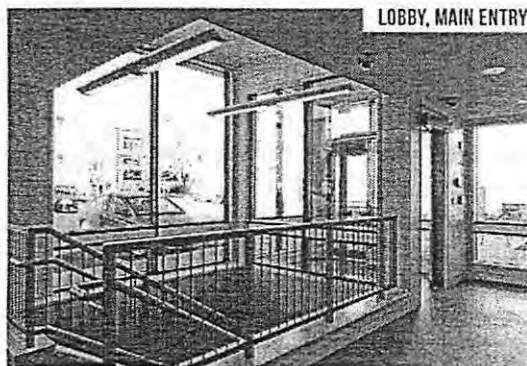
PROJECT LEAD: TOM O'NEIL



FACADE



INTERIOR UNIT



LOBBY, MAIN ENTRY

Pinck & Co. was OPM for the construction of 32 new wood-frame apartments, plus below building parking at grade, and courtyard renovation at 86 Dummer Street in Brookline. 86 Dummer Street was the largest new construction of affordable housing in Brookline in over 35 years. In addition to creating greatly needed affordable housing, the project involved rebuilding the entire courtyard area between the new building and Trustman Apartments - the new building now forms the fourth 'wall' of a quadrangle with the Brookline Housing Authority's Trustman Apartments affordable housing complex.

86 Dummer St. includes green elements, such as energy-efficient window gas-fired heat and hot water, Energy Star appliances, native landscaping and low-emission paints and materials. The new layout features an accessible courtyard that includes landscaped green space, play structures and a basketball court. Low-income families, senior citizens and people with disabilities enjoy the spacious one, two and three-bedroom units, many with a lovely view of the Boston skyline.

Despite poor conditions that included record-breaking snowfall of greater than 110" in 2015, construction continued throughout the winter. Construction of the project started in August of 2014 and was completed in November of 2015.

**Value Engineering Analysis.** During preconstruction Pinck & Co.'s value engineering analysis resulted in an adjustment of the concept and the structural system to reduce cost. The ground floor covered parking for the project was driving the structural grid and resulting in unit sizes which were larger than desired and more costly than the budget allowed. We identified the issue, recommended options, and calculated cost impacts. Based on our analysis, the architect revised the entire concept of the garage, the building was narrowed, the structural members were reduced in size, and the units became smaller - reducing the volume of the building by 15%, which resulted in significant savings.



**CASTLE SQUARE APARTMENTS  
RENOVATION + DEEP ENERGY RETROFIT**

BOSTON, MA

**COMPLETE:** May 2012  
**CONSTRUCTION COST:** \$46.4 M  
**ARCHITECT:** Elton + Hampton  
**CONTRACTOR:** CWC Construction  
**CLIENT:** Castle Square Tenants Organization  
 Deborah Backus  
 Executive Director  
 T. 617-357-8548

**PROJECT LEAD: TOM O'NEIL**



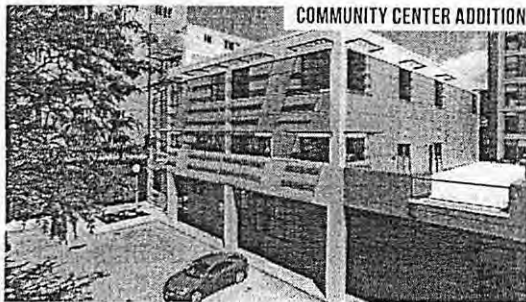
**FACADE**

Castle Square Apartments, a 500-unit affordable housing complex in Boston's South End, underwent one of the largest redevelopments in the City's history. A major face lift transformed the façade and created a more dynamic and visually exciting exterior, and a deep energy retrofit produced vital efficiencies. Innovative solutions in construction logistics, energy and green design, and operations throughout resulted in the revitalization of this landmark affordable housing development.



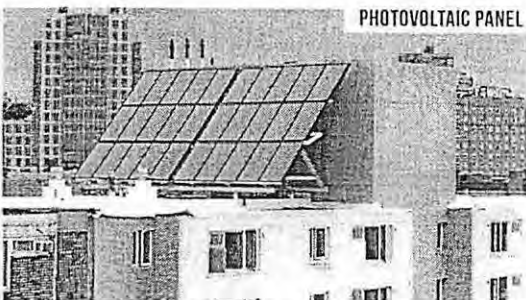
**INTERIOR UNIT**

**Planning and Logistics.** A major goal of the project was to completely renovate the building's 500 individual units without moving the 1500 residents out of their homes or the complex. The incredibly complicated logistics included: replacing 3500 windows, renovating 24 kitchens and bathrooms per week, installing 84 new boilers and heating systems, and renovating 8 street-level retail spaces.



**COMMUNITY CENTER ADDITION**

Critical to the successful renovation of such a large number of occupied apartments was the creation of two hospitality units. These units were made available to residents during the day so that they could remain comfortable and have access to stoves, sinks and bathrooms. All residents were allowed back into their homes with access to their kitchens and bathrooms at night. Planning and coordination on this large scale and tight schedule, in such a busy downtown environment, had never been attempted. The project team was up to the challenge and managed the complex construction to a successful, on-time completion in 18 months.



**PHOTOVOLTAIC PANEL**

**Deep Energy Retrofit.** Since the 40 year-old Castle Square complex had numerous capital needs, the decision was made to not only renovate, but to also make the building incredibly energy efficient. This 'Deep Energy Retrofit' involved major system replacements including building envelope, HVAC upgrades, and solar hot water with a goal of reducing overall energy costs by 70%. As a result, Castle Square became the largest affordable housing complex in the United States to receive USGBC's LEED Platinum Home Certification.

A Deep Energy Retrofit is defined as a renovation with energy savings greater than 50%. The Castle Square Deep Energy Retrofit differs from standard energy efficiency renovations due to the insulation's location on the outside of the building. The new five-inch super insulated shell, combined with an insulated reflective roof, high efficiency windows and extensive air sealing, increased the insulation value of the building by a factor of ten. Additional energy savings were achieved using small high efficiency cooling and heating equipment, LED and CFL lighting, Energy Star appliances and solar hot water.

**NEW ENGLAND CENTER AND HOME FOR VETERANS**

BOSTON, MA

**COMPLETE:** 2017 (expected)  
**CONSTRUCTION COST:** \$22.6 M  
**ARCHITECT:** Tise Design Associates  
**CONTRACTOR:** Consigli Construction  
**CLIENT:** New England Center and Home for Veterans  
 Andy McCawley  
 President and CEO  
 T. 617-371-1800

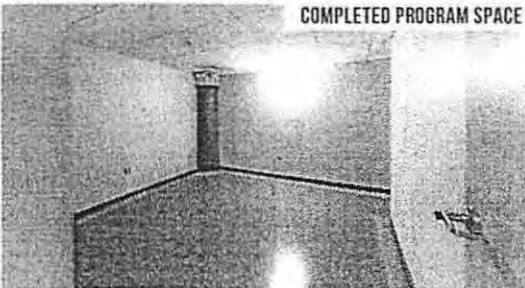
**PROJECT LEAD: TOM O'NEIL**



**MEZZANINE RESTORATION, PRESERVING ORIGINAL COLUMN**



**NEWLY COMPLETED MEN'S DORMITORY**



**COMPLETED PROGRAM SPACE**



**COMPLETED BATHROOM**

Pinck & Co. is OPM for the complex reconfiguration, improvement and repair of space within this occupied housing facility at 17 Court Street to enhance and expand NECHV's services and create more permanent supportive housing. These renovations will ensure that the building continues to serve several vital roles in the city's civic life and is enhanced as an architectural and historic asset. Construction of the Project is estimated to last approximately 16 months; initial demolition work began in April 2015, expected completion is December 2017.

The Project Site contains two adjoined buildings: the 1908 Old Colony Trust Company building, a four story structure at 17 Court Street and a ten story office addition built for the bank in 1925. The combined buildings contain approximately 130,000 square feet of occupiable space.

The Project will consolidate program / service space, offices, and building support space on the lower floors (semi-basement, first floor, mezzanine, second floor) to be more accessible from the street. A 4,800 SF extension of the Mezzanine level will increase the total occupied area within the building. This more effective use of the existing building will create room for thirty five (35) additional efficiency apartments on floors three, four and nine (above and below the SRO floors five through eight). The program will also create a separate space for Women Veterans' permanent housing. Circulation systems will be modified to separate residential from program uses and meet current code and egress requirements. Two new elevators and modifications to two existing elevators, new sprinkler, plumbing and fire alarm systems, electrical and mechanical upgrades, and modifications as required to make the entire building accessible are all components of the renovation scope-of-work.

Exterior work includes restoration of the window glazing in exiting historic frames and upgrades to the historic canopy along Court Street. Roof replacement, maintenance and repair work of the masonry veneer, flashing, select replacement of windows and doors is also part of the project scope of work. The project includes a new roof deck on top of the 10 story "addition" creating a private outdoor space for the Center's use. The Center will encourage its' residents and visitors to use the proposed exterior deck(s) for outdoor activity and discourage congregating on the street near the building entrances.



**AFFORDABLE HOUSING PROJECTS, NEW CONSTRUCTION**

**VICTORY GARDENS | NEWINGTON, CT**



**TIMELINE:** May 2013  
**CONST. COST (FINAL):** \$23.2 M  
**ARCHITECT:** Paul Bailey Architects  
**CONTRACTOR:** Enterprise Builders  
**CLIENT:** Women's Institute for Housing and Economic Development  
 Mollye Wolahan, T. 617-367-0520

Pinck was OPM for this affordable supportive housing for Veterans in the form of 50 new townhomes and 24 single units. The project included new construction of 9 wood framed buildings, rehab of an existing masonry building, and a community center. Victory Gardens is part of an enhanced use lease (EUL) program instituted by the Veterans Administration and was developed by the Women's Institute for Housing and Economic Development.

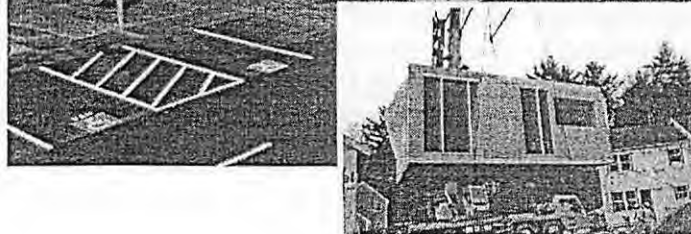
**NEPONSET FIELD SENIOR HOUSING | DORCHESTER, MA**



**COMPLETE:** July 2011  
**CONSTRUCTION COST:** \$7.35 M  
**ARCHITECT:** Chai-Ming Sze Architects  
**CONTRACTOR:** Dellbrook Construction  
**CLIENT:** ETC Development Corp.  
 Gina Martinez, Director (former)  
 T. 617-574-1100

Neponset Field consisted of the new construction of 31 units of HUD 202 affordable rental housing for independent seniors along the Neponset River. The project included extensive site infrastructure work including the construction of new roadways and utilities to the site to serve current and future phases of the project. The project was built to LEED Silver standards.

**WHITTLESEY VILLAGE APARTMENTS | ACTON, MA**



**COMPLETE:** 2013  
**CONSTRUCTION COST:** \$2.8 M  
**ARCHITECT:** Baker Wohl  
**CONTRACTOR:** Triumph Modular  
**CLIENT:** Acton Housing Authority  
 Kelly Cronin, Executive Director  
 T. 978-263-5339

Pinck & Co. led the two-step contractor selection process under Chapter 30 regulations and managed the construction of 12 duplex units of affordable housing in Acton built using modular construction. Design recommendations by the team coupled with modular construction methods minimized waste through material efficiency and the project was able to achieve a LEED Gold Certification. Site work began in September 2012 and was completed on schedule in 9 months at the end of November 2013.



**ALICIA TONEY**

Alicia has over 20 years of extensive public and private work experience in the areas of contract procurement, construction oversight, environmental remediation, asset management, affordable housing development, first time homebuyer counseling, stakeholder engagement and quality control engineering. Alicia is particularly adept at financial management, systems efficiency and regulatory compliance.

**CREDENTIALS**

- Massachusetts Construction Supervisors License – Unrestricted
- MCPPO Certification 2014, 2017
- OSHA 10-hour Construction Safety and Health Certification
- Massachusetts Real Estate Salesperson License
- Tufts University, Real Estate Development, Finance & Community Economic Development
- Northeastern University, BS Industrial Engineering

**SELECT PROJECT EXPERIENCE (AT PINCK & CO.)**

**Massachusetts School Building Authority, Boston**

Alicia is the Project Manager for the Accelerated Repair Program projects. The projects consist of extensive and much needed school building repairs across the Commonwealth consisting of roof, boiler, window and door replacements. She leads the project team and oversees all phases of the project life cycle ensuring the projects are completed prior to the start of the school year while adhering to the budget. She also coordinates the Facilities Grant reimbursement process for the School Districts and assists the MSBA with the Cost Certification. The projects are designed to meet the Stretch Energy Code requirements. Project costs total \$20 million to date.

**St. Joseph’s Community, Inc., Roxbury**

Alicia was the Project Manager for the boiler replacement at this 17-building, 7-acre, 137-unit limited equity cooperative. Pinck & Co. has been working with the Capital Improvements Committee since 2007 planning and executing several improvements. The work includes roofing and flashing, electrical and building envelope upgrades, paving, fencing and site landscaping. Services include cost estimating, architect selection, permitting and contract administration.

**St. Mary’s Center for Women and Children, Dorchester – Supportive Housing**

Alicia was the Project Manager for the redevelopment of a 16,000 SF four-story masonry building into 12 affordable apartments for single mothers and their children. The project included selective demo, construction of interior walls, new elevator, sprinkler, fire alarm heating and cooling systems and site work. Services included third party testing and FF&E procurements, cost estimating, review and tracking of the Owner’s Contingency and coordination of utility service upgrades.

**WHILE AT JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION:**

**The Brewery JPND Small Business Complex, Jamaica Plain**

Alicia managed the final phase of this \$6 million dollar, 10,000 SF commercial and historic rehabilitation project with multiple funders and complicated financing. The project included tenant build-outs for Bella Luna & Milky Way Restaurant and Lounge, Mike’s Gym, MassSave and CityLife/Vida Urbana as well as the restoration of the former Haffenreffer smokestack. Alicia assembled the development team, managed the bidding process, coordinated the zoning, permitting and negotiated the construction contracts. She provided daily construction monitoring and facilitated the requisition process.

**270 Centre, Jamaica Plain**

Alicia lead the project team for this \$16 million-dollar mixed use development with 6,000 square feet of ground floor retail space and 30-units of affordable housing. Early in the construction phase she worked closing with MassDevelopment to help secure additional Brownfields grant funding, \$300,000, to defray the cost of the complicated environmental remediation and geotechnical engineering challenges. This project was part of the Jackson Square redevelopment masterplan and received federal stimulus funding which required stringent workforce and development team cost oversight.



98 Magazine Street  
 Boston MA 02119  
 T 617.445.3555  
 F 617.445.3511  
 pinck-co.com



**TOM O'NEIL**

Tom is a skilled project manager with more than 30 years experience in building construction, renovations, housing, office and laboratory work. Tom has extensive knowledge of pre-construction planning, contracts, procurement, project execution, financial management and project closeout. He is particularly experienced with occupied renovation projects with many phases, conceptual estimating, master planning and pre-construction practice.

**CREDENTIALS**

Massachusetts Construction Supervisors License – Unrestricted  
 MCPPO Certification 2011, 2014  
 LEED Accredited Professional  
 OSHA 10-hour Construction Safety and Health Certification  
 Wentworth Institute of Technology, BS Building Construction Engineering Technology

**SELECT PROJECT EXPERIENCE**

**Castle Square, Boston, MA.** Tom led the project team for the extensive occupied renovation of this 500-unit affordable housing complex. The project included a Deep Energy Retrofit, major system replacements including building envelope (roofs, walls, & windows); HVAC upgrades; solar hot water; and renovating bathrooms and replacing kitchens in all units. Castle Square received a \$4.4 million grant from DOER \$6.75 and million low interest loan from HUD for a comprehensive energy retrofit. The total project cost was \$74 million and the project received LEED Platinum certification.

**New England Center for Homeless Veterans, Boston, MA.** Tom is Project Director for this \$20.5 million multi-phase housing renovation project in the Government Center section of Boston. The project consists of the reconfiguration, improvement and repair of space within its occupied facility at 17 Court Street to enhance and expand NECHV's services and create 37 units of permanent supportive housing for veterans. Construction of the project is estimated to last approximately 18 months, and will start in January of 2015.

**Norton High School, Norton, MA.** Tom led the project team for the multi-phase, occupied renovation and addition to this forty-year-old high school building. Tom handled day-to-day management of construction while occupied, prepared all required public funding documents, reported monthly to the Building Committee and coordinated with the District on budgeting and reimbursement requests. The project scope included new science labs and cafeteria, renovation to all existing classrooms, replacement of existing electrical heating system with new gas system, new window and new roofing.

**Brookline Housing Authority - 86 Dummer St., Brookline, MA.** Tom is Project Director for this \$11M affordable housing development at 86 Dummer Street in North Brookline. The project includes the new construction of 32 wood frame apartment units and a 40-space parking garage. The development is sited on a lot next to another 86-unit public housing complex (owned by Brookline Housing Authority), which will result in the creation of an interior courtyard between the existing and future housing developments.

**Valentine Hall, Woodland Dormitory, Lasell College, Newton, MA.** Tom led the renovation of Lasell college's Valentine Dining Hall, which included new food service layout and equipment, a new advanced technology radio station, mechanical system upgrades and envelope improvements. Tom also led the complete renovation of Lasell College's Woodland Dormitory, the primary freshman dorm. The project included the renovation of seven common toilet/shower rooms and seven individual toilet rooms, the installation of an elevator, accessibility upgrades, new boilers, a new sprinkler system, a new roof, and new finishes to common areas.

**Fay School, Southborough, MA.** Tom led the project team for the implementation of the \$54 million campus master plan that consisted of two new dormitories (LEED Gold), a 20,000-gallon per day wastewater treatment facility, a maintenance building, renovation of an existing building to serve as a Wellness Center and construction of a 36,000 SF primary school.



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<p>a. Name &amp; Title within Firm: <b>Stephen D. Baker, RA Principal</b></p>	<p>a. Name &amp; Title within Firm: <b>Ahmed H. Idris, RA LEED AP BD+C Principal</b></p>
<p>b. Project Assignment: <b>Principal-In-Charge and Lead the Community Participation Process</b></p>	<p>b. Project Assignment: <b>Project Manager</b></p>
<p>c. Name and address of Office in which individual identified in 7a resides: Baker   Wohl Architects 132 Lincoln Street, #4 Boston, MA 02111</p>	<p>c. Name and address of Office in which individual identified in 7a resides: Baker   Wohl Architects 132 Lincoln Street, #4 Boston, MA 02111</p>
<p>d. Years experience: With This Firm: <u>22</u> With Other Firms: <u>10</u></p>	<p>d. Years experience: With This Firm: <u>17</u> With Other Firms: <u>5</u></p>
<p>e. Education: Degree(s) /Year/Specialization <b>Master of Architecture   1987   Architecture</b></p>	<p>e. Education: Degree(s) /Year/Specialization <b>Master of Architecture   1994   Architecture</b></p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>1988   Architecture   7710</b></p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>2002   Architecture   30006</b></p>
<p>g. Current work assignments and availability for this project:</p> <ul style="list-style-type: none"> <li>▪ <b>Cambridge Housing Authority</b> Newtowne Court Modernization Jefferson Park Federal</li> </ul> <p>Mr. Baker has 10% availability for this project.</p>	<p>g. Current work assignments and availability for this project:</p> <ul style="list-style-type: none"> <li>▪ <b>Dorchester Bay Economic Development Corporation</b> Cottage Brook Apartments</li> <li>▪ <b>MSBA Accelerated Repair Program</b> Quincy Elementary Schools</li> </ul> <p>Mr. Idris has 20% availability for this project.</p>
<p>h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):</p> <p>Mr. Baker has extensive experience providing design and construction administration services for affordable multi-family housing. He has been recognized for specific expertise in the management of complex projects, especially with regard to publicly bid projects under Chapter 149 and the Massachusetts Stretch Energy Code. He has led assessments, follow-on design and construction administration services for new construction projects for multi-family developments, including:</p> <ul style="list-style-type: none"> <li>▪ Whittlesey Village   Acton Housing Authority</li> <li>▪ Lincoln Way Homes, Jackson Gardens   Cambridge Housing Authority</li> <li>▪ Crestview Senior Housing   New Bedford Housing Authority</li> <li>▪ Graduate Student Housing   Harvard University Real Estate Services</li> <li>▪ Crescent Field Housing   Women's Institute for Housing and Economic Development</li> <li>▪ 85-95 Prescott Street   Harvard University Housing</li> </ul>	<p>h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):</p> <p>Mr. Idris has been involved in numerous public housing projects where he has demonstrated expertise in Chapter 149 project delivery process, LEED design principles and the Massachusetts Stretch Energy Code. For projects involving public agencies, he is responsible for schedules, budgets, quality control, architectural and consultant coordination. His experience with public housing authorities includes new construction, exterior renovations and interior design and upgrades.</p> <ul style="list-style-type: none"> <li>▪ 144 Greenmount Ave   Dracut Housing Authority</li> <li>▪ Whittlesey Village   Acton Housing Authority</li> <li>▪ Willow Street Homes   Cambridge Housing Authority</li> <li>▪ Cottage Brook Apartments   Dorchester Bay Economic Development Corporation</li> <li>▪ Crescent Field Housing   Women's Institute for Housing and Economic Development</li> </ul>

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a. Name & Title within Firm: <b>Diane Ozelius, RA LEED AP BD+C Architect II</b>	a. Name & Title within Firm: <b>Adam LeBlanc, LEED AP BD+C Designer</b>
b. Project Assignment: <b>Project Architect</b>	b. Project Assignment: <b>Designer</b>
c. Name and address of Office in which individual identified in 7a resides: Baker   Wohl Architects 132 Lincoln Street, #4 Boston, MA 02111	c. Name and address of Office in which individual identified in 7a resides: Baker   Wohl Architects 132 Lincoln Street, #4 Boston, MA 02111
d. Years experience: With This Firm: <u>2</u> With Other Firms: <u>33</u>	d. Years experience: With This Firm: <u>2</u> With Other Firms: <u>3</u>
e. Education: Degree(s) /Year/Specialization <b>Bachelor of Science   1979   Art and Design</b>	e. Education: Degree(s) /Year/Specialization <b>Master of Architecture   2013   Architecture</b>
f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>1993   Architecture   8961</b>	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ Cambridge Housing Authority RAD Modernization of Jefferson Park Federal</li> <li>▪ Dorchester Bay Economic Development Corporation Cottage Brook Apartments</li> <li>▪ MSBA / City of Gloucester Gloucester High School Roof</li> </ul> <p>Ms. Ozelius has 30% availability for this project.</p>	g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ Dorchester Bay Economic Development Corporation Cottage Brook Apartments</li> <li>▪ MSBA / City of Gloucester Gloucester High School Roof</li> </ul> <p>Mr. LeBlanc has 40% availability for this project.</p>
h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):  Ms. Ozelius has over 35 years of architectural experience. She has worked with project designers and clients to oversee the early integration of sustainable objectives and has managed teams on a variety of building types, including: schools, residential, institutions, libraries, medical offices, as well as research and laboratory facilities. Diane leads consultant teams and in-house staff, while working closely with clients to maintain budgets and schedules on all phases of design and construction administration. Currently Diane is the Project Architect for the selective modernization at <b>Cottage Brook Apartments</b> , an existing 147 unit scattered site of affordable housing which is currently in construction.	h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):  Mr. LeBlanc has 5 years of experience in drafting and design. Adam is a team player and is self-sufficient during the drafting phases of a project. Adam's work and leadership has developed and strengthened his design aptitude. Adam assisted the design team in drafting and managing the architectural drawing set from existing conditions to bidding documents and submittal review for the \$44M modernization of 268 units at <b>Newtown Court</b> for the <b>Cambridge Housing Authority</b> . Adam was also responsible for updating the CAD drawing files for <b>Harvard University Housing</b> , including building plans and unit plans based on a list of unit alterations provided by HUH and field verification on an ongoing basis.

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a. Name & Title within Firm: <b>Joshua Swasey, Associate AIA Designer</b>	a. Name & Title within Firm: <b>Katherine A. Schreiber, RLA Sole Proprietor</b>
b. Project Assignment: <b>Designer</b>	b. Project Assignment: <b>Landscape Architect</b>
c. Name and address of Office in which individual identified in 7a resides: Baker   Wohl Architects 132 Lincoln Street, #4 Boston, MA 02111	c. Name and address of Office in which individual identified in 7a resides: Schreiber Associates 3 Fields Lane Wayland, MA 01778
d. Years experience: With This Firm: <u>1</u> With Other Firms: <u>5</u>	d. Years experience: With This Firm: <u>30</u> With Other Firms: <u>3</u>
e. Education: Degree(s) /Year/Specialization <b>Master of Architecture   2015   Architecture</b>	e. Education: Degree(s) /Year/Specialization <b>MS   1980   Landscape Architecture</b>
f. Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>1986   Landscape Architecture   853</b>
g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ <b>Cambridge Housing Authority</b> Newtown Court Modernization</li> <li>▪ <b>Harvard University Housing</b> Entry Vestibule Improvements at Terry Terrace</li> <li>▪ <b>Massachusetts Institute of Technology</b> Theta Xi Fraternity House</li> </ul> <p>Mr. Swasey has 40% availability for this project.</p>	g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ <b>Lincoln Woods Apartments, Lincoln MA</b></li> <li>▪ <b>Jefferson Park Federal Redevelopment, Cambridge MA</b></li> <li>▪ <b>The Aberdeen, Boston MA</b></li> <li>▪ <b>The Kelley School, Newburyport, MA</b></li> </ul> <p>Ms. Schreiber has availability to work on this project.</p>
h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):  Mr. Swasey has experience working on residential renovation and restoration projects and facilitating the permitting process and plan approval through municipal planning and historic commissions on projects like Burrage Mansion Copper Restoration and Brownstone Renovations South End*. Joshua currently provides services documenting existing conditions, creating conceptual and schematic design options and high quality architectural and construction details for various residential and commercial clients. Josh is an affiliate of the Boston Society of Architects and an Associate member of AIA.  * Performed while with Building Restoration Services.	h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):  Ms. Schreiber's experience includes all facets of landscape architectural project development for new construction as well as for the rehabilitation of existing sites. Her strength as a site planner and designer is evidenced in many projects which exhibit unique solutions to complex design problems. To date, Ms. Schreiber has managed projects representing over \$40 million in site planning and improvements. Relevant projects include: <ul style="list-style-type: none"> <li>▪ <b>Whittlesey Village   Acton Housing Authority</b></li> <li>▪ <b>New Lincoln Way Homes, Jackson Gardens Apartments, 8-10 Lancaster Street, JFK Apartments, LBJ Apartments   Cambridge Housing Authority</b></li> </ul>



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a. Name & Title within Firm: <b>Timothy J. Williams, PE President</b>	a. Name & Title within Firm: <b>Katherine Andruchuk, EIT Project Engineer</b>
b. Project Assignment: <b>Civil Engineer – Project Manager</b>	b. Project Assignment: <b>Sitework/Septic – Project Manager</b>
c. Name and address of Office in which individual identified in 7a resides: Allen & Major Associates, Inc. 100 Commerce Way Woburn, MA 01801	c. Name and address of Office in which individual identified in 7a resides: Allen & Major Associates, Inc. 100 Commerce Way Woburn, MA 01801
d. Years experience: With This Firm: <u>12</u> With Other Firms: <u>15</u>	d. Years experience: With This Firm: <u>5</u> With Other Firms: <u>3</u>
e. Education: Degree(s) /Year/Specialization <b>Bachelor of Science   1993   Civil Engineering</b>	e. Education: Degree(s) /Year/Specialization <b>Bachelor of Science   2009   Civil Engineering</b>
f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>2001   Civil Engineering   43119</b>	f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>2015   Civil Engineer in Training   608</b>
g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ MGM Springfield</li> <li>▪ Misc. Residential Projects</li> <li>▪ Various DHCD Projects</li> <li>▪ Jefferson Park State/Federal, Cambridge Housing Authority</li> </ul> <p>Mr. Williams is available 25% for this project</p>	g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ MGM Springfield</li> <li>▪ Various DHCD Projects</li> </ul> <p>Ms. Andruchuk is available 25% for this project</p>
h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):  Mr. Williams provided civil engineering services at several public housing developments including: <ul style="list-style-type: none"> <li>▪ Southfield Elderly Housing Development   Plymouth Housing Authority</li> <li>▪ Revitalization of Jackson Gardens   Cambridge Housing Authority</li> <li>▪ Lincoln Way Homes   Cambridge Housing Authority</li> <li>▪ Whittlesey Homes   Acton Housing Authority</li> </ul>	h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm):  Ms. Andruchuk provided civil engineering services at several public housing developments including: <ul style="list-style-type: none"> <li>▪ Kelleher Road Apartments   Beverly Housing Authority</li> <li>▪ Parker Avenue   Dracut Housing Authority</li> <li>▪ Jefferson Park   Cambridge Housing Authority</li> <li>▪ Peabody Court   North Reading Housing Authority</li> </ul>

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a. Name & Title within Firm: <b>Golam Mustafa, PE LEED AP President</b>	a. Name & Title within Firm: <b>Dalton A. Lindo, PE Sr. Electrical Engineer</b>
b. Project Assignment: <b>HVAC   Plumbing and Fire Protection Engineer – Project Manager</b>	b. Project Assignment: <b>Electrical Engineer</b>
c. Name and address of Office in which individual identified in 7a resides: Pristine Engineers, Inc. 534 New State Highway, Suite 5 Raynham, MA 02767	c. Name and address of Office in which individual identified in 7a resides: Pristine Engineers, Inc. 534 New State Highway, Suite 5 Raynham, MA 02767
d. Years experience: With This Firm: <u>7</u> With Other Firms: <u>22</u>	d. Years experience: With This Firm: <u>5</u> With Other Firms: <u>31</u>
e. Education: Degree(s) /Year/Specialization <b>B.S.   1987   Mechanical Engineering</b>	e. Education: Degree(s) /Year/Specialization <b>B.S.   1986   Electrical Engineering</b> <b>B.S.   1982   Electronics Engineering</b>
f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>2000   Mechanical Engineering   41455</b>	f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>1999   Electrical Engineering   40465</b>
g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ <b>Boston Housing Authority</b> Franklin Field Development</li> <li>▪ <b>University of Rhode Island</b> College of Engineering Building</li> </ul> <p>Mr. Mustafa has 80% availability for this project.</p>	g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ <b>Boston Housing Authority</b> Franklin Field Development</li> <li>▪ <b>Taunton Housing Authority</b> Highland Heights Development</li> </ul> <p>Mr. Lindo has 80% availability for this project.</p>
h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm): Mr. Mustafa's multi-family housing experience includes: <ul style="list-style-type: none"> <li>▪ <b>New Bedford Housing Authority</b> Shawmut Village</li> <li>▪ <b>Affordable Housing Authority</b> Central Annex Historical Housing Building Union Court Historical Housing Building</li> <li>▪ <b>Sisters of St. Margaret Residential Facility</b></li> <li>▪ <b>Taunton Housing Authority</b> Highland Heights Development</li> <li>▪ <b>Residencia Betances</b> 326 Shawmut Ave, Boston</li> </ul>	h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm): Mr. Lindo's multi-family housing experience includes: <ul style="list-style-type: none"> <li>▪ <b>New Bedford Housing Authority</b> Shawmut Village</li> <li>▪ <b>Affordable Housing Authority</b> Central Annex Historical Housing Building Union Court Historical Housing Building</li> <li>▪ <b>Sisters of St. Margaret Residential Facility</b></li> <li>▪ <b>Taunton Housing Authority</b> Highland Heights Development</li> <li>▪ <b>Residencia Betances</b> 326 Shawmut Ave, Boston</li> </ul>

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a. Name & Title within Firm: <b>Christine Ye, PE Principal</b>	a. Name & Title within Firm: <b>Andrea Hunt</b>
b. Project Assignment: <b>Structural Engineer – Project Manager</b>	b. Project Assignment: <b>Vertical Transportation Consultant</b>
c. Name and address of Office in which individual identified in 7a resides: Lim Consultants, Inc. 6 Pleasant Street, Suite 520 Malden, MA 02148	c. Name and address of Office in which individual identified in 7a resides: Lerch Bates 186 South Street – Suite 602 Boston, MA 02111
d. Years experience: With This Firm: <u>16</u> With Other Firms: <u>7</u>	d. Years experience: With This Firm: <u>1</u> With Other Firms: <u>30</u>
e. Education: Degree(s) /Year/Specialization <b>MS   1993   Structural Engineering</b> <b>BS   1990   Civil Engineering</b>	e. Education: Degree(s) /Year/Specialization <b>SUNY Buffalo, New York</b>
f. Active Registration: Year First Registered/Discipline/Mass Registration Number <b>1999   Structural   41079</b>	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ <b>UMass-Lowell, Lowell MA</b> Business School</li> <li>▪ <b>MSBA – Gloucester Public Schools, Gloucester MA</b> Gloucester High School Roofing</li> </ul> <p>Ms. Ye has 50% availability for this project</p>	g. Current work assignments and availability for this project: <ul style="list-style-type: none"> <li>▪ <b>Massport Authority – Logan Airport, Boston MA</b></li> <li>▪ <b>Bristol Myer Squib</b></li> <li>▪ <b>MITIMCO – Cambridge MA</b></li> </ul> <p>Ms. Hunt has availability as required to complete this project.</p>
h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm): Ms. Ye’s related project experience includes: <ul style="list-style-type: none"> <li>▪ <b>Dudley Terrace Assessment, Dorchester MA</b></li> <li>▪ <b>St. Ann’s Home Adolescent Center, Methuen MA</b></li> <li>▪ <b>Mass. College of Art Residence Hall, Boston, MA</b></li> <li>▪ <b>Simmons College Fens Dining Renovation and Addition, Boston MA</b></li> </ul>	h. Other experience and qualifications relevant to the proposed project: (Identify firm by which employed, if not current firm): Ms. Hunt is a member of the Massachusetts State Elevator Board of Appeals and Massachusetts Elevator Safety Association. Her expertise includes: <ul style="list-style-type: none"> <li>▪ <b>Vertical Transportation System Studies</b></li> <li>▪ <b>Administration of Design &amp; Construction Services</b></li> <li>▪ <b>Vertical Transportation Maintenance Evaluations</b></li> <li>▪ <b>Due Diligence Studies</b></li> <li>▪ <b>Design and Construction Services Administration/ Façade Access Systems</b></li> <li>▪ <b>Administration of Design and Construction Services for Materials Handling Systems</b></li> </ul>

8a. Current and relevant work by Firm or Joint-Venture members ONLY which best illustrates current qualifications in the areas listed in the RFS. (List up to but not more than 5 projects).

a. Project name & location Principal-in-Charge	b. Brief description of Project and Services (include reference to areas relevant experience)	c. Project Owner's name & address and phone number (include name of contact person)	d. Completion Date (actual or estimated)	e. Project (Construction) Cost (000's)	
				Construction Costs (actual, or estimated if not completed)	Fee for work for which firm was responsible
(1) Whittlesey Village Acton, MA  Ahmed H. Idris, RA	Provided full design and construction phase services for a new 12 unit single family housing development.	<b>Acton Housing Authority</b> 68 Windsor Avenue Acton, MA 01720-0681 Kelley Cronin, Executive Director 978- 263-5339 x7	2013	\$2,900	\$189

Baker | Wohl Architects was engaged by the Acton Housing Authority to provide affordable housing without making it look like utilitarian housing. Front porches, rear decks and storage sheds were used to provide amenities to the tenants and add visual interest to the elevations. The project, situated on 2.5 acres, was on a very challenging site, with a significant east-west slope and a high water table.

Baker | Wohl Architects and the Acton Housing Authority decided to utilize modular construction. This method saved time (and therefore money), ensured greater quality control, reduced waste, and allowed BWA to achieve LEED Gold rating. These modules were constructed in a factory in Maine, shipped to Acton, MA and assembled on foundations already constructed onsite, all within a period of 4½ months. This is BWA's second modular construction project.



Sustainable features included: Energy Star rated doors, windows and appliances; Marmoleum flooring; environmentally preferable cavity insulation; high efficiency plumbing fixtures; low VOC paints; high efficiency on-demand boilers/water heaters; site installed spray-foam insulation of the crawl space ceilings; native and non-invasive plants and low-mow grasses; minimal use of paving.

**KEY PERSONAL**

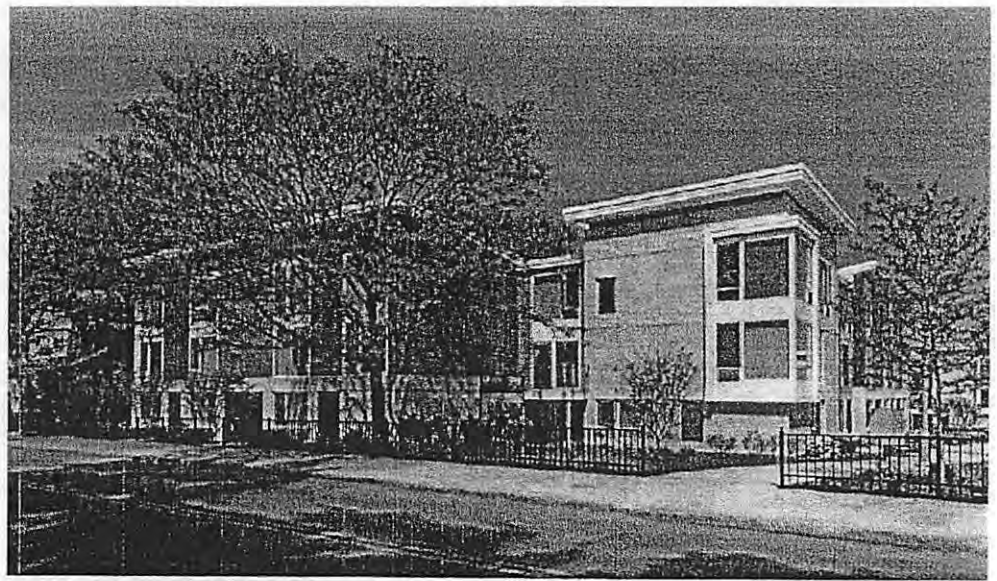
- Stephen D. Baker, RA - Baker | Wohl Architects
- Ahmed Idris, RA – Baker | Wohl Architects
- Katherine Schreiber – Schreiber Associates
- Timothy Williams, Allen Major & Associates

8a. Current and relevant work by Firm or Joint-Venture members <u>ONLY</u> which best illustrates current qualifications in the areas listed in the RFS. (List up to but not more than 5 projects).					
a. Project name & location Principal-in-Charge	b. Brief description of Project and Services (include reference to areas relevant experience)	c. Project Owner's name & address and phone number (include name of contact person)	d. Completion Date (actual or estimated)	e. Project (Construction) Cost (000's)	
				Construction Costs (actual, or estimated if not completed)	Fee for work for which firm was responsible
(2) <b>Lincoln Way Homes</b> Cambridge, MA  Stephen D. Baker, RA	Provided design and construction administration services to replace an old 60-unit state-assisted public housing development with a new mixed public private affordable housing neighborhood of 70 homes.	<b>Cambridge Housing Authority</b> 362 Green Street Cambridge, MA 02139 Kyle Sullivan, Project Manager 617-520-6239	Phase 1 - 2012 Phase 2 - 2013	\$29,000	\$970

Lincoln Way is a new affordable housing property of 70 homes that replaces an old 60-unit public housing project on the same 3.1-acre site in North Cambridge. To enhance this pleasant residential neighborhood near Porter Square, Baker | Wohl Architects sought to replicate many of the contextual features and massing of the surrounding residential structures but with a fresh new look.

The design included large multi-floor townhouses with modern amenities, private patios and decks, and communal outdoor spaces. Large windows, attractive but durable exterior materials, sustainable design features, and a contemporary design make the new Lincoln Way a signature property for CAPA LLC, a private non-profit housing subsidiary of the Cambridge Housing Authority.

The property includes many green design features, including very high efficiency systems, sustainable site design elements ultra-low VOC interior finishes, mold mitigation materials, very high energy efficiency systems, sustainable site design features, and rooftop photo-voltaic panel. The project was awarded a competitive \$10M ARRA stimulus grant for sustainability in 2010, which made the mixed public-private financing feasible. Baker | Wohl Architects played a vital role in garnering community support for the project by leading numerous community meetings and an inclusive design process. The new Lincoln Way is now home to most of the returning families who previously lived in the old development, along with 10 new Cambridge families.



- KEY PERSONAL**
- Stephen D. Baker, RA - Baker | Wohl Architects
  - Ahmed Idris, RA – Baker | Wohl Architects
  - Katherine Schreiber – Schreiber Associates
  - Timothy Williams, Allen Major & Associates





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a. Project name & location Principal-in-Charge	b. Brief description of Project and Services (include reference to areas relevant experience)	c. Project Owner's name & address and phone number (include name of contact person)	d. Completion Date (actual or estimated)	e. Project (Construction) Cost (000's)	
				Construction Costs (actual, or estimated if not completed)	Fee for work for which firm was responsible
(3) Crestview Senior Housing New Bedford, MA  Stephen D. Baker, RA	Provided design and construction administration services for a housing development on sloping topography.	<b>New Bedford Housing Authority</b> 725 Pleasant Street New Bedford, MA 02740 Anne Shoemaker, Project Manager 508-997-4852	2011	\$4,629	\$329

Baker | Wohl Architects designed a new 24 apartment senior housing development on a 2.8 acre site. Crestview features modular units manufactured off-site and set on site-built foundations. BWA played a vital role in obtaining a comprehensive permit for the development. The site planning took advantage of the sloping topography to create a sense of place and belonging for the residents through universal design pathways, interspersed with green spaces, allowing residents to pause and convene.



**KEY PERSONAL**

- Stephen D. Baker, RA - Baker | Wohl Architects

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a. Project name & location Principal-in-Charge	b. Brief description of Project and Services (include reference to areas relevant experience)	c. Project Owner's name & address and phone number (include name of contact person)	d. Completion Date (actual or estimated)	e. Project (Construction) Cost (000's)	
				Construction Costs (actual, or estimated if not completed)	Fee for work for which firm was responsible
(4) Crescent Field Housing Newton, MA  Stephen D. Baker, RA	Provided design and construction administration services to create new housing.	<b>Women's Institute for Housing and Economic Development</b> Anne Gelbspan, Project Manager 15 Court Square, Suite 210 Boston, MA02108 617-367-0520 x 21	2001	\$2,684	\$95.3

Baker | Wohl Architects was the prime consultant for a new construction project to create 20 market and affordable rate housing units in seven wood framed two-story buildings. BWA's consistent approaches to detailing and siting contributed to a true sense of neighborhood while maintaining the privacy of residents. The project included overall landscaping, residential parking and play spaces.

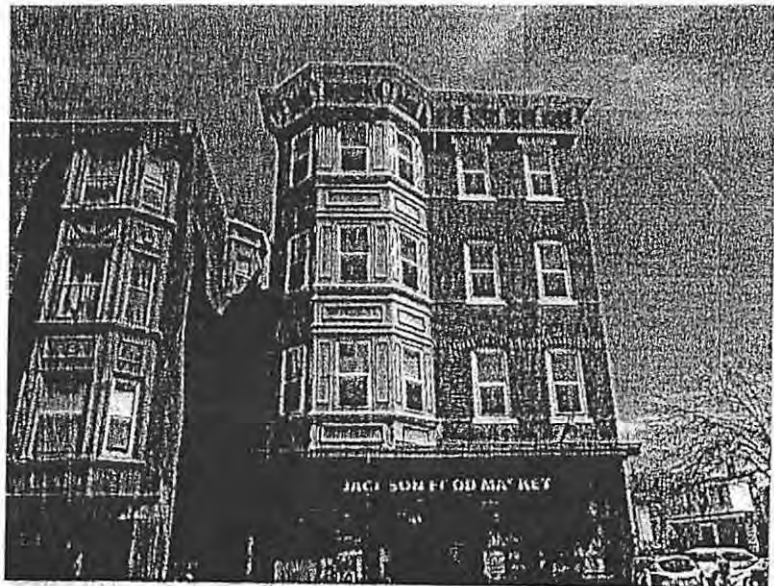


- KEY PERSONAL**
- Stephen D. Baker, RA - Baker | Wohl Architects
  - Ahmed Idris, RA – Baker | Wohl Architects
  - Lim Consultants

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a. Project name & location Principal-in-Charge	b. Brief description of Project and Services (include reference to areas relevant experience)	c. Project Owner's name & address and phone number (include name of contact person)	d. Completion Date (actual or estimated)	e. Project (Construction) Cost (000's)	
				Construction Costs (actual, or estimated if not completed)	Fee for work for which firm was responsible
(5) Dudley Terrace Assessment Dorchester, MA  Stephen D. Baker, RA	Provided architectural and engineering services for a comprehensive needs assessment of 56 residential units.	<b>Dorchester Bay Economic Development Corporation</b> 594 Columbia Road Dorchester, MA 02125 Jessica Boatright, Assoc. Director of Real Estate Development 617-825-4200 ext. 229	2016	TBD	\$19

Baker | Wohl Architects is the prime consultant for a comprehensive needs assessment of 56 residential units spread over 5 buildings and developed a CNA report with prioritized budgeted recommendations. Currently BWA is working with DBEDC on finalizing the scope of work and final budget resulting from the assessment. Design and construction administration services are expected to be in 2017.



- KEY PERSONAL**
- Stephen D. Baker, RA - Baker | Wohl Architects
  - Ahmed Idris, RA – Baker | Wohl Architects
  - Golam Mustafa, PE – Pristine Engineers
  - Christine Ye, PE – Lim-Consultants

