



imagine the possibilities

OFFICE OF THE PRESIDENT

October 31, 2022

Ms. Carol Gladstone
Commissioner, Division of Capital Asset Management and Maintenance
1 Ashburton Place, 15th Floor
Boston, MA 02108

Dear Commissioner Gladstone,

Please accept this Project Proposal (the "Proposal") for Bunker Hill Community College's (the "College") request to pursue an alternative disposition process for its campus at 250 Rutherford Avenue in Charlestown, Massachusetts.

Since obtaining preliminary approval in July, the College has contacted a diverse group of stakeholders and has conducted further due diligence as requested by the Asset Management Board (the "Board"). The College is excited to submit this Proposal for the Board's consideration.

Sincerely,

A handwritten signature in black ink that reads "Pam Eddinger".

Pam Y. Eddinger, Ph.D.
President

A handwritten signature in black ink that reads "William J. Walczak".

William J. Walczak
Chair of the Board of Trustees

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Project Proposal to the Asset Management Board

A Vision for the Future Campus

Bunker Hill Community College

Charlestown, Massachusetts

October 31, 2022

Proposed by:

Bunker Hill Community College

Dr. Pam Eddinger, President

William J. Walczak, Chair of the Board of Trustees

TABLE OF CONTENTS

I.	PROJECT SUMMARY	1
	• Proposing Agency	1
	• Summary of the Project	1
II.	DESCRIPTION OF THE PROJECT	2
	• Description of the Transaction	2
	• Background.....	3
	• Description of the Asset	3
	• Programmatic Objectives and Strategy	5
	• Site and Master Planning Objectives and Strategy	6
	• Implementation Objectives and Strategy	7
	• Public Purpose	7
	• Public Benefit	9
	• Anticipated Public Costs.....	9
	• Estimated Revenues, Sources and Application	10
	• Anticipated Market	10
	• Private Sector Participation Required	10
	• Schedule for Implementation	10
	• Performance Measures	11
III.	PUBLIC COMMENTS AND RESPONSES.....	11
IV.	LAWS AND REGULATIONS TO BE WAIVED.....	14
V.	ALTERNATIVE DISPOSITION PROCESS.	15
VI.	IMPLEMENTATION AND PERFORMANCE MONITORING.....	16
VII.	TRUST FUND INFORMATION.....	18
VIII.	FINANCIAL FEASIBILITY	18
IX.	ATTACHMENTS.....	19

I. PROJECT SUMMARY

Proposing Agency:

Bunker Hill Community College (the “College”).

Summary of the Project:

The College seeks Asset Management Board (“AMB”) approval to pursue an alternative disposition process leading to one or more long-term lease(s) (hereinafter a “Lease”) with one or more qualified developer(s)/partner(s) (hereinafter a “Partner”) for the phased redevelopment of the College’s approximately 32-acre campus at 250 Rutherford Avenue in Charlestown, Massachusetts (the “Site”) to replace its outmoded facilities with state-of-the art higher education facilities (**Attachment A**).

As described in more detail below, the College’s buildings are at the end of their useful lives and their physical attributes prevent even significant investment from creating the amount and type of flexible, collaborative, technology-enabled spaces required to meet the College’s needs. Simply put, the College requires new facilities to continue to deliver its mission.

Beyond the outmoded buildings, the remainder of the Site is occupied by parking facilities and recreational facilities in the form of a baseball field, tennis courts, and a basketball court. These facilities are inefficiently laid out, are in marginal condition, and need updating.

The Site’s location in Charlestown is proximate to nearby mixed-use developments and to world-class research and technology clusters in Somerville and Cambridge. Moreover, the Site is served by the Massachusetts Bay Transportation Authority’s (the “MBTA”) Orange line. These features along with its acreage, present a unique opportunity to make the Site available for private development via a Lease to leverage the Site’s real estate value to fund, with no or minimal public funding, new state-of-the-art facilities, and site improvements in the form of active and passive open space and parking for the College. Such an arrangement would also be an opportunity to increase the Site’s value to the Commonwealth by creating a transit-oriented development, serving as an engine of economic growth not only in temporary and permanent revenues, but in an unmatched partnership between public higher education and the premier knowledge economy in the country, producing careers for students, a workforce pipeline for businesses, and a skilled workforce for the Commonwealth.

The College seeks to enter into a Lease with a Partner capable of creating and implementing a mixed and an integrated phased master plan for the Site, sensitively blending new facilities for the College with a private development program. The College believes the master plan approach would not only create synergies between the mix of uses on site, but also synergies with the Charlestown community. The College intends to select a Partner through a competitive process (see Section V. Alternative Disposition Process, subsection “Competitive Selection Process”) led by the Division of Capital Asset Management and Maintenance (“DCAMM”).

The College reviewed the Project with the Secretary of the Executive Office of Education and the Department of Higher Education and received letters of support (**Attachment B**). The College also received approval from the Board of Higher Education on October 18, 2022 (**Attachment C**).

II. DESCRIPTION OF THE PROJECT

The College aims to enter into a Lease with a Partner who will work closely with the College to create and to implement a phased master plan redevelopment of the Site (the “Project”).

The Project will be structured to meet the following goals of the College and of the Commonwealth:

- Create a new campus that can adapt to the College’s changing educational needs by replacing some or all campus buildings
- Provide mission-critical and essential programs that meet workforce training demands and foster public-private industry partnerships.
- Provide equitable access to spaces and resources for the College’s diverse body of learners through building and site improvements.
- Leverage the Site’s land value to facilitate redevelopment of the Site, including the College’s campus buildings, thereby increasing employment opportunities and tax revenues.
- Elevate the future campus as a community-based, social service hub connected to the Charlestown community

Description of the Transaction

The College envisions entering into a Lease for up to 99 years, with a Partner. As consideration for the Lease, the Partner will be required to provide a minimum range of approximately 385,000 to 415,000 gross square feet of floor area on Site to serve as the College’s future campus, as well as site improvements in the form of active (e.g., soccer field) and passive open space, and parking facilities for the College (the “College’s Improvements”), all of which would be part of the phased master redevelopment plan for the Site.

The College expects the Partner to deliver the College’s Improvements in turn-key fashion. Once complete, the College intends to own and to maintain the facilities and the site improvements dedicated for the College’s use. The College expects all other buildings and site improvements to be owned and maintained by the Partner. However, the exact structure and terms of the transaction and agreement would be defined as part of the Competitive Selection Process. The Partner would be required to obtain all necessary permits, approvals, and funding for creating and for implementing the master plan.

The College anticipates a need for parking throughout redevelopment and in the final development. The College anticipates a future need of approximately 400 parking stalls. However, the exact number and location of the parking facilities will be determined by the College prior to the Competitive Selection Process. The College will complete an analysis to arrive at a minimum range of parking stalls to be provided in the Project.

The College has the minimum requirements (“the Minimum Requirements”) below for the Project:

- Maintain College operations throughout all phases of redevelopment.
- Obtain the College’s Improvements in turn-key fashion at no or minimal cost to the Commonwealth. The 385,000 to 415,000 gross square feet of floor area is required in the first phase of redevelopment, or in a phased sequence that meets the College’s needs. It is expected the Partner will also raze buildings and update infrastructure in a phased manner to maintain operations.
- Obtain a dimensionally compliant National Junior College Athletic Association soccer field.
- Obtain workforce development opportunities for students on Site.
- Provide the required parking as outlined in the Competitive Selection Process.

Background

Founded in 1973, and constructed for 5,000 students, the College is the largest community college in the Commonwealth, with more than 16,000 full-and part-time students enrolled in more than 100 academic programs. The principal campus is in Charlestown; satellite campuses and instructional centers are located throughout the greater Boston area. The College is the most affordable community college in the Commonwealth and one of its most diverse. Students of color comprise 64 percent of the student body and more than 50 percent of students are women. Additionally, there are approximately 1,000 international students, representing more than 100 countries and speaking more than 75 languages.

As the College’s student body has become more diverse, it has adapted its curriculum to meet its students’ needs. From programs such as early college and dual enrollment, to accelerated mathematics and English language learning, the College has found success in making college more accessible and affordable to low-income students, helped ease their transition into higher education, and provided a framework for higher levels of course completion and retention.

Beyond academics, the College acts as a contemporary community hub offering wraparound services for its students including food security, housing, childcare, and financial aid. The College has found that focusing on these basic needs is essential to foster student success and leads to increased rates of engagement, persistence, retention, completion, and transfer.

Description of Asset

The Site is bounded by Rutherford Avenue to the east, commercial and residential uses to the north, Interstate 93 and the MBTA tracks to the west, and Austin Street/Gilmore Bridge to the south. The Site is directly served by the Community College stop on the MBTA’s Orange Line, located at the southwest corner. The Site totals approximately 32 acres: the campus buildings along with open space, driveways, and parking facilities are located on the southern portion of the Site;

while recreational facilities, in the form of a baseball field, a basketball court, and tennis courts are located on the northern portion.

Graphic I: Aerial View

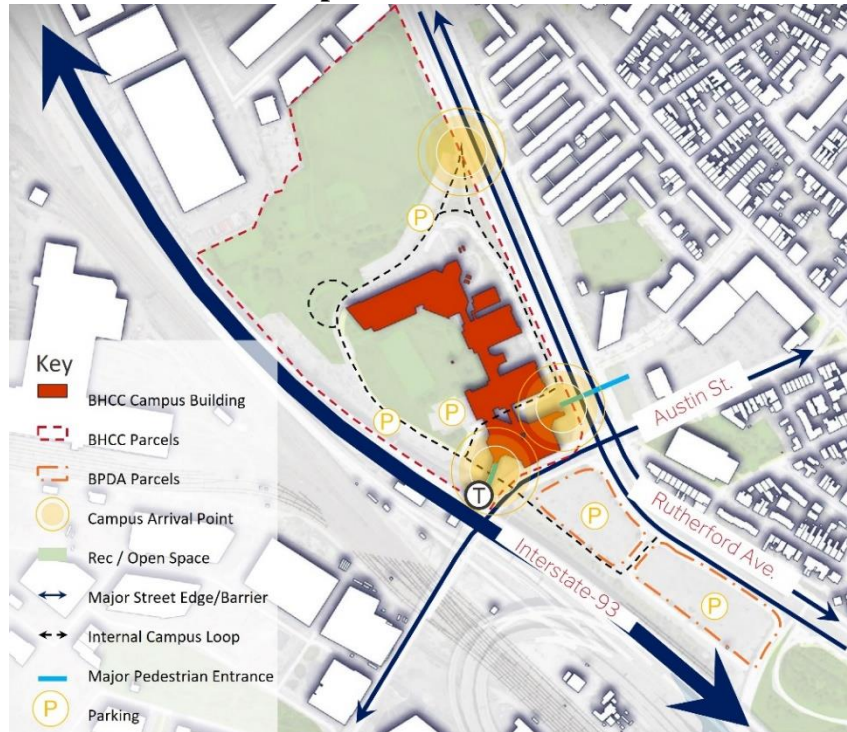


The Site consists of six interconnected campus buildings, with a seventh building currently under construction. The original campus, Buildings A, B, C, D, E and M (not shown) were completed between 1973 and 1979. Building G was constructed in 2009 and the Student Success Center (not shown) is currently under construction with an estimated completion date of 2024.

The campus buildings reflect their age and deficiencies through their physical state. Infrastructure is embedded in masonry walls with significantly limited access, envelopes are failing and do not meet energy codes, as evidenced by windows that leak water and air. Exterior walls are original uninsulated masonry with deteriorating block and mortar. Significant inequity exists due to accessibility challenges that limit access to interior spaces. Even with significant reinvestment, the buildings' structural grid prevents creating open, flexible spaces common in contemporary learning environments. In 2017, the College, in coordination with DCAMM, conducted an audit of the College's buildings. The audit indicated the buildings, except the Student Success Center, are in "Fair" to "Fail" condition with a substantial capital improvements backlog. Compounding these issues is the simple fact that the College was envisioned to support 5,000 students, while over 16,000 are enrolled today.

In addition to the buildings' failings, the Site functions as an island. The buildings not only lack visibility from adjacent roadways, but are oriented internally, and to the automobile, as evidenced by a loop encircling the buildings which impacts pedestrian circulation. Additionally, the Site has poor pedestrian access from the Charlestown community. As a result, the Site's internal layout is fragmented by the auto-loop and the Site is disconnected from Charlestown.

Graphic II: Site Context



Programmatic Objectives and Strategy

In 2020, the College embarked on a visioning process with its Board of Trustees, administrators, and faculty to examine how best to educate the next generation of learners and to assess the programmatic organization and space priorities of a new, future campus; a process the College is calling, *The Vision Plan for the Redevelopment of Bunker Hill Community College* (the “*Vision*”) (**Attachment D**). The College conducted listening sessions on a range of subject areas, including campus culture and community connectivity, the future of learning and student success, workforce development, and technology-enabled learning. The two year-long process revealed several themes shaping the College’s future, such as:

- Online instructional delivery models should result in campus spaces designed to support maker space and collaboration.
- Dual enrollment and community-based partnerships will remain important gateways.
- The College will provide a gateway to careers in allied health, information technology, and creative sectors.
- Understanding students face challenges other than academics, e.g., food security, housing stability, and transportation.

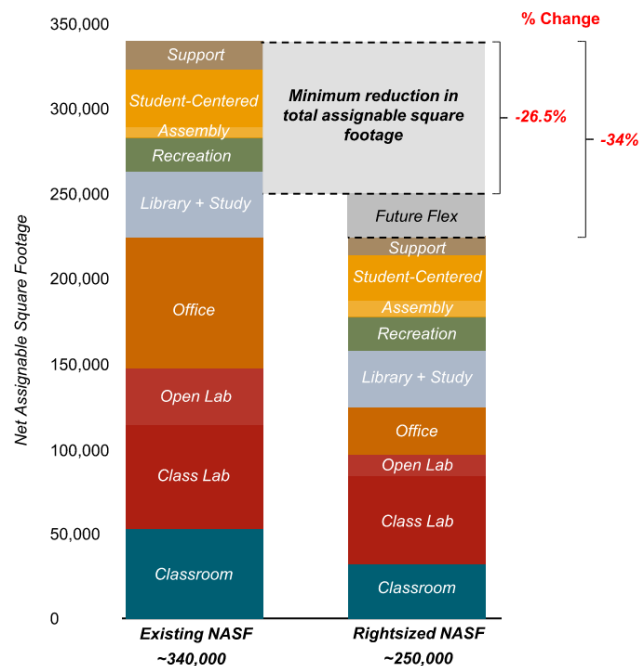
These themes informed the development of several high-level square footage reallocation scenarios that illustrate the types of flexible, collaborative, and dynamic teaching and learning spaces that the College aims to provide. Coupled with the lessons learned from the Covid-19 pandemic, all scenarios propose less dedicated office space, more study, collaboration, and affinity

spaces, more student-centered spaces, increased flexible space, and increased access to technology. The College’s selected scenario reduces its net assignable square footage by incorporating the following goals:

- Create an efficient layout with programmatic adjacencies
- Right-size class labs and new maker spaces
- Create flexible, tech-enabled learning spaces

The graphic below illustrates the reduction in net assignable square feet by program space.

Graphic III: Program Square Footage Change



To arrive at the College’s minimum requirement of a range between 385,000 to 415,000 gross square feet, the right-sized net assignable square footage was adjusted using standard metrics to account for stairwells, circulation, and mechanicals, and similar spaces.

In response to the AMB’s request for more information on the right-sized program, the College prepared sample summaries of each program space to provide greater detail on the types of space, the quality, and the performance standards the College is envisioning (**Attachment E**). Should the College receive AMB approval, the program spaces will be further defined to establish minimum standards the College expects, and the Partner will be required to deliver.

Site and Master Planning Objectives and Strategy

In addition to replacing some or all the campus buildings, the proposal presents an opportunity to improve on several of the Site’s deficiencies with respect to urban design and open space. The Competitive Selection Process will require all respondents to submit a master plan concept addressing the Site’s deficiencies and achieving the College’s goals. At a minimum, the College has the following broad goals:

- Increase the College’s visibility on the Site.
- Integrate the Site with the Charlestown neighborhood.
- Improve pedestrian and bicycle connectivity.
- Maintain and improve the College’s direct access to transit.
- Create publicly accessible, active and passive open space to be shared among the College, the Partner, and the Charlestown community. The College’s athletics programs will have priority for the active space.

Once the College selects a Partner, the Partner’s development program as well as the master plan would still be subject to considerable public review in the public approval process required under the City of Boston Zoning Code with the Boston Planning and Development Agency (the “BPDA”) and other city and state boards and agencies. This process, which would be led by the Partner, would likely include multiple public meetings, public comment periods, and a citizen advisory group.

Implementation Objectives and Strategy

Implementation objectives include:

- Find a Partner who will leverage the Site’s real estate value to provide the College with state-of-the-art facilities.
 - The College will select a Partner whose experience provides the best opportunity to provide the College’s Improvements in accordance with the Minimum Requirements, to provide the breadth and depth of workforce development and training opportunities that best match the College’s curriculum and the Commonwealth’s needs and that has experience completing projects of a similar size and scale.
- Create a master plan to maximize the Commonwealth’s real estate assets at this location.
 - The Site’s proximity to Cambridge and Somerville, presents an opportunity to leverage the Site’s real estate value and maximize workforce development opportunities for students with private employers.
 - Recent developments in the area indicate the Site has considerable potential for mixed-use development.
- Maintain College operations throughout redevelopment
 - The College has explored this concept preliminarily and is confident demolition and construction for the College’s new facilities could proceed while the College remains operational. The College will require a phasing plan as part of the Competitive Selection Process.

Public Purpose

This proposal seeks to begin an alternative disposition process leading to a Lease whereby some or all the College’s buildings are replaced with state-of-the art facilities, creating a contemporary campus for the College. The College aims to pursue this process in alignment with the two major Commonwealth initiatives noted below. As stated in the Greater Boston Workforce Planning Blueprint (“the Blueprint”), issued by the University of Massachusetts Donahue Institute, the

Commonwealth faces several challenges regarding workforce development: (1) increasing diversity and growth in foreign-born workers; (2) meeting demand for employees in health care and professional and technical services; and (3) need for proficiency in mathematics and English language learning.

The College is uniquely positioned to meet these challenges as evidenced by its demographics and curriculum. Foremost, students of color comprise 64% of the student body, including approximately 1,000 international students from over 100 countries, speaking more than 75 languages. The College also offers degree and certificate programs in high-need sectors identified by the Blueprint and facilitates internships and apprenticeship programs in partnership with businesses, industries, and community organizations. Lastly, the College has found that its accelerated developmental and English language learning initiatives have resulted in higher levels of course completion and retention.

Additionally, the proposal aligns with the priorities for the Commonwealth's Major Project Capital Request Process, listed below. This program was introduced in 2019 by DCAMM with the Executive Office of Education and the Department of Higher Education to guide major capital investment decisions (projects projected to incur \$5 million or more in estimated construction costs).

- Expand and deepen programmatic collaborations.
 - As stated above, the College's curriculum addresses several of the Commonwealth's challenges regarding workforce development. In addition to strengthening those initiatives with state-of-the-art facilities, this proposal seeks to create workforce development opportunities on Site, thereby creating and facilitating careers for students, an employment pipeline for businesses, and a skilled workforce for the Commonwealth.
- Align investments to statewide industry priorities and quantifiable occupational needs.
 - This proposal would afford the College the types of state-of-the-art facilities to pursue new programmatic models for active, hands-on collaborative lab spaces for workforce training in Health and Life Sciences, Information Technology, and Emerging Tech such as artificial intelligence and virtual reality.
- Develop more flexible and innovative program delivery models; incorporate impacts and best practices learned from the Covid-19 pandemic.
 - As demonstrated by the College's programmatic preference, the College proposes its state-of-the-art facilities will be able to accommodate both hands on and hybrid instructional delivery models with technology enabled learning environments. The facilities would align with DCAMM's Future of Work Standards, vis a vis distributed study and collaboration spaces and reducing office space, resulting in a 30% smaller footprint.
- Leverage partnerships and resources for investing in, repairing, renovating, demolishing or replacing current facilities. Where applicable, demonstrate strategies to address climate resilience, low carbon emissions, and energy.

- The College is seeking to leverage the Site’s real estate value to not only obtain state-of-the-art facilities for the College, but to redevelop the entire Site with no or minimal public funding. Among the many public benefits created by this proposal would be the opportunity create a model sustainable redevelopment on Commonwealth property.

Public Benefit

The College expects the Project to result in numerous public benefits over the duration of the Lease. Immediate public benefits are listed below.

- Increased workforce development opportunities:
 - The Project seeks to leverage the Site’s location and value by creating hands-on learning environments on Site, facilitating careers for students providing a pipeline for businesses and students to connect, and promoting a skilled workforce for the Commonwealth.
- Eliminate Capital Obligation:
 - The Project seeks to redevelop the Site with no or minimal public funding, thereby removing the backlog of capital improvement costs that would otherwise fall to the Commonwealth.
- Improved urban design and site planning:
 - The Project seeks to increase the College’s presence and connect the College to the Charlestown neighborhood.
 - The Project’s master plan approach aims to create a cohesive, connected campus shared by and welcoming to the College, new users from the redevelopment and the Charlestown neighborhood.
- Sustainability:
 - Redevelopment has the potential to serve as an example of modern, sustainable development, furthering the Commonwealth’s Greenhouse Gas emission reduction goals.
- Accessibility:
 - Redevelopment would create completely accessible facilities for the College, including connections to transit, and to the Charlestown community.
- Economic benefits:
 - In addition to serving as an engine of economic growth for the Commonwealth by creating best-in-class workforce development opportunities, the Project would create temporary construction jobs and fees, as well as permanent jobs and tax revenues.

Anticipated Public Costs

The College examined several options for addressing its needs and concluded that redevelopment of the campus in this manner would be the most cost-effective and the most beneficial for the Commonwealth. By leveraging the Site's value via a Lease of up to 99 years, the Commonwealth would be able to capture the highest value for the Site and to receive new facilities for the College.

In doing so, the Site would be transformed into an engine of economic growth, combining careers for students, a workforce pipeline for businesses, and a skilled workforce for the Commonwealth.

The costs to the Commonwealth would depend on the Partner’s proposed development program and the cost to deliver the College’s Improvements. Based on preliminary financial analysis, the value of the Lease could support the cost of the College’s Improvements with no or minimal public funding.

Estimated Revenues, Sources and Application

The College expects the consideration for the Lease to take the form of delivery of the College’s Improvements. Should additional proceeds arise from this transaction, such proceeds would be split between a trust fund to be established pursuant to this Project (see Section VII, “Trust Fund Information”) and the Commonwealth’s General Fund. The College would use any funds in the trust fund to finance costs and expenses borne by the College. All expenditures from the trust fund would require the specific, prior written authorization of the Secretary of Administration and Finance.

Much of the anticipated value of the Site stems from its potential to accommodate private development. Unlocking such development capacity would be subject to the Partner pursuing approval mechanisms under the City of Boston Zoning Code with the BPDA. The selected mechanism, along with all other entitlements necessary to implement the master plan, would be obligations of the Partner, with oversight and cooperation by the College and DCAMM.

Anticipated Market

The College expects private developers and perhaps institutions with substantial experience in master planning and/or in mixed-use development to be interested in partnering with the College. Given the Site’s community college anchor, size, access to transit, and proximity to other mixed-use developments as well as to world-class research clusters in Somerville and in Cambridge, the College anticipates attracting potential partners from the greater Boston area and beyond.

Private Sector Participation Required

Private sector participation is required to unlock the value of the Site and to create new facilities for the College. Additionally, the Site will benefit from a master planning approach to create an integrated, mixed-use district and a community asset via programming, placemaking, and other initiatives.

Schedule for Implementation

An example timeline for this Project is as follows:

- Solicitation: 2023-2024
- Partner Selection: 2024-2025
- Permitting and financing completed by Partner: 2028
- Construction Commencement: 2029
- Delivery of the College’s facilities: 2032

- Private development is complete: 2040

Performance Measures

The College and DCAMM will assist AMB in monitoring the performance of the proposed transaction by reporting annually to the AMB pursuant to its regulations (810 CMR 2.08). The successful performance of this transaction can be measured objectively by the following criteria:

- The Lease will result in the creation of the College's Improvements.
- The Lease will result in the creation of workforce development opportunities for students.
- The Lease will result in site improvements aimed at reintegrating the College with Charlestown.
- The Lease will not result in windfall profits to any individual as per 810 CMR 2.02(1)(e).
- The Lease will maximize the utilization of the Commonwealth's real estate assets at this location.
- The Project will be financially feasible over the term of the Lease.

III. Public Comments and Responses

As stated in this Project Proposal, the College received letters of support from the Commissioner of Higher Education and from the Secretary of Education; the College also received approval from the Board of Higher Education. Beyond ongoing conversations with these state agencies, the College's outreach consisted of the following:

- College President Dr. Pam Eddinger conducted outreach briefings with members of the Boston City Council and as well as with members of the Massachusetts General Court; all elected officials contacted expressed support for the College in pursuing this process.
- Dr. Eddinger discussed the Project with- and received support from- the Massachusetts Community College Presidents.
- Dr. Eddinger and College staff as well as members of the consultant team held an introductory meeting with the Officers of the Charlestown Neighborhood Council (the "CNC").
- Dr. Eddinger, staff from the College, and members of the consultant team held an open house on Site on Wednesday October 5, 2022 which was advertised in the Charlestown Patriot-Bridge and on the Project website. The purpose of the open house was to provide community members with information on the Project as well as to show the current state of the campus facilities via tours.

Internally, the College began engaging a variety of campus stakeholders more than two years ago in support of the *Vision*. The process (listening sessions, theme identification) and conclusions (flexible, technology enabled right-sized spaces) stated in the *Vision* form the basis of this Project Proposal. The College continued to update internal stakeholders, many of whom participated in the *Vision*, throughout 2022 as evidenced by the following meetings which featured presentations from Dr. Eddinger, Vice President for Administration and Finance Mr. John Pitcher, and/or members of the College's consultant team:

- BHCC Foundation, Inc. Board of Directors (the “Directors”), October 2022
 - The BHCC Foundation, Inc. Board of Directors is responsible for obtaining resources to support the College, thereby enabling students with diverse educational, ethnic and cultural backgrounds to benefit from a high-quality, affordable, post-secondary education. Members are drawn from leading retail, investment, real estate and insurance firms, as well as health and civic organizations, in the Boston area. Dr. Eddinger provided the Directors with an update on the Project; individual Directors expressed support for the Project.
- The College’s Board of Trustees, June and September of 2022
 - The Board of Trustees serves as the governing body responsible for setting policy to achieve the mission and goals of Bunker Hill Community College. Dr. Edinger and Mr. Pitcher provided an update on the Project and received the full, continued support of the College pursuing the process with the AMB,
- The College’s Provost Council, September 2022
 - The Provost Council is comprised of the Provost, the Associate Provosts, and the College’s Deans. This meeting consisted of a presentation from members of the consultant team followed by a discussion which focused on the need to stress flexibility, equity, and the College’s institutional values in the Project. Mr. Pitcher stated the College will meet with the Provost Council once a semester with updates on the Project.
- The College’s Town Hall Event, October 2022
 - The College discussed the Project in the context of the College’s 50th anniversary and 2024-2029 Strategic Master Planning effort. This meeting was open to all faculty and staff. A presentation from Dr. Eddinger was used in the breakout sessions to provide a Project overview.

The draft project proposal has been available online since Wednesday, September 21, 2022 (the “Project Proposal”). The College’s outreach culminated in a public hearing advertised in a Notice of Intent (the “Notice”) which was: (1) filed with the members of the General Court in the legislative district in which the College is located, the Mayor of Boston, and all members of the Boston City Council on September 23, 2022; (2) filed with the City Clerk of the City of Boston on September 28, 2022; (3) sent to the members of the AMB on September 29, 2022; (4) placed in the Central Register and in the Boston Globe on Wednesday October 5, 2022 and Wednesday October 12, 2022; and (5) advertised in the Charlestown Patriot-Bridge on Thursday October 6, 2022, Thursday October 13, 2022, and Thursday October 20, 2022.

Fifteen members of the public attended the public hearing required pursuant to the 810 CMR 2.05(3) on Thursday, October 20, 2022, which consisted of a presentation from College President Dr. Pam Eddinger and Vice President of Administration and Finance John Pitcher. The presentation was followed by public comment; minutes from the public hearing are attached hereto (**Attachment F**). Public Comments received both during and after the official comment period are also attached hereto (**Attachments G and H**).

The College received six written comments. The comments reflected the below themes:

1. Open Space

Stakeholders, including the City of Boston Parks Department, stated the dire need for open space including athletic fields in Charlestown and requested the College: (1) provide details regarding the amount and the type of open space the College will require in the competitive process to the development community; (2) commit to giving the neighborhood and local youth sports programs access to the athletics fields; and (3) coordinate with the BPDA on their vision for the parcels immediately south of the Site to create a cohesive open space plan for the area.

As stated in this Project Proposal, the College will require active and passive open space in the Project, not only for its athletics program, but for use by the community. The College views open space as integral to achieving several Project goals from site design and urban design, and to integrating the College with the Charlestown neighborhood. The College will further articulate this goal in advance of the Competitive Selection Process and expects prospective Partners to propose synergies in the form of open space, connectivity, and other means between the Site and the BPDA's parking lots.

2. Public Input

Stakeholders commented on additional opportunities for public input either via community involvement in the Competitive Selection Process or in an extended comment period.

The College looks forward to the community's continued participation during the planning and public approval process for the Project. The AMB approval requested in this Project Proposal is an initial step, leading to the Competitive Selection Process shaped by the Commonwealth's priorities and by the College's goals and the Minimum Requirements to ensure the development community submits responses tailored to address those considerations. The Competitive Selection Process will be a Commonwealth-led effort, through DCAMM, in accordance with public procurement procedures.

Through receiving public input, the College learned firsthand of the Charlestown community's commitment to shaping future development in the neighborhood through participating in *PLAN: Charlestown*. The College shares many of the same goals concerning open space, urban and site design, connectivity, and other planning values discussed in *PLAN: Charlestown*. The College believes *PLAN: Charlestown* is the appropriate vehicle for additional early public input to continue to build upon the good work completed to date.

The AMB's requirements ensure the public has an opportunity to review and to submit written comments before an AMB vote. As outlined above, the College conducted its public notification process in accordance with AMB's requirements and collected public comments which have helped shape this Project Proposal.

3. Stewardship of Commonwealth Assets

One stakeholder commented on whether the Project is an appropriate use of Commonwealth resources and whether the long-term implications of the Project have been considered.

As demonstrated in this Project Proposal, the College believes that pursuing this Project is in the best interests of the College because it will allow the College to deliver high-quality, affordable public education in state-of-the-art facilities and represents appropriate Commonwealth asset management.

IV. Laws and Regulations to be Waived

The College requests waivers from the laws and regulations listed below for this project.

- M.G.L. Chapter 7C, Section 33
 - Establishes the procedure for the disposition of surplus Commonwealth property. This section should be waived to make it clear that state and local polling is not required for this proposal.
- M.G.L. Chapter 7C, Section 34
 - Establishes the procedure for the disposition of surplus Commonwealth property when legislative authorization exists. This section should be waived to make it clear that AMB approval is in lieu of express legislative authorization for the proposal.
- M.G.L. Chapter 7C, Section 35
 - Establishes a ten-year lease limit on properties outside of the state house. This section should be waived to the extent needed to confirm that the College's right to use portions of the private facilities is not subject to the 10-year limit. For example, the College may want to lease space in a commercial building owned by the Partner or use other site improvements developed as part of the master plan for a period longer than ten years.
- M.G.L. Chapter 7C, Section 41
 - Prohibits certain private uses of public land without legislative authorization. AMB approval is requested in lieu of legislative approval.
- M.G.L. Chapter 30, Sections 39F through 39R inclusive (but not Section 39H) and M.G.L. Chapter 149, Sections 44A through 44J inclusive, except for certification of non-collusion in contracting requirement
 - These laws govern competitive procurement of construction contracts by state authorities, departments, and municipalities. These laws should be waived to make it clear that development on the Site for a use not affiliated with the College, such as a residential or a commercial building, would be exempt. Additionally, with respect to College's requirements, e.g., building square footage and site improvements, the College intends to provide minimum requirements to ensure all respondents are informed of the College's needs and to create an equal playing field for all respondents. The Partner would then be

chosen via a competitive process and evaluated on a variety of criteria such as their ability to develop and implement a master plan, their ability to create and provide workforce development programs, and their diversity, equity, and inclusion plan. As such, the Partner will be chosen on best value, and therefore, any building square footage constructed for the College shall also be exempt. The non-collusion in contracting requirement would not be waived, nor would any laws be pertaining to the payment of prevailing wages for improvements constructed on state-owned property.

- 810 CMR 2.06(2)(c) (Polling Requirement – Second Sentence Only)
 - The first sentence of this section requires the Commissioner of DCAMM to certify receipt of an inventory of the agency’s assets and that such inventory is accurate and correct. The inventory and the Commissioner’s certification will be included in the Final Project Proposal. The second sentence of Section 2 (c) requires the DCAMM Commissioner to also certify that the project does not conflict with the current and foreseeable needs of any agency of the Commonwealth. Since this transaction does not require state polling, the requirement in this second sentence should be waived to make it clear that the Commissioner’s certification is not required.

V. Alternative Disposition Process

Competitive Selection Process

The College seeks AMB authorization to pursue an alternative disposition process leading to a Lease with a Partner for the phased redevelopment of the Site. In consideration of the Lease, the College expects the selected Partner to deliver the College’s Improvements in turn-key fashion.

Following AMB approval of this Project Proposal, DCAMM, in consultation with the College will undertake an open, Competitive Selection Process to identify a Partner and a master plan most capable of delivering the College’s Improvements. DCAMM and the College will, at a minimum, ask for master plan concepts detailing, at a minimum: (1) the site layout; (2) pedestrian, bicycle, and vehicular circulation, and connections to the surrounding neighborhood; (3) building massing and uses; (4) parking and loading, (5) open space, including-both active (e.g., athletic field(s)) and passive uses; and (6) an implementation phasing plan (the “Master Plan Criteria”). An evaluation committee comprised of representation from the College, DCAMM, and the Commissioner of the Department of Higher Education or their designee, will make a recommendation to the Commissioner of DCAMM based on their evaluation of written responses, interviews, and any other information collected during the Competitive Selection Process. The Commissioner will select the Partner with the approval of the President of the College and of the Commissioner of the Department of Higher Education or their designee. DCAMM staff will then negotiate the necessary real estate documents (including the Lease and likely a development agreement) in consultation with the College to allow the Commissioner to execute the agreements on behalf of the Commonwealth.

Criteria for Partner selection will include at a minimum, the following:

- Team qualifications
 - Experience
 - Ability to execute in accordance with the Minimum Requirements
 - Diversity, equity, and inclusion plan
- Business Terms
 - Financial terms
 - Approach to satisfying the College's Improvements
 - Breadth and depth of workforce development programs
- Design
 - Approach to achieving the College's goals regarding site design and urban design, including methodology to incorporate the Master Plan Criteria
 - Environmentally sensitive design and sustainability strategies
- Redevelopment proposal
 - Market/financial feasibility
 - Permitting feasibility

VI. Implementation and Performance Monitoring

DCAMM and the College will assist AMB in monitoring the performance of the proposed transaction by reporting annually to the AMB pursuant to its regulations (810 CMR 2.08). Individuals responsible for this monitoring include:

- Carol Gladstone, Commissioner, DCAMM
 - Ms. Gladstone was appointed by Governor Baker as Commissioner of DCAMM on February 26, 2015. She has more than 35 years of experience in both public and private real estate development and project management.
- Paul M. Crowley, Deputy Commissioner for Real Estate, DCAMM
 - Mr. Crowley is DCAMM Deputy Commissioner for Real Estate, with responsibility for leading the agency's real estate acquisition, disposition, and leasing efforts. He has held several executive-level real estate and asset management positions in the private and not-for-profit sectors.
- Nick Tsaparlis, Deputy Director for Asset Management, DCAMM
 - Mr. Tsaparlis is Deputy Director for Asset Management and serves as Board Secretary for the Asset Management Board. In that role, he is responsible for compiling annual reports to the AMB on project performance.
- Abi Vladeck, Director of Public-Private Development, DCAMM
 - Ms. Vladeck is DCAMM's Director of Public-Private Development, handling large, complex disposition projects on behalf of the agency. Ms. Vladeck has over ten years of experience in public sector capital planning and real estate.
- Ashley Emerson, Project Manager, Public-Private Partnership, DCAMM

- Ms. Emerson manages real estate projects that will be redeveloped by private entities. She has implemented large-scale real estate development for the public, non-profit and private sectors for over 15 years.
- Steve Zeller, Deputy General Counsel, DCAMM
 - Mr. Zeller has served as Deputy General Counsel to DCAMM for over 10 years and has over 30 years of legal experience in public and private real estate and construction matters.
- Brianna Whitney, Deputy General Counsel, DCAMM
 - Ms. Whitney serves as Deputy General Counsel, providing legal advice and assistance to the agency with respect to real estate acquisitions, dispositions, contracts, and legislation. She has practiced law since 2013.
- Dr. Pam Eddinger, President, Bunker Hill Community College
 - Dr. Eddinger has served as President since 2013. Dr. Eddinger's service with community colleges spans more than 25 years, with senior posts in academics, student affairs, communications and policy, and executive leadership. Dr. Eddinger serves on several boards and commissions, including the New England Commission of Higher Education (NECHE), WGBH Boston, the Greater Boston Chamber of Commerce, the Boston Foundation (TBF), the Massachusetts Workforce Development Board, the Boston Private Industry Council, Achieving the Dream (ATD), the Rennie Center for Education Research and Policy, and the American Association of Colleges and Universities (AACU). Dr. Eddinger was honored in 2016 by the Obama White House as a Champion of Change. Most recently, she was appointed by US Secretary of Labor Martin Walsh to serve as the Chair of the Advisory Committee on Apprenticeship. She earned a bachelor's degree in English from Barnard College and her master's and doctorate in Japanese Literature from Columbia University.
- John Pitcher, Vice President Administration and Finance, Bunker Hill Community College
 - Mr. Pitcher's tenure with the College began in 2014 as Vice President of Administration and Finance. Mr. Pitcher previously served as Vice President for Finance and Administrative Services at Cumberland Community College in Vineland, New Jersey. Mr. Pitcher holds a BS in Accounting from Indiana University and an MBA from Georgian Court University. John is a certified public accountant. John currently serves on the Board of Directors for the Community College Business Officers and is the Vice President of membership. Mr. Pitcher formerly served as Chair of the Massachusetts Council of Administrative Vice Presidents and CFOs.
- Mr. Gary Bigelow, Executive Director Facilities Planning, Construction and Energy Management, Bunker Hill Community College
 - Mr. Bigelow joined the Facilities department at BHCC in December 2014. He has more than 35 years of experience in facilities management, land acquisition, industrial, commercial, and residential construction and development. Mr. Bigelow has held general contractor licenses for industrial, commercial, and residential construction in Tennessee and North Carolina. During his career, he has purchased

property and developed a wide range of facilities in 27 states, Canada, Mexico, and The Netherlands.

VII. Trust Fund Information

The College's primary goal for the alternative disposition process and the resulting Lease is to fund, with no or minimal public funding, the College's Improvements. However, there might be additional proceeds arising from the Lease. In accordance with M.G.L. Chapter 7B, the College received authorization from the Secretary of the Executive Office of Administration and Finance to establish a trust fund to receive fifty percent of the proceeds accruing to the College resulting from revenues produced by this asset management project; the remainder of the proceeds shall be deposited in the Commonwealth's General Fund (**Attachment I**). The trust fund will be used to finance costs and expenses borne by the College. All expenditures from the trust fund shall require the specific, prior written authorization of the Secretary of Administration and Finance.

VIII. Financial Feasibility

It is anticipated that most, if not all, construction would be undertaken and financed from private sources. The Competitive Selection Process will likely elicit responses from private developers and perhaps institutions with substantial experience in master planning and/or mixed-use development. Preliminary comparable analysis and conceptual cost estimating suggests, the current land value of the Site, approximately \$185 per buildable square foot, could fund with no or minimal public funding, the College's Improvements, estimated at between \$503-\$516 million dollars, with the market determining the specifics during the Competitive Selection Process. Such funding would be subject to the Partner pursuing mechanisms under the City of Boston Zoning Code with the BPDA to achieve the necessary density. The selected mechanism, along with all other entitlements necessary to implement the master plan, as well as securing all requisite financing and funding, would be obligations of the Partner, in consultation with DCAMM and the College.

Given the foregoing preliminary financial analysis, the College's Improvements could be delivered by the Partner as consideration for the Lease. While the phasing of private development would depend upon the Partner obtaining entitlements for the leased area, the College will require the College's facilities to be delivered in the first phase of redevelopment or in a phased sequence that meets the College's needs.

IX. ATTACHMENTS

(To be Attached Separately)

- Attachment A:** Potential Lease Area
- Attachment B:** Letters of Support from the Executive Office of Education and the Department of Higher Education
- Attachment C:** Board of Higher Education Approval
- Attachment D:** Vision Report
- Attachment E:** Sample Room Data Sheets
- Attachment F:** Minutes from the Public Hearing
- Attachment G:** Public Comments on the Draft Project Proposal Received During the Official Comment Period
- Attachment H:** Public Comment Letters Received After Official Comment Period
- Attachment I:** Trust Fund Approval
- Attachment J:** Inventory Certification
- Attachment K:** Private Individuals and Consultants Involved in preparing the Project Proposal
- Attachment L:** Appraisal
- Attachment M:** Public Hearing Notice