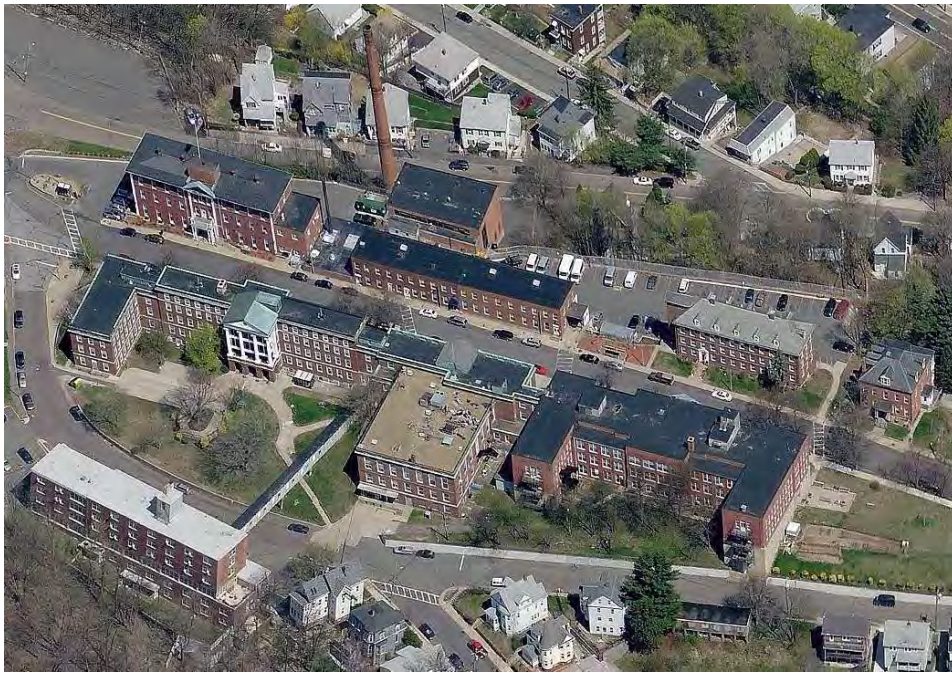


REDEVELOPMENT OPPORTUNITY

SOLDIERS' HOME IN CHELSEA

DOMICILIARY CAMPUS

REQUEST FOR PROPOSALS



Long-term Lease of Property located at Crest, Summit and Hillside Avenues, Chelsea, MA

Issued: December 2, 2020

Submission Deadline: 3:00 PM, March 5, 2021

Carol W. Gladstone, Commissioner
Commonwealth of Massachusetts
Division of Capital Asset Management & Maintenance



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SECTION 1 | OVERVIEW

SECTION 1 | OVERVIEW

1-1 INVITATION TO BID

The Commonwealth of Massachusetts, acting by and through its Division of Capital Asset Management and Maintenance (DCAMM) on behalf of the Department of Veterans' Services (DVS), is issuing this Request for Proposals (RFP) pursuant to action by the Asset Management Board (AMB) dated January 14, 2020 (Appendix A) and its accompanying Final Project Proposal (FPP) (Appendix B). This RFP invites proposals from master developers (hereinafter referred to as Proposers) for the long-term lease and redevelopment of a portion of the Soldiers' Home in Chelsea known as the "Domiciliary Campus" as further described below. The property available to ground lease (Lease Area) is further described by the Parcel Plan and Survey (Appendix C) and the Aerial Photograph (Appendix D).

The AMB approved a lease term not to exceed 99 years. In the event a master developer proposes to lease portions of the Domiciliary Campus in phases, all ground leases shall expire on the same date.

This offering represents a unique opportunity to revitalize and modernize an historic Commonwealth asset.

1-2 REDEVELOPMENT GOALS

The Soldiers' Home in Chelsea (SHC) has provided housing for Veterans since 1882. The nine-building domiciliary portion, which comprises the Domiciliary Campus of the SHC, is currently home to approximately 150 Veterans in single room occupancy (SRO) style accommodations, with shared bathrooms and central dining. Select buildings within the campus are vacant or underutilized and all are in need of capital investment and program updates. In anticipation of reinvestment in the Lease Area, a 2018 Campus Redevelopment Master Plan (Master Plan) (Appendix E) set out programmatic and campus goals.

DCAMM is issuing this RFP to solicit proposals from master developers that achieve the following programmatic goals:

- Provide updated, affordably priced housing options for Veterans and their families.
- Provide supportive services that are tailored to the specific needs of Veterans and their families.
- Reduce Veteran homelessness and reduce reliance on shelters.
- Address deferred maintenance needs at the Domiciliary Campus and extend its useful life.
- Distinguish and support the SHC as a unique civic institution in service of Veterans and their families.

The lease, redevelopment, and reuse of the Domiciliary Campus, which will include a phased redevelopment plan, is intended to implement the FPP and to be carried out in accordance with this RFP and the “Legal Documents” entered into in connection with this offering as described in Section 6.

1-3 DIVERSITY AND INCLUSION COMMITMENTS

The Commonwealth is committed to ensuring that redevelopment of the Domiciliary Campus provides opportunities for businesses and individuals that have been historically underrepresented in development projects of this size and scope and includes the meaningful participation of veterans and veteran owned businesses. DCAMM strongly encourages the meaningful participation of Minority Business Enterprises (MBE), Women Business Enterprises (WBE) and Veteran Business Enterprises (VBE), and a diverse project leadership and workforce in the development, design, construction, and operational aspects of this redevelopment. Proposers will be required to provide diversity and inclusion commitments and identify the senior team member responsible for meeting its diversity and inclusion commitments.

1-4 CONSIDERATION

For development rights to the Lease Area, the master developer selected by DCAMM (Designated Developer) will commit to meeting the Baseline Residential and Services Programs (Baseline Redevelopment Program) set out for the Domiciliary Campus (Section 3). In addition, Proposers may offer additional direct financial consideration or other in-kind benefits to the Commonwealth (Total Consideration), to be due at the closing of development phases. The Total Consideration proposal will be one of the RFP selection criteria (Section 5).

1-5 RESPONSE AND SELECTION PROCESS

The response process involves the submission of proposals responsive to this RFP, together with a “Proposal Deposit” check in the amount of \$10,000.00; review of timely and properly submitted proposals; selection of a proposal that is most advantageous to the Commonwealth; execution of a Provisional Designation Agreement (PDA) which will establish short-term conditions to be met by the Designated Developer; and payment of a “PDA Deposit” in the amount of \$100,000.00. Please refer to Section 4 for the Submission Requirements and Section 5 for the Selection Process.

Before submitting a proposal, Proposers should review the form of PDA (Appendix F). The submission of a proposal will be deemed to constitute a commitment by the Proposer that, if selected, the Proposer will execute the PDA without any modifications whatsoever (other than the insertion by DCAMM of the developer information, project details and dates) within 30 days of selection.

1-6 RFP POSTING, AMENDMENTS AND QUESTIONS

This RFP will be posted on the Commonwealth of Massachusetts website at: <https://www.mass.gov/service-details/soldiers-home-in-chelsea-domiciliary-campus-redevelopment>.

DCAMM, in its sole discretion, will endeavor to answer relevant and appropriate questions submitted in writing, and any responses will be posted on the above-referenced website. Any questions during the proposal period must be submitted to the above-referenced website before **12:00 noon** no later than **seven (7) business days** before the Submission Deadline. DCAMM reserves the right not to respond to questions submitted after the final due date to submit questions.

Any RFP amendments, clarifications, changes or updates (including changes to any dates and deadlines), and any DCAMM responses to Proposers' questions will be posted on the DCAMM website only. It is the sole responsibility of prospective Proposers to check the DCAMM website for new information. Only the RFP and communications posted on the website will be binding concerning this RFP. DCAMM will not provide any accommodations to Proposers who fail to check the website or who misinterpret any information posted in connection with this RFP.

Proposers without internet access or who otherwise have disabilities or hardships may make a written request to the DCAMM Contact Person for a reasonable accommodation

DCAMM Contact Person:
Ms. Loryn Sheffner
Office of Real Estate
Division of Capital Asset Management and Maintenance
One Ashburton Place, 15th Floor
Boston, MA 02108
Email: shcdomiciliary.dcammm@mass.gov

Only the DCAMM Contact Person specified in this RFP is authorized to provide information or respond to any questions or inquiries concerning this RFP. Proposers found communicating with other involved parties may be subject to disqualification.

1-7 BIDDERS CONFERENCE AND SITE TOURS

Site tours of the Domiciliary Campus and a bidders' conference will be held as follows:

Bidders' Conference

Date: Thursday, January 7, 2021

Time: 10:30 AM - 12:00 Noon at 91 Crest Avenue, Chelsea

Site Tour 1

Date: Tuesday, January 12, 2021

Time: 10:30 AM - 12:00 Noon at 91 Crest Avenue, Chelsea

If inclement weather leads to the cancellation of the January 12, 2021 tour, a tour will be held on January 14, 2021 at the same time and location.

Site Tour 2

Date: Tuesday, January 19, 2021

Time: 10:30 AM - 12:00 Noon at 91 Crest Avenue, Chelsea

If inclement weather leads to the cancellation of the January 19, 2020 tour, a tour will be held on January 21, 2021 at the same time and location.

Please note that the format of the Bidders' Conference and Site Tours are subject to change due to precautions associated with COVID-19. Notification of any changes will be posted on the DCAMM web site at least seven days in advance of the dates provided above. Please contact the DCAMM Contact Person for any inquiries regarding the Bidders' Conference or Site Tours.

Site Tour participants that require reasonable accommodation should contact the DCAMM Contact Person in sufficient time before the tour date to make reasonable arrangements.



SECTION 2 | PROPERTY DESCRIPTION

SECTION 2 | Property Description

2-1 PROPERTY OVERVIEW

The SHC combines two distinct functions: long-term care and domiciliary facilities. The entire SHC is 18.9± acres and is comprised of the following: (i) the 135-patient Quigley Memorial Hospital, long-term care building with accessory parking; (ii) the 3.8-acre Malone Park; and (iii) the approximately 8.7-acre Domiciliary Campus, which is the subject of this RFP. The Lease Area is further described by the Parcel Plan and Survey (Appendix C) and the Aerial Photograph (Appendix D).

On the long-term care side of SHC, outside of the Lease Area, construction started in 2019 on a new 154-bed Community Living Center (CLC) which will replace the Quigley Hospital with a modern new facility. This public project, further illustrated in the CLC Site Plan (Appendix G), is jointly funded by the Commonwealth and by the Federal Department of Veterans Affairs. A campus Chapel, which is also outside of the Lease Area, stands between the Domiciliary Campus and the future CLC.

The Domiciliary Campus contains 9 structures – eight residential and administrative buildings and a central power plant – that total approximately 266,000 SF. Floor plans for the structures are provided (Appendix H).

The Domiciliary Campus is currently home to approximately 150 Veterans in SRO style accommodations, with shared bathrooms and central dining. The Domiciliary Campus buildings also includes space for SHC administrative offices and formal and informal programs including third-party service organizations and clinical care. The Headquarters Building, in addition to the common dining areas and kitchen, contains an auditorium and a library.

<u>Sub-area and Address/ Building Name</u>	<u>GSF</u>	<u>Acres</u>	<u>Primary Uses</u>
Area A - 95 Crest Avenue		+/- 2.76	
Sargent Hall	23,690		Out of Service
Laundry Building	13,860		Out of Service
Williams Hall	17,350		Residential
Commandants House	11,200		Vacant
Power Plant	6,100		Central Heating
Area B - 91 Crest Avenue		+/- 2.76	
Sullivan Building	54,500		Residential, SHC Administrative Offices
Headquarters Building	45,000		Cafeteria, Canteen, Auditorium, Library, other formal and informal program space

John G. B. Adams Building	54,000		Residential, formal and informal program space
Area C – 60-66 Hillside Avenue		+/- 1.37	
Keville House	40,300		Residential, formal program space
Area D - 81 Summit Avenue		+/- 1.07	Parking Lot
Total	266,000	+/- 7.96 (8.69 incl streets)	

The Lease Area also contains areas without building improvements that are currently programmed for parking and open space. These include a 1.07-acre parcel that fronts Summit Avenue and that is used for parking and an open area to the south of the John Adams building that is currently used for gardening and passive recreation.

Residents and Services

The Domiciliary Campus today offers qualified Veterans SRO style accommodations and meal service for a daily care charge equivalent of approximately \$300 per month. The Domiciliary Campus functions as both a short-term steppingstone to independence and a long-term residence. The average length of stay is 7 years. In the current census more than 75% of residents are seniors over 55 years of age. While SHC today accepts residents without regard to income, the overwhelming majority of residents are low-income. Nearly all current residents are male.

Services available on the Domiciliary Campus today include: (i) clinical services; (ii) case management; and (iii) additional services such as addiction support and financial and legal counseling. Some of these services are provided directly by the SHC while others are provided by outside providers who are furnished with space at the SHC. Informal communal activities, such as community gardening, bingo, movie screenings, and music, are also an integral part of community life at the Domiciliary Campus. Dedicated transportation from the SHC to other Veteran facilities and resources provides SHC residents direct connection to additional, off-campus services.

Meal service today is available for 21 meals per week plus bedtime snacks and is prepared and served in the Headquarters building. A smaller canteen is available with food for purchase throughout the day.

The Commonwealth is committed to providing current residents the opportunity to remain on the Domiciliary Campus throughout the phased redevelopment period. As the project is phased, the Commonwealth will provide current residents who choose not to move into the newly developed units or who are not eligible, the opportunity to remain within Commonwealth-managed portions of the Domiciliary Campus, in units that have not yet been redeveloped. The Commonwealth will manage the relocation within the Domiciliary Campus as required.

2-2 HISTORIC SIGNIFICANCE

The SHC, founded to house destitute Civil War veterans, has provided continuous occupancy for Veterans since 1882. The 'Trustees of the Soldiers' Home of Massachusetts' (Trustees) was conceived of and incorporated in the late 1870s. The Trustees quickly raised enough funds to search for land and buildings and secured the shuttered Highland Park Hotel at the summit of Powder Horn Hill in Chelsea in 1881. By 1887 the Soldiers' Home had capacity for 288 men. Following several decades of Commonwealth financial support for the growing Soldiers' Home, the property transferred from the Soldiers' Home Board of Trustees to Commonwealth ownership by deeds in 1934. This transfer took place pursuant to a 1934 Supreme Judicial Court decree and Chapter 452 of the Acts of 1931. In its history, the SHC has been one of the largest and longest-operating state-owned Soldiers' Homes in the United States.

The Massachusetts Historical Commission's (MHC) *Inventory of Historic and Archaeological Assets of the Commonwealth* for the SHC includes: (i) the nine structures listed under 2-1 above; (ii) a tenth structure, the Greenhouse, that is now demolished; and (iii) the Quigley Hospital and Chapel that are outside of the Lease Area (Appendix K). It is the opinion of MHC staff that the Chelsea Soldiers' Home meets the criteria of eligibility for listing in the National Register of Historic Places.

2-3 LOCATION AND ACCESS

City of Chelsea

The City of Chelsea is located in Suffolk County, across the Mystic River from the City of Boston. It is also bordered by Revere and Everett to the west. It is the smallest city in Massachusetts with a land area of 1.8 square miles, but densely populated with over 35,000 residents.

There is a considerable amount of recent and ongoing development in the City of Chelsea, including both market rate multi-family and affordable housing, hotels, retail and offices.

Access

Major routes serving Chelsea include the Route 1 North Expressway and the Tobin Bridge, both of which connect Chelsea to the City of Boston. Logan International Airport in East Boston is just five minutes away.

The Massachusetts Bay Transportation Authority (MBTA) commuter rail provides service to Chelsea from Boston's North Station on the Bellingham/Rockport line. The MBTA Silver Line Bus Rapid Transit (BRT) to Chelsea via East Boston was completed in 2018. The line originates at South Station and has four stops in Chelsea. Additionally, a multi-use $\frac{3}{4}$ mile shared path and linear park known as the Chelsea Greenway has been constructed parallel to the Silver Line BRT. The commuter rail and Silver Line stop just over a mile away from the SHC at Bellingham Square.

Currently the 112 MBTA Bus makes several stops per day at the Soldiers' Home stop in front of Sargent Hall, with the last bus arriving around 8:00 PM.

The relocation and construction of a new Chelsea Commuter Rail Station is slated for completion as early as 2021. When complete, the station will be an intermodal facility that connects the Commuter Rail line to the Silver Line Chelsea service. Additionally, many MBTA bus routes provide local service between Chelsea and East Boston, Revere, Everett, and other nearby cities.

Neighborhood and Adjacent Uses

The SHC is located on the slopes and peak of Powderhorn Hill in the northern part of Chelsea. The hilltop provides excellent views in all directions, including the Boston skyline. The SHC is surrounded mostly by one and two-family residences as well as a few larger buildings, primarily residential, mixed into the neighborhood.

The Lease Area has frontage on Summit Avenue, Hillside Avenue, and Crest Avenue. Summit Avenue connects within ¼ mile with Webster Avenue, a major east/west roadway with retail and commercial resources that provides access to Route 1 on the west and Broadway (Route 107) on the east.

According to the City of Chelsea's records, Summit and Crest Avenues are public ways. Hillside Avenue is used as a public way, although not legally accepted by the City of Chelsea (See Appendix C Parcel Plan and Survey).

2-4 UTILITIES AND INFRASTRUCTURE

The report entitled 'Chelsea Soldiers Home – Domiciliary Infrastructure Analysis' (the Report) describes existing utility infrastructure on the Domiciliary Campus (Appendix L). The Designated Developer will be responsible for confirming the location and condition of utilities within and serving the Lease Area.

As is noted in the Report, the SHC Power Plant currently serves the entirety of the SHC with steam. Following completion of the CLC project, the Power Plant will serve only the Lease Area and the Chapel. The Designated Developer will be responsible for independently assessing the condition of the Power Plant and associated distribution systems and establishing a long-term plan for the structure and the maintenance and/or replacement of the services that it currently provides. In order to effectuate the redevelopment project, the Commonwealth may make capital investments in the Domiciliary Campus and the SHC for the purposes of separating Domiciliary Campus infrastructure from the remainder of the SHC and maintaining operations and occupancy of Commonwealth-held portions of the Domiciliary Campus and the SHC.

2-5 PROPERTY INSPECTION AND AS-IS CONDITIONS

The Lease Area is being offered and will be leased AS-IS, WHERE-IS AND WITH ALL DEFECTS and subject to all restrictions, easements and encumbrances of record, notwithstanding any change in the condition of the Lease Area prior to the lease commencement date(s). The Designated Developer will have the opportunity to undertake property inspection following execution of the PDA (Appendix F) and License (Appendix M). The Designated Developer must independently confirm property conditions, and DCAMM makes no representations or warranties whatsoever regarding any such conditions. The Designated Developer (and guarantor, if applicable) will be required to indemnify and hold the Commonwealth, DVS, SHC and DCAMM harmless from and against all loss, cost and damages due to the condition of the Lease Area.

All proposals shall be unconditional and must not include any requests for the Commonwealth, DVS, SHC or DCAMM to make any repairs or improvements to the Lease Area or to any of the buildings, structures or improvements thereon or to offset the Total Consideration for any reason whatsoever.

2-6 ZONING

The Designated Developer shall be required to comply with all applicable zoning requirements including, without limitation, the relevant portions of the City of Chelsea Zoning Code, and shall obtain all necessary permits and approvals required thereunder. Each Proposer must independently identify, verify, and analyze the applicability of all zoning requirements and the necessity for all permits and approvals as determined by the City of Chelsea and other appropriate authorities. Additional information about local zoning and permitting will be available at the Bidders' Conference (see 1-7).

2-7 EASEMENTS

The Lease Area will be leased subject to all restrictions, easements, and encumbrances of record.

The Commonwealth may retain or reserve any existing or new rights, licenses or easements for utilities, infrastructure or construction purposes including, without limitation, access, water, sewer, electric, drainage, telecommunications, sidewalks, roadways and parking over, under or upon the Lease Area, as may be reasonably necessary to the use and operation of the remainder of the SHC.

2-8 CHARITABLE RESTRICTION

The Lease Area is currently subject to a constructive charitable trust, which restricts use to veterans and their families. DCAMM will seek Supreme Judicial Court (SJC) approval to reasonably deviate from the terms of this restriction in order to allow for a 'Veterans' preference' form of housing, as described under 3-2. DCAMM filed a petition to the SJC on November 13, 2020 for this purpose.

2-9 MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA), ENVIRONMENTAL PERMITS

The Lease Area will be leased to the Designated Developer in "AS-IS" condition. No offsets for environmental issues will be accepted in proposals. The Designated Developer will have the opportunity to undertake its own environmental assessment under the DCAMM standard form of license for site assessment purposes in conjunction with execution of the PDA (Appendix M).

Proposers must independently identify and confirm all applicable federal, state and local environmental permits and approvals including, without limitation, wetlands and MEPA requirements pertaining to the Lease Area and the Proposer's project. The Designated Developer will be required to sign a MEPA agreement as an attachment to the PDA and the other required Legal Documents (Section 6). The form of MEPA agreement is attached to this RFP (Appendix T.)

2-10 DUE DILIGENCE

Proposers must undertake their own review and analysis concerning physical conditions, utilities, access, easements, environmental conditions, applicable zoning by-laws, required permits and approvals, restrictions, and all other legal considerations.

The Designated Developer must conduct its own feasibility tests to determine whether it can utilize the Lease Area for its proposed project. No warranties or representations whatsoever, express or implied, are made concerning the suitability of the Lease Area for the purposes contemplated by the Proposer.



SECTION 3 | REDEVELOPMENT GOALS

SECTION 3 | Redevelopment Goals

3-1 REDEVELOPMENT GOALS AND GUIDELINES

The goal of this offering is to provide a state-of-the-art affordable residential community for Veterans and their families through redevelopment of the existing Domiciliary Campus. The redevelopment will consist of needed capital investment and updates of the existing housing program from an SRO to an apartment standard, including the implementation of services and property management plans.

Proposers must adopt a realistic development approach in their responses to this offering by balancing programmatic and operational requirements while endeavoring to improve the character and vitality of the SHC with the objective of the rehabilitation of the entire Domiciliary Campus over time. To help Proposers meet this expectation, the offering sets forth a required baseline program while permitting a mix of unit types and affordability levels to be proposed.

Proposers are encouraged to propose a design that reflects the special civic importance and history of the SHC, which complements the surrounding neighborhood, and which continues to distinguish the SHC as a unique institution in service of Veterans and their families.

Proposals should be responsive to the goals established through the Master Plan, particularly the “Campus Objectives” set forth, as well as to the public comments recorded in the FPP approved by the AMB (Appendix B).

3-2 PRIMARY REDEVELOPMENT GOALS

Programmatic goals are:

- Provide updated, affordably priced housing options for Veterans and their families.
- Provide supportive services that are tailored to the specific needs of Veterans and their families.
- Reduce Veteran homelessness and reduce reliance on shelters.
- Address deferred maintenance needs at the Domiciliary Campus.

Implementation goals are:

- Propose uses consistent with this RFP.
- Redevelop the entirety of the Lease Area over time, with a combination of renovated space, new construction, and site improvements.
- Create one or more financially feasible models that are implemented in a timely manner through project phases.
- Create one or more operating models (property management, services) that are implemented through project phases, taking into consideration the ongoing operational

needs of SHC on the remainder of the SHC campus, including those portions of the Domiciliary Campus that are not yet subject to long-term lease.

- Deliver a construction and management approach that minimizes disruption and other impacts to the SHC and the neighborhood.
- Redevelop the Lease Area in conformance with the Massachusetts Historical Commission Memorandum of Agreement (MHC MOA) (Appendix N).

Program

It is anticipated that the redeveloped domiciliary program will offer: (i) senior-specific housing options; (ii) flexible, permanent, affordable housing for Veterans of all ages with a greater variety of unit configurations than what is currently offered; and (iii) a component of supportive units for individuals in crisis who require stabilization in order to secure or retain permanent housing.

Specifically, the redevelopment program for all proposals must include baseline residential and services components (together, Baseline Redevelopment Program) as described below.

Baseline Residential Program

The Baseline Residential Program must contain 220 permanent units, of which:

- 100% will be offered with a Veterans' preference (see below).
- 100% will be affordable to individuals and households at a range of low and moderate incomes.
- At least 10% will be affordable to extremely-low-income households.
- A minimum of 50 units will be Senior units, with services supports.
- A minimum of 20 units will be supportive housing units with additional specialized case management and services.

Within the Baseline Residential Program, Proposers should note that a major programmatic goal is to change the unit standard from SRO to full apartments with interior kitchens and bathrooms. Additionally, while it is expected that the SHC will continue to primarily serve individuals, the inclusion of units with two or more bedrooms, suitable for families, is favored.

Baseline Services Program

The envisioned redevelopment program will be most successful when it includes strong property management capacity and an exemplary services program that addresses the needs of Veterans and provides continuity with and builds on current services. The Baseline Services Program is described further in Appendix J. Proposers are expected to address these needs throughout their proposals and specifically in the project team, the redevelopment plan, the management plan, and the implementation plan. Throughout the duration of the ground lease(s), the Designated Developer will have responsibility for reporting to the Commonwealth on property management

and services performance benchmarks. Specific reporting expectations will be established prior to execution of the ground lease(s).

Additional Program Elements

Proposals may include additional program elements, including market rate housing, within the following parameters:

- All program elements and their phasing must support the primary purpose of the redevelopment program: to serve Veterans and their families.
- It is encouraged that the Baseline Redevelopment Program be completed and ready for occupancy on or before occupancy of any other component of the redevelopment of the Domiciliary Campus; additional program elements that are introduced before completion of the Baseline Redevelopment Program should contribute positively to the feasibility and timeline.
- 100% of residential units, including any market rate housing, will be offered with a Veterans' preference.

Historic

Proposers are strongly advised to thoroughly review the MHC MOA (Appendix N), the Inventory Form (Appendix K), and the MHC and National Park Service (NPS) websites (Appendix O) for additional information on the State and Federal Tax Credit programs. Further, given the historic status of the SHC campus, Proposers are required to include on their development team a preservation architect and/or firm with expertise in preservation and adaptive reuse of historic buildings. Proposers should consider the following principles and restrictions in preparing their proposals:

- Preservation of the character-defining features of the contributing buildings is encouraged where feasible.
- If it is determined that it is not feasible to preserve all of the character-defining features of the contributing buildings, preservation of the character-defining features of portions of contributing buildings should be examined and is encouraged where feasible.
- Rehabilitation of the buildings should be consistent with recommended approaches in the Secretary of the Interior's Standards for Rehabilitation of Historic Properties (Standards) (link in Appendix O).

Proposers are encouraged to consult with the MHC and the NPS to determine if the buildings are eligible for tax credits and if the proposed work meets the Standards allowing for the potential use of historic tax credits. Proposers must independently verify the applicability of any federal or state tax credit program. The selected Proposer will additionally make an informational presentation of the redevelopment plan to the Chelsea Historical Commission.

Phasing

Sargent Hall and the Laundry Building are currently vacant and out of service. It is strongly encouraged that these buildings are prioritized in the first phase of redevelopment. Construction of this phase should occur as soon as is practicable.

Due to the scale of the redevelopment program, it is expected that project implementation will be phased, with the Designated Developer leasing sub-areas of the Lease Area over time as financing and funding closes and construction phases begin.

The Commonwealth will work with the Designated Developer during the lease disposition process to ensure that the implementation plan accommodates the ongoing needs of current residents, and SHC will manage any relocation of those residents within the campus that may be required to implement the agreed upon phasing plan. Proposers should propose a redevelopment, operating and services plan that contemplates the ongoing Commonwealth ownership, control, occupancy and management of portions of the Domiciliary Campus during the phased implementation.

Specifically, for property management and services:

- The Commonwealth must retain or temporarily replace administrative office space for management of any portion of the Domiciliary Campus not yet leased to the Designated Developer, in addition to space to accommodate the provision of meal service.
- It is the objective of the Commonwealth that all domiciliary residents, whether residing in the Commonwealth or new accommodations, receive continuous access to the services identified as 'Baseline Services Program' in Appendix J.

Veterans' Preference

DCAMM anticipates that the redeveloped domiciliary program will provide housing with a 'Veterans' preference'. The Veterans' preference will be structured to meet the requirements of funding and financing sources, in keeping with precedents at other Veterans' housing projects in Massachusetts. Veterans will have first priority for all units and the Designated Developer will establish (a) marketing plan(s) to reach and attract Veterans. In the event that demand from Veterans is exhausted, the units will be available to income-eligible non-Veteran households, including Gold Star families and widows/widowers of Veterans.

Financing and Funding

Implementation of the redevelopment program will involve multiple financing and funding sources. Proposers are encouraged to test the feasibility of financing and funding assumptions prior to submitting proposals and have direct conversations with anticipated sources where

possible. A representative of the Commonwealth's Department of Housing and Community Development (DHCD) will be available at the Bidders' Conference (see 1-7).

3-3 DESIGN GUIDELINES

Proposers are encouraged to apply their creativity and experience in comparable projects to develop high-quality design which is an optimal combination of aesthetics, functionality, and efficiency. New building additions and structures should be sympathetic or compatible to the character-defining attributes of the Domiciliary Campus and respect and complement the surrounding neighborhood. Proposals should address site design for the entire Lease Area.

Proposals should reflect a commitment to high-quality interior and exterior public spaces and public realm improvements that foster community connections, including identity and wayfinding, historical markers and interpretation, and art.

Massachusetts has set aggressive, economy-wide goals to reduce greenhouse gas emissions and ensure that Commonwealth assets are resilient. Proposals should set a high standard for environmental sustainability and resilience. See Appendix Q Energy and Environment.

3-4 PARKING AND TRANSPORTATION

Proposals must address parking for the proposed uses and assure that adequate parking for those uses are provided through a combination of on-and off-street parking. It is encouraged that Proposers also address other transportation options, including public bus and dedicated shuttle service. See also Section 2-6 Zoning.



SECTION 4 | SUBMISSION REQUIREMENTS

SECTION 4 | SUBMISSION REQUIREMENTS

4-1 PROPOSAL CONTENTS

All proposals must include the following materials and information:

- Proposal Deposit Check (4-2)
- Letter of Transmittal (4-3)
- Proposal Cover Sheet (4-4)
- Total Consideration (4-5)
- Developer Information (4-6, 4-7, 4-8)
- Redevelopment Plan (4-9)
- Financial Information (4-10)

These submission requirements will be strictly enforced.

4-2 DEPOSIT CHECK

All proposals must be accompanied by a deposit of \$10,000.00 (Proposal Deposit) in the form of a certified cashier's, treasurer's or bank check made payable to the Commonwealth of Massachusetts. Deposits will be held by DCAMM in a non-interest-bearing escrow account. The Proposal Deposit paid by the Designated Developer will be non-refundable upon execution of the PDA. Deposits will be returned to non-selected Proposers after selection of the Designated Developer.

4-3 LETTER OF TRANSMITTAL

The proposal must include a one-page letter of transmittal signed by the principal of the Proposer.

4-4 PROPOSAL COVER SHEET

The proposal must include a completed Proposal Cover Sheet in the form provided (Appendix R).

4-5 TOTAL CONSIDERATION

Contents of this Section are to be submitted under separate cover together with other Financial sections as Consolidated Financial Information. See instructions under 4-10.

The proposal must include a breakdown of the Total Consideration being offered for the long-term lease of the Lease Area. The breakdown should be separated into: (i) direct financial consideration and proposed timing of payment(s) and (ii) other in-kind benefits, which should be submitted in the form of the Redevelopment Program Summary included within the PDA.

All proposals must be unconditional, meaning the Commonwealth, DCAMM, DVS and SHC will not be responsible for any repairs, improvements or financial contributions by the Commonwealth or any request for adjustment of the Total Consideration offered, for any reason whatsoever.

4-6 DEVELOPER INFORMATION/ NON-FINANCIAL INFORMATION

The proposal must include a description of the development team, the individuals and organizations to be involved in the project and their experience. This description must include the following information:

Proposer

- A. The name, address and telephone number of the Proposer and the name of the representative(s) authorized to act on the Proposer's behalf. Please state the legal entity as well as the person(s) authorized to represent the named Proposer.
- B. The name of the senior person designated as the contact to which all correspondence should be addressed.
- C. The name(s), contact information and primary responsibilities of each principal of the proposer and each person who will have management responsibility for the project.
- D. If the proposer is not an individual doing business under the proposer's name, the proposal must describe the status of the entity (whether a non-profit or charitable institution, a general, limited, or limited liability partnership, a for-profit corporation, limited liability company, unincorporated association or joint venture) and indicate the jurisdiction in which it is registered to do business. Please include the exact name and legal status of the entity to be named as Designated Developer in the Legal Documents, if different from the proposer. Please also state the entity that will take a leasehold interest in the property and obligate itself to the terms of the ground lease(s), and how the entity will be capitalized.

Project Team

- E. Identification of any project partners or team members who are participating in the proposal; a description of the nature and degree of their involvement and commitment to the project described in the proposal; and the names of principals in charge. This should include property management and services partners as well as development partners.
- F. An organizational chart of the project team; resumes for team members.
- G. A summary of the proposer's experience, collectively and individually, with similar projects. The project team should have a demonstrated track record in all aspects of project

development including permitting, financing, design and renovation/construction in property and asset management; and in the provision of housing and services for Veterans.

- H. In the case of a developer team structure where team members and roles will vary by development phase in implementing the project, a description of the individuals and organizations to be involved and the organizational structure by development phase.
- I. A plan for the maintenance of effective communications between DCAMM and the development team during all phases of the project.
- J. Confirmation that no local, state or federal taxes are due and outstanding for the proposer, the development team or any constituent thereof.
- K. Information regarding any legal or administrative actions past, pending or threatened that could relate to the conduct of the Proposer's (or its principal's or its affiliate's) business and/or its compliance with laws and other governmental requirements or its ability to execute the Legal Documents.

Diversity and Inclusion Commitments Submission

Each proposal shall include a Diversity and Inclusion Statement ("Diversity/Inclusion Statement"). DCAMM is interested in learning about the Proposer's approach and commitment to diversity in its overall HR policy, its overall business practices including approaches on prior projects, and more specifically its approach to assembling its redevelopment team for this proposal. Proposer should include in its Diversity/Inclusion Statement information directly addressing its plan for enhancing diversity in each aspect of development, design, construction, and operations for this redevelopment program.

The Diversity/Inclusion Statement should include the following information and commitments the proposer is making as an integral part of its proposal.

- L. Prior Performance: Proposer shall identify relevant project experience in meeting or exceeding diversity and inclusion commitments on prior development projects. Proposer should also share its HR Policies and overall business practices with respect to diversity and inclusion.
- M. MBE/WBE and VBE Commitments: Proposer shall identify Minority Business Enterprises (MBE), Women Business Enterprises (WBE) and Veteran Business Enterprises (VBE) firms, certified by the Supplier Diversity Office, that the Proposer has identified as part of its redevelopment team. Include a clear description of each VBE, MBE, and WBE firm's role, responsibilities, and related information. Proposers are encouraged to be creative in assembling their teams by considering dividing the work of particular disciplines, when appropriate, including procuring third party work it would typically provide in-house; partnering; offering opportunities to qualified firms or individuals with which it or its team members may not have previously worked; and other means that provide additional opportunities for VBE, MBE and WBE firms.

1. Proposers are requested to state in their Diversity/Inclusion Statement MBE/WBE and VBE participation in the development, including ownership, sponsorship and/or financing, of the project and in the operations.
2. Proposers are requested to clearly state in their Diversity/Inclusion Statements their commitment percentages to: (i) VBE participation in its redevelopment program design and construction contracts; (ii) MBE and WBE participation in redevelopment program design contracts; and (iii) MBE and WBE participation in redevelopment program construction contracts.

DCAMM will evaluate positively Proposers whose strategy and approach include VBE participation in its design and construction contract dollars.

DCAMM will evaluate positively Proposers whose strategy and approach include significant participation of MBE and WBE firms in all design related redevelopment contracts. DCAMM expects Proposers to commit to MBE and WBE participation in design related contracts of no less than 4.6% MBE and 12.2% WBE of contract dollars. Proposers are encouraged to exceed these goals.

DCAMM will evaluate positively Proposers whose strategy and approach include significant participation by MBE and WBE firms in all construction related redevelopment contracts. DCAMM expects proposers to commit to MBE and WBE participation in construction related contracts of no less than 4.0 % MBE and 7.4 % WBE of contract dollars. Proposers are encouraged to exceed these goals.

Wherever possible proposer should submit letters reflecting discussions/agreements with anticipated VBE and MBE/WBE partners. DCAMM reserves the right to contact such VBE and MBE/WBE firms and individuals to clarify their proposed roles in the redevelopment program. Where firms and individuals have not yet been identified, proposals should indicate what steps will be taken or are being taken to identify VBE and MBE/WBE participation and commitments made to retain them.

N. Workforce Participation Commitments

1. Minority and Women Construction Workforce Commitment: State Proposer's minority and women workforce commitment. DCAMM expects Proposers to commit to achieve no less than: 15.3% minority and 6.9% women workforce participation on all construction activities.
2. VBE Construction Workforce Commitment: Describe Proposer's plan to encourage veteran workforce participation on all construction activities.
3. Describe Proposer's plan for enhancing diversity during operations.

4. Describe Proposer's plan to encourage workers from local area, in construction and operations.

O. Management and Reporting Team:

1. **Diverse Project Leadership:** Identify any project leadership and senior staff that bring diversity to your team and will have a role in the redevelopment. Provide the same for other firms Proposer is teaming with for the redevelopment.
2. **Diversity/Inclusion Officer:** Proposer shall identify its senior team member responsible for ensuring the Proposer meets its diversity and inclusion commitments including tracking and reporting aspects of MBE/WBE/VBE and workforce commitments.

Developer Entity and Assignment

Subject to DCAMM's prior written approval, the Designated Developer may create a single purpose entity to lease and develop the Lease Area provided that, in DCAMM's sole discretion, the Designated Developer has sufficient control of the entity. The terms of DCAMM's approval will be set forth in the Legal Documents.

The Designated Developer shall not be permitted to assign or otherwise transfer all or any part of its interest in its PDA, Master Disposition Agreement (MDA) (Section 6) or the Lease Area without DCAMM's approval, and DCAMM shall have the right to require additional compensation in the event of any such approved assignment or transfer.

4-7 DEVELOPER INFORMATION/ PROPOSER'S FINANCIAL INFORMATION

Contents of this Section are to be submitted under separate cover together with other Financial sections as Consolidated Financial Information. See instructions under 4-10.

- P. The proposal must include a financial certification to be signed by the principal or senior officer of the proposer confirming, among other matters, that its investment team has the financial strength to execute the Legal Documents and to develop the Lease Area to completion in accordance with the Proposer's redevelopment plan. After the submission of proposals, Proposers may be asked to submit additional financial information for review in form and substance acceptable to DCAMM in its sole discretion.

As part of (4-7) the proposal must include a signed Disclosure Statement of Beneficial Interest (Appendix S).

4-8 DEVELOPER INFORMATION/ REFERENCES

Contents of this Section are to be submitted under separate cover together with other Financial sections as Consolidated Financial Information. See instructions under 4-10.

Proposers must provide a list and brief description of similar projects which have been successfully undertaken by one or more principal members of the proposer team within the past ten years including the project name, location, year built, use, gross square footage, total construction cost, and the names of the proposer team members involved in the project. For each project, provide a reference name with a current telephone number.

Proposers must provide banking references with a current contact person and phone number.

DCAMM reserves the right to contact any references submitted and to request additional references.

4-9 REDEVELOPMENT PLAN

Design and Program Plans

- A. A conceptual site plan for the design of the entirety of the Lease Area.
- B. Any other useful plans including, at a minimum, representative floor plans and presentation drawings depicting the proposed redevelopment and how it meets the criteria contained in this RFP. See also Project Phasing below.
- C. Narrative description of the proposed redevelopment concept, the specific nature of the proposed use(s), and the ways in which the proposed program meets the Redevelopment Goals. All proposals must include:
 - a. a narrative with details of the site design concept; adaptive reuse concept; building massing in the case of new construction; proposed gross square footage and the area allocated to each of the proposed uses, parking and landscaping; and the relationship of the project to the surrounding buildings and neighborhood.
 - b. for housing components of the program, please describe the target market(s), e.g. tenants and other end-users and affordability or other restrictions, and the marketing and management strategy for conducting a Veterans needs assessment and attracting and retaining Veterans.
 - c. the proposed common spaces, services, office or retail, or other project components.
 - d. the proposed approach to the Power Plant
 - e. the proposed approach to sustainability and resilience
- D. Narrative description of proposed historic preservation approach.

Management and Services Plan

- E. A chart and narrative describing the proposed property management and services plans. This section should include, without limitation, an explanation of the services that are assumed to be included within baseline operating budgets and the mechanisms by which other services and resources will be provided, including assumptions about participation by third-party providers. This section should also, as applicable, describe any variation in property management and supportive services expectations by project phase.

Implementation Plan

- F. A chart and narrative describing the proposed project management plan.
- G. A project schedule that includes proposed timetables by project phase for permitting, design, financing, construction and occupancy, with particular attention to the milestones associated with the first phase.
- H. A list of all foreseeable municipal, state and federal zoning, land use, environmental and other permits and approvals required for the entire redevelopment project on the Lease Area and a schedule for securing those permits and approvals.

Project Phasing

- I. A narrative description of project phasing, and for each proposed phase:
- A depiction of proposed lease boundaries. Note that proposed lease boundaries do not need to correspond to the Areas depicted in Appendix C.
 - A summary of the use program, indicating how each phase contributes to delivery of the Baseline Redevelopment Program and additional program elements.
 - Associated site work by phase, including site/ landscape elements and parking.
 - A schematic construction staging plan.
 - Operational assumptions related to portions of the Domiciliary Campus not yet being redeveloped.

Taxes

- J. If the developer is proposing a project (or portion thereof) that would otherwise be exempt from local taxation, the proposal must include a commitment to negotiate payments-in-lieu of taxes with the City of Chelsea.

Financial Feasibility

Contents of this Sub-Section are to be submitted under separate cover together with other Financial sections as Consolidated Financial Information. See instructions under 4-10.

- K. A statement of the proposed method of financing the entire project for the entire term of the ground lease(s). At minimum, the proforma should include a development summary

identifying, for the entire development and as applicable by phase: (i) the hard and soft costs; (ii) the sources and uses of funds; (iii) the stabilized revenues and expenses coming from operations; (iv) a 10-year operating pro forma; (v) the financing structure of the development; (vi) the amount of likely sources including debt, tax credit equity and other likely sources; and (vii) key market or pro forma assumptions relative to the development (i.e. rate of rent increases, rate of expense increases, etc.). Costs should be expressed both as a total and a per relevant unit (gross building square foot, per residential unit, etc. as applicable summary.)

- L. A plan to fund and implement a long-term maintenance regimen and program of capital repairs, replacements and/or improvements pertaining to the Lease Area.
- M. A plan to fund the Project Management and Supportive Services described above.

4-10 CONSOLIDATED FINANCIAL INFORMATION

It is **required** that 12 copies of the proposed Total Consideration proposal and all other financial information listed below be submitted in a **separate envelope labeled “Financials” and be placed on a separate electronic file in pdf format (flash drive)**, apart from all other sections of the proposal.

The financial information must include the following:

- A. Total Consideration (4-5).
- B. Developer Information/ Proposer’s Financial Information (4-7).
- C. Beneficial Interest Disclosure Statement (4-7).
- D. Developer Information/ References (4-8).
- E. Redevelopment Plan/ Financial Feasibility (4-9).

4-11 SUBMISSION DEADLINE

All proposals must be received **no later than 3:00 PM on March 5, 2021** (Submission Deadline).

4-12 SUBMISSION PROCEDURES

Please note that the Submission Procedures are subject to change due to precautions associated with COVID-19. Notification of any changes will be posted on the DCAMM website at least seven days in advance of the any changes being implemented. Please contact the DCAMM Contact Person for any inquiries regarding the submission procedures.

All proposals, including all required attachments and materials, must be received by DCAMM in the form required by this RFP on or before the Submission Deadline. Proposals will be time stamped at the DCAMM main reception desk, 15th floor as they are received. DCAMM’s time stamp shall be controlling as to the time of receipt of a proposal. Proposers are cautioned to hand deliver their proposals and allow sufficient time to clear security in the McCormack

Building at One Ashburton Place, Boston, MA 02108. **Proposals received by DCAMM later than the Submission Deadline will be deemed non-responsive and will be rejected.** Any proposal delivered late in person will be refused. Any proposal delivered late by mail or delivery service will be returned to its respective sender.

DCAMM will not accept any information or materials submitted after the Submission Deadline, unless provided in response to DCAMM's written request for such information or materials. Prior to the Submission Deadline, Proposers may correct, modify or withdraw a proposal by written notice to the DCAMM Contact Person. After the opening of proposals, a Proposer may not correct or modify its proposal in any manner unless in response to a written request by DCAMM at its sole discretion.

The proposal must be in a sealed envelope addressed and marked as follows:

Your Name

Your Return Address

SEALED PROPOSAL – Soldiers’ Home in Chelsea Domiciliary Campus, 91 Crest Avenue, Chelsea, MA
c/o Office of Real Estate

Division of Capital Asset Management and Maintenance

One Ashburton Place, Room 1505

Boston, Massachusetts, 02108

DO NOT OPEN UNTIL AFTER ____ 3:00 PM ____ PM ON _March 5, 2021____

It is **required** that 12 hard copies of the proposal and one separate electronic file in pdf format (flash drive) be submitted.

If the proposal is sent via Express Mail, Federal Express or similar courier, the proposal must be in a sealed inner envelope addressed and marked as shown above.

Faxed or electronically mailed (e-mailed) proposals will be deemed non-responsive and rejected regardless of the date received.

These requirements will be strictly enforced.



SECTION 5 | SELECTION PROCESS

SECTION 5 | SELECTION PROCESS

5-1 SELECTION PROCESS OVERVIEW

Timely proposals will be opened after 3:00 PM on the Submission Deadline date in the offices of DCAMM **at which time only the names and addresses of Proposers will be made public.** Proposals received by the Submission Deadline will be evaluated for conformance with the requirements of this RFP and in accordance with the selection criteria (Section 5-2). Evaluation of proposals will be based on information provided in the proposals; interviews if any; references; any other information thereafter requested by DCAMM from one or more Proposers; and/or on any additional relevant information requested or obtained by DCAMM in any manner whatsoever.

The DCAMM Commissioner will make the final selection of a proposal that is most advantageous to the Commonwealth, and she is not obligated to select the proposal that offers the highest Total Consideration. Although Total Consideration is an important factor, proposals will also be evaluated based on a combination of the following criteria:

- Responsiveness to this RFP
- Feasibility of the Proposed Project
- Qualifications of the Development Team
- Strength of the Overall Redevelopment Concept
- Timing and Phasing for Project Implementation and Completion
- Any other factor that a reasonable businessperson or a reasonable fiduciary representing the Commonwealth might consider important in evaluating the proposal's advantageousness to the Commonwealth of the contemplated transaction.

DCAMM will notify the selected proposer in writing. DCAMM will also notify all Proposers who have not been selected.

During the selection process, DCAMM reserves the following rights: to negotiate with one or more Proposers; to select a back-up Proposer; to waive portions of the RFP; to waive any informalities in proposals; to request "best and final" offers; to negotiate a combination of all or a portion of different proposals; to reject any or all proposals; and to issue a new request for proposals, for any reason deemed appropriate by DCAMM.

5-2 SELECTION CRITERIA

Proposals received by the Submission Deadline will be evaluated in accordance with this RFP based upon the following:

- Qualifications of Development Team
 - Relevant experience: demonstrated ability of the team to execute the concept in a reasonable timeframe; demonstrated track record in relevant project development including permitting, financing, design and renovation/construction, services, and management.
 - Master developer strategy: team identified appropriate to all elements of the redevelopment plan and of the implementation phasing plan.
- Diversity and Inclusion:
 - Responsiveness of Diversity/Inclusion Statement.
 - Demonstrated commitment to diversity/inclusion.
 - Demonstrated experience in meeting or exceeding MBE/WBE and VBE and workforce commitments on prior development and/or construction projects.
- Feasibility of the Proposed Project
 - Likelihood of completing the Baseline Redevelopment Program requirements on schedule.
 - Financial capacity to execute the project and financial strength of proposer.
 - Feasibility of financing approach/ likelihood of obtaining financing.
 - Feasibility of permitting schedule/ likelihood of obtaining permits.
 - Market/ needs assessment for proposed use program.
- Strength of Overall Concept
 - Extent to which the proposal meets the requirements of this RFP as a whole and is consistent with specific criteria identified in this RFP.
 - Extent to which the proposal achieves and prioritizes delivery of the required Baseline Redevelopment Program.
 - Extent to which additional RFP elements contribute to the goals and requirements of the RFP.
 - Quality of the overall development concept and management and services approach.
 - Design excellence of the overall development.
 - Compliance with the requirements of the MHC MOA (Appendix N) and overall approach to the historic preservation and rehabilitation of the contributing structures on the Domiciliary Campus.
 - Approach to sustainability and resilience.
 - The proposal's conformity with the RFP requirements to execute and comply with the terms and provisions of the PDA. (Appendix F)
- Timing and Phasing for Project Implementation
 - Speed of commencement and completion of the Baseline Redevelopment Program. Speed of overall project delivery resulting in lease(s) for the entirety of the Lease Area, completion of construction and implementation of all project elements.

- Financial Consideration to the Commonwealth
 - The overall strength of the Total Consideration to be paid or realized from the lease(s) of the Lease Area.

5-3 PROVISIONAL DESIGNATION AND DUE DILIGENCE

Within 30 days of selection, the Designated Developer will be required to execute the PDA in the form attached (Appendix F) without any modifications whatsoever (other than insertion by DCAMM of the developer information, project details and dates.) The PDA will establish the terms for the Designated Developer's title and property due diligence. The PDA will also set forth the Legal Documents (Section 6) that will be required for the Designated Developer's project. Simultaneously, the Designated Developer will also be required to execute the required attachments to the PDA (including the MEPA Agreement (Appendix T) and Disclosure Statement (Appendix S) and pay the \$100,000.00 PDA Deposit. The final PDA must be satisfactory to DCAMM in its sole discretion.

If the required documents are not executed and the PDA Deposit is not paid in full within 30 days of selection, the developer's selection will expire and the developer shall have no further rights under this RFP, unless this timeframe is extended in writing by DCAMM in its sole discretion.

Developer Due Diligence

The Designated Developer is responsible for its own due diligence. The Designated Developer will be required to enter into a separate license agreement substantially in the form of DCAMM's standard license for site assessment purposes (Appendix M).

DCAMM makes no representations or warranties whatsoever concerning the adequacy, applicability or substance of a Designated Developer's due diligence investigations or to the suitability or feasibility of the Lease Area for the purposes contemplated by a proposal or this RFP.

Upon execution of the PDA, the Designated Developer shall have a "Due Diligence Period" of:

- sixty (60) days from execution of PDA to perform its title search.
- ninety (90) days from execution of PDA to perform all other due diligence.

If, within the Due Diligence Period, an inspection and/or title search discloses legal or physical conditions of the Lease Area that the Designated Developer finds objectionable in its reasonable discretion and as provided in the PDA, then the Designated Developer may withdraw its proposal by delivering written notice of such withdrawal to DCAMM prior to the expiration of the Due Diligence Period, whereupon the unspent or unallocated portion of the PDA Deposit will be refunded. If the Designated Developer does not withdraw its proposal

within such period, then the Designated Developer shall be deemed to have approved the legal and physical condition of the Lease Area and the entire PDA Deposit will be non-refundable.

Deposits and Expenses

All deposits will be held by DCAMM in a non-interest-bearing escrow account(s). Failure of the Designated Developer to comply with the terms of this RFP shall entitle DCAMM to terminate the designation and retain all deposits as liquidated damages as provided in this RFP.

The preparation and submission of a proposal is at the sole cost and expense of the Proposer.

Once the PDA Deposit becomes non-refundable, it will be used to cover all costs and expenses incurred by DCAMM in connection with this RFP, the lease and redevelopment of the Domiciliary Campus, including without limitation, real estate consultants, appraisals, survey, architectural, engineering and legal expenses, as deemed appropriate by DCAMM in its sole discretion

5-4 Master Disposition Agreement and Ground Leases

The Designated Developer will be required to enter into a Master Disposition Agreement (MDA) on or before the expiration of the PDA. The MDA will set forth the terms and conditions for the redevelopment project, the schedule for phasing of program components and for entering into the ground leases(s), and the completion dates for construction, provision of program services and occupancy (Section 6).



SECTION 6 | LEGAL DOCUMENTS

SECTION 6 | LEGAL DOCUMENTS

This section is intended to give a general overview of the legal documentation that may be required for the lease and redevelopment of the Domiciliary Campus pursuant to this RFP. The documents listed in this section and the references to certain provisions that may be contained therein are not exhaustive. DCAMM reserves the right in its sole discretion to require additional or alternative documentation as DCAMM may deem appropriate to the Designated Developer and the nature of the proposed redevelopment:

- Developer's Provisional Designation Agreement
- Master Disposition Agreement
- Ground Lease(s)
- MEPA Agreement
- M.G.L Chapter 7C, Section 38 Disclosure Statement

Without limiting the Commonwealth's right to negotiate additional, different, or modified provisions, the Legal Documents will/may include, among others, the following terms as appropriate in the applicable documents:

- DCAMM will have the right to review schematic, design development and construction drawings for the redevelopment project on the Domiciliary Campus.
- DCAMM will have the right to monitor construction by requiring the Designated Developer to provide regular progress reports and construction schedules and to attend project meetings.
- The Designated Developer will be required to secure payment, performance and completion guarantees, bonds or other security to ensure timely implementation and completion of all elements of the project including, without limitation, the provision of program services, monetary and in-kind consideration and any other benefits to be delivered by the project, as DCAMM may require in its sole discretion.
- The Designated Developer will be required to secure payment, performance and lien bonds for the entire construction project from entities financially acceptable to the Commonwealth.
- Additional non-refundable deposits may be required if extensions are required for permits, completion of construction or occupancy delays.

- The Lease Area will be leased AS-IS, WHERE-IS and WITH ALL DEFECTS and subject to all restrictions, easements and encumbrances of record or noted on the Survey.
- The Designated Developer may, with the Commonwealth's reasonable consent and at the Designated Developer's expense, relocate any rights, licenses or easements retained by the Commonwealth from time to time on the Lease Area, so long as the relocation does not result in any material interruption of utility or other services being provided to the benefited land by use of such rights, licenses easements, and subject to any conditions or restrictions imposed by DCAMM.
- The Designated Developer shall comply with all laws, rules, and regulations pertaining to hazardous materials and the environment, and shall take all necessary precautions to prevent the release or threatened release of hazardous materials into the environment. The Designated Developer shall be required to secure and maintain liability insurance coverage sufficient to cover all such costs and shall indemnify the Commonwealth from any and all liability and damage resulting from such release.
- The Designated Developer will be solely responsible for any remediation activities.
- The Designated Developer will take all necessary measures to mitigate and minimize any possible interference with the SHC's operations on the SHC campus during phases of its redevelopment project on the Domiciliary Campus.
- The Designated Developer will be required to carry insurance for the entire Domiciliary Campus in the amounts established by the Commonwealth for general liability, employee liability, professional liability, contractual liability, contractor's protective, builder's risk, stored materials coverage, vehicle liability, pollution liability, workman's compensation, and such other insurance as the Commonwealth deems appropriate.
- The Designated Developer shall indemnify and hold the Commonwealth and its officers, employees, representatives, contractors and agents harmless from any and all damages, liabilities, and claims arising from its activities upon Domiciliary Campus.
- The Designated Developer shall insure all structures upon the Lease Area for their full replacement value and shall carry commercial general liability insurance in amounts reasonably established by the Commonwealth. The Commonwealth shall be named as an entity insured.
- The ground lease(s) will be absolutely triple net.
- The Designated Developer will be responsible for all expenses associated with its redevelopment project on the Domiciliary Campus including, but not limited to, all permitting, capital expenses, repairs, long-term maintenance, property and liability

insurance, utilities including water, sewer, gas, electric, telephone and telecommunications, and real estate taxes.

- No transfer (by assignment or otherwise) of all or any part of the Designated Developer's interest in the PDA, MDA or under the ground lease(s) shall be made without the prior written approval of DCAMM. DCAMM will have the right to require additional compensation in the event of any such transfer or assignment.



SECTION 7 | GENERAL PROVISIONS

SECTION 7 | GENERAL PROVISIONS

- A. Time is of the essence with respect to the Submission Deadline and all other dates, times, and other deadlines set forth in this RFP.
- B. DCAMM will not consider any proposal which is comprised in whole or in part, through ownership or control of individuals or entities which have directly or indirectly had any involvement in the subject of the RFP (involvement means, without limitation, involvement relating to legal, planning, environmental, appraisals or other consulting services).
- C. DCAMM makes no representations or warranties whatsoever, as to the accuracy and/or completeness of any of the information contained in, or provided as part of, this RFP, including, without limitation, information in appendices, exhibits, attachments, technical information, and/or supplements, in hard copy, facsimile, electronic or online, or available upon request or from other sources. The information is provided for convenience only, and cannot be relied upon, without outside, independent investigation and verification by the Proposer. This information is subject to differing interpretation, analysis and conclusions and to errors, omissions, and changes in costs, conditions, economics, engineering, laws, rules and regulations that may occur on or after the date the information was created or assembled.
- D. This RFP is made subject to errors, omissions, prior authorized sale, lease or other disposition and any subsequent modifications, additions or changes in RFP or lease terms and conditions.
- E. The Designated Developer is responsible for its own due diligence, including undertaking its own review and analysis concerning physical and structural conditions, environmental conditions, title, access, easements, utilities, applicable zoning, required permits and approvals, reuse potentials, restrictions, and any other development, ownership and legal considerations. DCAMM makes no representations or warranties whatsoever concerning the adequacy, applicability or substance of a proposer's due diligence investigations or to the suitability or feasibility of the Lease Area for the purposes contemplated by a proposal or this RFP.
- F. DCAMM reserves the right in its sole discretion, to reject any proposal not submitted in conformance with the requirements of the RFP and any amendments hereto; to reject any and all proposals, for any reason whatsoever; and/or to waive, or to decline to waive, irregularities in any proposal if and when DCAMM determines that it is in the Commonwealth's interest to do so.
- G. DCAMM reserves the right in its sole discretion, to amend, suspend or withdraw this RFP by posting notice on the Commonwealth of Massachusetts website [at: <https://www.mass.gov/service-details/soldiers-home-in-chelsea-domiciliary-campus->

redevelopment] at any time for any reason whatsoever; to change or discontinue its selection process; to solicit other proposals; to issue a new RFP or conduct any authorized alternative procurement method for any reason whatsoever at any time. DCAMM makes no guarantee that any agreement or lease will result from this RFP.

- H. DCAMM reserves the right in its sole discretion, to seek best and final offers; to seek additional information or clarification of a proposal from Proposers at any time; to negotiate simultaneously with more than one proposer and to cease negotiation for any reason whatsoever at any time. The negotiation period and final form of agreements shall be determined by DCAMM, in its sole discretion.
- I. All proposals and information submitted in response to this RFP are subject to the Massachusetts Public Records Law, M.G.L. Chapter 66, Section 10, and Chapter 4, Section 7, paragraph 26. Any statements reserving any confidentiality or privacy rights in submitted proposals or otherwise inconsistent with these statutes are void and shall be disregarded.
- J. DCAMM reserves the right in its sole discretion, to change the schedule or selection process by posting notice of any such changes on the DCAMM website at any time for any reason whatsoever.
- K. If there is a conflict between the terms of this RFP (including appendices) and the General Provisions contained in this RFP, the terms of these General Provisions shall control. If there is a conflict between this RFP and any interpretation, clarification, or other response given to prospective or actual Proposers, the terms of this RFP shall control, except for written addenda issued in accordance with this RFP that state they are intended to replace or supersede any portion of this RFP.



APPENDICES

APPENDICES

APPENDIX A:	ASSET MANAGEMENT BOARD ACTION
APPENDIX B:	ASSET MANAGEMENT BOARD FINAL PROJECT PROPOSAL
APPENDIX C:	PARCEL PLAN AND SURVEY
APPENDIX D:	AERIAL PHOTOGRAPH
APPENDIX E:	CAMPUS REDEVELOPMENT MASTER PLAN
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APPENDIX A: ASSET MANAGEMENT BOARD ACTION

ASSET MANAGEMENT BOARD

BOARD ACTION

January 14, 2020

Regarding

Final Project Proposal

by the

Department of Veterans' Services
Soldiers' Home in Chelsea,
Chelsea, Massachusetts

WHEREAS, the members of the Asset Management Board (the "Board") have received and reviewed a Final Project Proposal from the Department of Veterans Services (DVS) entitled "Domiciliary Campus Redevelopment, Commonwealth of Massachusetts, Soldiers' Home in Chelsea, Chelsea, Massachusetts" dated January 14, 2020 (the "Proposal");

WHEREAS, the Proposal seeks authorization to enter into long-term lease agreement(s) of up to 99 years for a designated portion of the Soldiers' Home in Chelsea (the "SHC") containing approximately 8.7 acres known as the "Domiciliary Campus" (as shown on a plan incorporated in the Proposal), for the purpose of redeveloping the property in a phased build-out of housing options with services for veterans and their families (the "Proposed Project");

WHEREAS, the Board, at its July 16, 2019 meeting approved a Preliminary Project Proposal from DVS for the Proposed Project;

WHEREAS, the Board finds that the Proposal contains all of the information that must be contained in a Project Proposal submitted to the Board pursuant to the requirements of M.G.L. c. 7B and 810 CMR 2.06;

WHEREAS, based on the Board's review of the facts and information included within the Proposal, the Board has made an assessment that the Proposed Project meets the standards for approval set forth in M.G.L. c. 7B and 810 CMR 2.02(1);

WHEREAS, as specified in the Proposal, a Notice of Intent to Submit a Proposal and Public Hearing with an invitation for public comment (the "Notice") was advertised in the Central Register for two consecutive weeks, in the Boston Globe once a week for two consecutive weeks and in the Chelsea Record once a week for two consecutive weeks under 810 CMR 2.05. Such notice included:

1. A brief summary of the Proposed Project, including a description of the site and an estimated value of the real property to be leased.
2. The location or office at which the draft Proposal would be available.

3. An invitation for public comment and the date, time and location of the public hearing.
4. The procedures and deadlines for submitting written comments.

Copies of the Notice were sent to members of the General Court representing the areas in and around the Domiciliary Campus, and the City Manager and Council members of the City of Chelsea, and the Board was notified of the public hearing at its meeting on November 19, 2019;

WHEREAS, a public hearing was held on December 4, 2019, in Chelsea in the Headquarters Building of the SHC, regarding the intention of DVS to submit a Proposal to the Board. Comments made at the public hearing were accurately reflected in the minutes of the public hearing included in the Proposal;

WHEREAS, the Board finds that the Proposal contains all of the information that must be contained in a Proposal submitted to the Board pursuant to the requirements of M.G.L. c. 7B and 810 CMR 2.06, as well as all other information deemed pertinent by the proponents of the Proposal and all the information requested by the Board; and

WHEREAS, based on the facts and information included in the Proposal, the Board finds that the Proposed Project meets all standards for approval set forth in M.G.L. c. 7B and 810 CMR 2.02, as more specifically set forth below:

- A. The Board finds that a long-term lease of the property known as the Domiciliary Campus of the SHC for the purposes of redeveloping the Domiciliary Campus for housing and services for veterans and their families, represents sound management of the assets of the Commonwealth.
- B. Based upon its review of the analyses contained in the Proposal, the Board finds that the Proposed Project is financially viable.
- C. The Board has reviewed the letters of support for the Proposed Project from the Secretary of the Executive Office of Health and Human Services ("EOHHS") and the Secretary of the Executive Office for Administration and Finance; and the memorandum of the Commissioner of DCAMM regarding the SHC property inventory; all of which were submitted as attachments to the Proposal, and the Board finds that the Proposed Project will not interfere with the current or foreseeable legal obligations of DVS or the SHC with regard to the property that is included in the Proposal.
- D. Based upon the information provided to the Board by DVS concerning the Proposal, including the identification in the Proposal of the individuals and entities who were involved in the preparation of the Proposal and who will be involved in the implementation of the Proposed Project, the Board finds that the Proposed Project does not appear to constitute a conflict of interest, although the Board does not represent that it has made any judgements relative to conflict of interest under M.G.L. c. 268A.
- E. Provided that the Proposed Project proceeds in accordance with the implementation, performance and monitoring criteria set forth in the Proposal, the Board finds that the Proposed Project will not result in windfall profits to any individual or group of individuals.
- F. The Board finds that the Proposed Project will serve an important public purpose by

- allowing DVS to: (i) provide updated, permanent affordable housing options for Veterans and their families, (ii) reduce Veteran homelessness and reduce reliance on shelters; (iii) provide supportive services that are tailored to the specific needs of Veterans, and (iv) address deferred maintenance needs at the Domiciliary Campus.
- G. The Board has reviewed and considered the procurement process set forth in the Proposal and finds that the Property will be procured through an open and competitive process that is consistent with the intended public benefit.
 - H. The Board finds that DVS, as represented by the officials and key personnel identified in the Proposal, appears to be qualified to adequately manage and execute the Proposed Project.
 - I. Based upon the Board's review of the analyses set forth in the Proposal and the letter of support from the Secretary of EOHHS, the Board finds that the Proposed Project will not interfere with the missions and functions of DVS or SHC and is in the best interest of the Commonwealth.
 - J. The Board has reviewed the information set forth in the Proposal regarding the Proposed Trust Fund and the letter from the Secretary of the Executive Office for Administration and Finance approving the establishment of a Trust Fund and hereby authorizes DVS to request that the State Treasurer establish the Trust Fund, which shall be administered in accordance with the purposes set forth in the Proposal, the provisions of M.G.L. c. 7B and 810 CMR 2.09, and the conditions set forth in the Secretary's approval letter attached to the Proposal and attached hereto.

In accordance with the foregoing findings of the Board and the powers granted pursuant to M.G.L. c. 7B s. § 4 and 810 CMR 2.04, the Board is authorized to determine that certain property procurement and disposition laws and regulations otherwise applicable shall not apply to the Proposed Project. Accordingly, the Board hereby makes the following determinations:

Determination #1, Laws:

The Board hereby determines that the provisions of M.G.L. c. 7C §§ 33, 34, 37 and 41 and §§ 44 through 58; c. 30 §§ 39F through 39R inclusive (except 39H); and c. 149 §§ 44A through 44J inclusive (except for certification of non-collusion in contracting requirement) shall not apply to the Proposed Project.


The Proposed Project shall comply with all other property procurement and general and special laws applicable to the Proposed Project.

Determination #2, Regulations:

The Board further determines that consistent with its authority under 810 CMR 2.04(2)(c), the requirement for Commissioner certification that the project does not conflict with the current or foreseeable needs of any agency of the Commonwealth under 810 CMR 2.06(2)(c) (second sentence only) and the requirement for an appraisal under 810 CMR 2.06(2)(f) shall not apply to the Proposed Project.

NOW, THEREFORE, the members of the Board whose signatures appear below have made the foregoing findings and have voted to grant approval to the Proposal.

RESOLVED AND APPROVED BY THE FOLLOWING MEMBERS OF THE ASSET MANAGEMENT BOARD:



Carol W. Gladstone, Chairperson

1/14/2020

Date



Glenn A. Cunha, Inspector General

1/14/2020

Date

Jerald Feldman

Date

Kija Kim

Date



Mary Lentz

1/14/2020

Date

Attachment: 12/30/19 Letter of Secretary for Administration and Finance

NOW, THEREFORE, the members of the Board whose signatures appear below have made the foregoing findings and have voted to grant approval to the Proposal.

RESOLVED AND APPROVED BY THE FOLLOWING MEMBERS OF THE
ASSET MANAGEMENT BOARD:

Carol W. Gladstone, Chairperson

Date

Glenn A. Cunha, Inspector General

Date

Jerald Feldman

Date

3/10/20

Kija Kim

Date

Mary Lentz

Date

Attachment: 12/30/19 Letter of Secretary for Administration and Finance

NOW, THEREFORE, the members of the Board whose signatures appear below have made the foregoing findings and have voted to grant approval to the Proposal.

RESOLVED AND APPROVED BY THE FOLLOWING MEMBERS OF THE
ASSET MANAGEMENT BOARD:

Carol W. Gladstone, Chairperson

Date

Glenn A. Cunha, Inspector General

Date

Jerald Feldman

Date



Kija Kim



Date

Mary Lentz

Date

Attachment: 12/30/19 Letter of Secretary for Administration and Finance



Final Project Proposal to
The Asset Management Board

Domiciliary Campus Redevelopment Commonwealth of Massachusetts

**Soldiers' Home in Chelsea
Chelsea, Massachusetts**

January 14, 2020

Proposed by:

Commonwealth of Massachusetts

Department of Veterans' Services

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ATTACHMENTS

1. Project Services
2. Site Plan
3. Executive Office of Health and Human Services Letter of Support
4. Inventory of Assets at Soldiers' Home in Chelsea/ DCAMM
Commissioner's Certification
5. Public Notice and Public Comment: Final Project Proposal Central Register
Notice; Boston Globe Legal Notice; Chelsea Record Notice; Public Hearing
Minutes; Written Comments
6. Secretary of Executive Office for Administration and Finance
Recommendation and Approval

I. PROJECT SUMMARY

Proposing Agency

The Department of Veterans' Services (DVS) within the Executive Office of Health and Human Services (EOHHS), on behalf of the Soldiers' Home in Chelsea (SHC)

Summary of Asset

The SHC campus today is shared by two distinct functions: long-term care, and the domiciliary facilities which are the subject of this Final Project Proposal (FPP).

On the long-term care side of the campus, construction has recently begun on a new 154-bed Community Living Center (CLC) that will replace the Quigley Memorial Hospital with a modern new facility. This public project is jointly funded by the Commonwealth and Federal VA.

The approximately 8.7-acres of the campus that contains the domiciliary facilities (the Domiciliary Campus) is currently home to approximately 170 veterans in single room occupancy (SRO) style accommodations, with shared bathrooms and central dining. The proposed project, previously described in the Preliminary Project Proposal which the Asset Management Board (AMB) approved on July 16, 2019, will bring needed program updates and capital investment to the Domiciliary Campus.

Summary of the Transaction

DVS seeks approval to enter into long-term lease(s) of the Domiciliary Campus with a master developer. The AMB is being asked to review and approve a long-term lease or leases to a master developer to be selected through a competitive process. The master developer will be charged with redevelopment of the Domiciliary Campus in a phased build-out of housing options with services for Veterans that is anticipated to take place over several years (the Project). The Project will consist of a combination of renovation of existing buildings and new construction.

The target size for the Project is a minimum of 220 units – more than sufficient to accommodate the census of current residents. The Project will provide new and high-quality housing options for current residents and assure that the campus remains a resource for future Veterans. The Project will include a robust services component that will provide assistance commensurate with the needs of the Veterans on the campus.

It is anticipated that ground rent will need to be nominal to ensure the financial feasibility of the Project. While the Project is not expected to be a revenue generator for the Commonwealth, it will extend the Commonwealth's commitment to providing Veteran's housing on the Domiciliary Campus. Furthermore, the capital investment will address deferred maintenance needs of the domiciliary facilities

(estimated at over \$80M), put underutilized and vacant space back into productive use, and update the housing model at the campus. Low-income Housing Tax Credits; Historic Rehabilitation Tax Credits; other federal, state and city funds; private debt and equity; and other housing funding sources will be heavily relied upon to make the Project financially feasible.

Accordingly, DVS seeks the authorization of the AMB to enter into a long-term lease or leases to facilitate the development of the Veterans housing program in lieu of the requirement of authorization by the General Court under M.G.L. c. 7C § 34. It is anticipated that the lease(s) will be for terms not to exceed 99 years, and that leasing and redevelopment of sub-areas of the Domiciliary Campus will occur in phases. The Secretaries of EOHHS and DVS as well as the Trustees and Superintendent of SHC have endorsed this proposal.

II. PROJECT DESCRIPTION

Description of Transaction

The goal of this Project is to provide state-of-the-art affordably priced housing for Veterans and their families through redevelopment of the existing Domiciliary Campus. The Project will consist of needed capital investment and updates of the existing housing program along with the implementation of services and property management plans.

The SHC Domiciliary Campus has housed Veterans since 1882; the property was transferred from the Soldiers' Home Board of Trustees to Commonwealth ownership by deeds in 1934. The predominant unit type is single room occupancy with shared bathrooms and central dining. While the housing on the Domiciliary Campus can sometimes function as a short-term stepping-stone to independence, the average length of stay is 7 years. The population of the Domiciliary Campus is aging; in the current census more than 90% of residents are seniors over 55 years of age. It is anticipated that the redeveloped Chelsea domiciliary program will offer (i) senior-specific housing options, (ii) flexible, permanent affordable housing with a greater variety of unit configurations than what is currently offered, and (iii) a component of supportive units for individuals in crisis who require stabilization in order to secure or retain permanent housing.

All three of these housing types will be most successful when paired with a strong property management and a robust services program. The selected master developer will commit in advance to the services that will be available at the facility. A description of anticipated services, based on current offerings, is included as **Attachment 1**.

Private sector participation is a key component of this Project, and the master developer is expected to assemble a team of non-profit and/or for-profit organizations that specialize in Veterans' housing and services, affordable housing,

and/or senior care. To be financially feasible, this Project will rely upon a variety of public funding sources as well as the contribution of a land lease for nominal consideration from the Commonwealth.

The proponents anticipate that the redeveloped domiciliary program will provide housing with a ‘Veterans preference’. The ‘Veterans preference’ structure is a requirement of funding and financing sources and is in keeping with precedents at other Veterans’ housing projects in Massachusetts. Veterans will have first priority for all units and a strong marketing plan will be put in place to reach and attract Veterans. In the event that demand from Veterans is exhausted, the units will be available to income-eligible non-Veteran households, including Gold Star families and widows/widowers of Veterans. In addition, modification of an existing restriction, which limits use of the SHC, will be sought prior to DCAMM entering into a lease with a master developer.

Project implementation will be phased to allow current residents to remain on campus throughout the construction period. Additionally, those current residents who choose not to move into the newly developed units or who are not eligible will be provided the opportunity to remain on campus, in existing units at the existing daily care charge rate.

DVS requests that the AMB waive the requirement for legislative authorization to enter into long-term lease(s) for the redevelopment of the Domiciliary Campus for housing and supportive services for Veterans and their families.



Description of Asset and Current Use

The Soldiers’ Home in Chelsea was transferred to the Commonwealth by the Trustees of the Soldiers’ Home in Massachusetts in 1934 pursuant to a 1934 Supreme Judicial Court decree and Chapter 452 of the Acts of 1931.

The entire campus is 18.9± acres containing the 135-patient Quigley long-term care building with accessory parking (currently being replaced with a new long-term

CLC facility as described above), a 3.8-acre park, and the approximately 8.7-acre Domiciliary Campus which is the subject of this FPP. The Domiciliary Campus is currently home to approximately 170 Veterans in single room occupancy (SRO) style accommodations, with shared bathrooms and central dining. The Domiciliary Campus also houses a power plant that provides heat for the entire campus.

The total area of the lease site(s) (Lease Site) will be up to approximately 8.7 acres and is located within the orange shaded area (Lease Area) shown in **Attachment 2**. The exact location and size of the Lease Site will be determined upon further coordination with DVS through the master developer selection process.

Public Purpose and Public Benefit

Public Purpose

The purpose of this redevelopment project is to provide a range of high-quality, affordable housing options and access to targeted services for Veterans and their families.

Public Benefit

Veterans housing contributes to healthy communities by offering stability and targeted resources to populations with specific vulnerabilities and service needs. These models result in dignity and support for the targeted population. The Commonwealth of Massachusetts, through its Soldiers' Homes, has supported Veterans housing since the Civil War.

This Project is proposed to meet the following stated goals of the Commonwealth:

1. provide updated, permanent affordable housing options for Veterans and their families;
2. reduce Veteran homelessness and reduce reliance on shelters;
3. provide supportive services that are tailored to the specific needs of Veterans;
4. address deferred maintenance needs at the Domiciliary Campus.

Estimated Revenue Sources and Application

A nominal ground rent is anticipated in order to promote the financial feasibility of a future redevelopment. While the Project is not expected to generate revenue for the Commonwealth, it is expected to bring an \$80 million or greater capital investment to the site as well as ongoing property management and resident services, all of which will directly contribute to the public benefit goals stated above.

Private Market Potential and Feasibility of Private Sector Participation

DCAMM expects this redevelopment project to attract significant interest from qualified private and not-for-profit sponsors that bring relevant experience in Veterans housing and services, public private partnerships, affordable- and

moderate-income housing, senior housing, and historic rehabilitation, among other characteristics. Such project sponsors will typically expect to earn development fees during the construction period and will have the opportunity for management fees and revenue during the operating period, subject to the restrictions of the other financing sources.

Anticipated Publicly Paid Capital and Operating Costs

DCAMM, through its 2018 *Campus Redevelopment Master Plan* for the Domiciliary Campus, procured a study of the Project which included an initial assessment of financial feasibility.

The revenue stream to support the cost of operations is anticipated to be from the income from (i) rents and (ii) rental subsidies for the 220 or more units. Services will be supported through a combination of the base operating budget, fundraising, and service partnerships. Affordable and moderate-income units will have rent and utility limits based on income. Potential sources of the rental subsidy for extremely low-income households include but are not limited to:

- VASH Vouchers are Veterans Administration (VA) rental subsidies that are managed by the Boston Housing Authority and DHCD and may also be applied for directly from individual Project sponsors. The VA provides case management for Veterans served by these vouchers.
- Section 8 Project-based Vouchers are HUD rental subsidies that are managed by the Boston Housing Authority and DHCD. HUD regulation allows Section 8 vouchers to be project-based for permanent affordable housing projects.
- The Massachusetts Rental Voucher Program is the Commonwealth's rental assistance program managed by DHCD. DHCD can also provide project-based subsidies for permanent affordable housing projects.

Permanent financing for the Project will likely be provided through the typical sources that fund affordable housing projects in the Commonwealth. These include Low Income Housing Tax Credits; other State subsidy sources, i.e. the Affordable Housing Trust Fund (AHT), Housing Stabilization Funds (HSF), and the HOME Program; City of Chelsea funds; MassHousing Workforce Program funds; a permanent loan provided by a conventional lender; and deferred developer fee. Additionally, the site may be eligible for Federal and/or Massachusetts Historic Rehabilitation Tax Credits. The selected master developer will be responsible for identifying and securing necessary funding.

Developers are expected to submit proposals that are financially feasible and clearly define expected sources of funding. The master developer who is selected through the competitive process will be responsible for obtaining permits and approvals and financing for the Project.

In order to effectuate the Project, the Commonwealth may make capital investments in the Domiciliary Campus for the purposes of (1) separating Domiciliary Campus infrastructure from the remainder of the SHC; (2) maintaining operations and occupancy of Commonwealth-held portions of the Domiciliary Campus during the phased implementation of the Project, (3) defraying extraordinary or atypical expenses associated with redevelopment of existing campus infrastructure, or for other purposes to be determined.

Schedule for Implementing

As soon as possible after receiving approval of this lease disposition project by the AMB, DCAMM, in consultation with DVS, will initiate the competitive developer selection process which will include advertising and soliciting competitive bids. Described more fully in Section V, Competitive Disposition Process, of this proposal, this process will include issuing and advertising a Request for Proposals (“RFP”). The RFP will be advertised for no less than three months, giving interested parties sufficient time to prepare comprehensive proposals. DCAMM, in consultation with DVS, will evaluate complete proposals submitted in response to the RFP based on criteria stated in the RFP. DCAMM will provisionally designate a successful proposer and will execute a lease or leases which will outline the terms and conditions of the transaction. The lease negotiations will be done in consultation with DVS. Following designation and prior to lease execution, the designated master developer will be granted a performance period to undertake necessary due diligence. DCAMM and DVS reserve the right to reject all proposals.

More specific milestones and dates cannot be determined until the master developer is selected.

Performance and Monitoring

Monitoring and Reporting: DVS, in consultation with DCAMM, will assist the 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 will be measured objectively by the following criteria:

- The procurement process will yield a master developer to implement the Project under long-term lease(s), including the services component;
- The lease agreement(s) will be compatible with the primary programmatic objectives of the Domiciliary Campus;
- The Project will not result in windfall profits to any individual as per 810 CMR 2.02(1)(e);
- The Project will maximize the physical utilization of the Commonwealth’s real estate assets at this location; and
- The Project will be financially feasible over the term of the lease(s).

III. PUBLIC REVIEW AND COMMENT/PUBLIC PARTICIPATION

Prior to submitting the Final Project Proposal to the AMB, DVS, with the assistance of DCAMM, fulfilled the public notice, comment, and hearing requirements as follows:

- Public Notice: DVS, in consultation with DCAMM, published a “Notice of Intent to Submit a Proposal and Public Hearing” with an invitation for public comment. (See **Attachment 5**.)
 - The required notice was published in the Central Register for two consecutive weeks (November 20 and November 27, 2019) and in the Boston Globe for two consecutive weeks (November 20 and November 27, 2019); the last notice appeared no less than seven days prior to the conduct of the public hearing. Additionally, the notice was published in the Chelsea Record (November 21 and November 28, 2019). In addition to the advertisements, a copy of the notice was sent to:
 - Members of the General Court in the Legislative district of the project
 - City Manager of Chelsea, Tom Ambrosino
 - Members of the Chelsea City Council
- Public hearing: A public hearing was held on December 4, 2019 from 6:30 p.m. to 7:30 p.m. in the Martin Auditorium of the Soldiers’ Home in Chelsea, Headquarters Building, 91 Crest Avenue, Chelsea, MA, at which time minutes were taken. (See **Attachment 5**.)
- Public comment: The Notice stated that the deadline for written comments was December 11, 2019.

The public hearing was attended by approximately forty (40) people; approximately eighteen (18) people spoke. All in attendance who spoke appeared to be in support of the project: the comments expressed a desire to honor the history of the campus as a home for Veterans and also expressed the need for affordable housing for Veterans, especially to reduce Veteran homelessness; some of the questions focused on clarifying elements of the redevelopment program and implementation plan, including the planned process for tenant selection. No opposition to the project was voiced at the hearing. Additionally, three written comments were received. (See **Attachment 5**.)

In response to some of the comments received from multiple parties:

- Tenant selection preferences and process will be described in the RFP and further developed in the lease transaction legal documents.

- DCAMM, in consultation with DVS, will review means by which the Project and RFP may include commemoration of the history of the campus.

IV. LAWS AND REGULATIONS TO BE WAIVED

DVS requests that the AMB waive the following laws and regulations for this proposed transaction:

Laws

M.G.L. Chapter 7C, Section 33

M.G.L. Chapter 7C, Section 34

M.G.L. Chapter 7C, Section 37

M.G.L. Chapter 7C, Section 41

M.G.L. Chapter 7C, Sections 44 through 58

M.G.L. Chapter 30, Sections 39F through 39R inclusive (but not Section 39H)

M.G.L. Chapter 149, Sections 44A through 44J inclusive, except for certification of noncollusion in contracting requirement.

Regulations

810 CMR 2.06(2)(c)

810 CMR 2.06(2)(f)

M.G.L. c. 7C § 33 – Establishes the process for the disposition of Commonwealth property. This section should be waived to make clear that state and local polling is not required for this transaction.

M.G.L. c. 7C § 34 – Establishes the process for the disposition of Commonwealth property when legislative authorization exists. This section should be waived to make clear that AMB approval is in lieu of express legislative authorization for the proposed Project.

M.G.L. c. 7C § 37 – Establishes public notice and hearing requirements for disposition of property. This section should be waived because its purposes will be satisfied by compliance with the public notice and hearing requirements of Section 2.05 of the AMB Regulations.

M.G.L. c. 7C § 41 – Prohibits certain private uses of public land without legislative authorization. AMB approval is requested in lieu of legislative approval.

M.G.L. Chapter 7C, Sections 44 through 58

M.G.L. Chapter 30, Sections 39F through 39R inclusive (but not Section 39H)

M.G.L. Chapter 149, Sections 44A through 44J inclusive, except for certification of noncollusion in contracting requirement – These laws govern competitive procurement of design and construction contracts by state authorities, departments and municipalities. While a competitive process will be required, the selection will

be based on factors including, but not limited to, cost of construction and therefore the public construction laws should be waived. The non-collusion in contracting requirement would not be waived, nor would any laws 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 are included in this FPP as **Attachment 4**. 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.

810 CMR 2.06(2)(f) (Independent Appraisal) – This section establishes appraisal requirements for the FPP, including an independent appraisal of the property for both the highest and best use and the proposed project use, if different, taking into consideration the terms of the proposed acquisition or disposition. Given the restrictions on the property associated with its 1934 transfer to the Commonwealth as well as the nature of the proposed Project program which will require a significant amount of subsidy to implement, this standard form of appraisal requirement should be waived. The purposes of this section are satisfied by an assessment of value submitted to the AMB in connection with the FPP.

V. COMPETITIVE DISPOSITION PROCESS

DVS seeks AMB authorization to lease up to approximately 8.7 acres on the SHC campus for a term of up to 99 years, including extension options. A master developer/lessee will be selected through a competitive Request for Proposal (RFP) process in accordance with M.G.L. Chapter 7C. DCAMM, in coordination with DVS, will administer the developer selection process as described below. The RFP will solicit proposals beneficial to the Commonwealth and appropriate to both the SHC and the Veterans community to be served.

Upon AMB approval of a Final Project Proposal for this transaction, DCAMM, in coordination with DVS, will undertake the following process to select a lessee for the site:

1. Prepare RFP: DCAMM, in consultation with DVS, will prepare and issue an RFP to lease up to 8.7 acres on the SHC campus. The RFP will contain site information, program elements including number of units, general terms of the proposed transaction, specifications of a service component, an outline of submission requirements and a description of the selection process and

criteria. The RFP will specify the date, time, and place for submission of proposals.

2. Advertise RFP: The RFP will be advertised as required by law and in accordance with Chapter 7C, Section 36.
3. Receive, Evaluate, Select Proposals: Proposals will be submitted to DCAMM by a certain date and time, and at a specific location, all as specified in the RFP. Proposals will be evaluated on criteria specified in the RFP. The Commissioner of DCAMM, upon the recommendation of a designated selection committee which will include representation from EOHHS, DVS, SHC and DCAMM, will select the successful proposer.
4. Documentation: DCAMM, in consultation with DVS, will prepare the necessary legal documents for the lease transaction.
5. Execute Lease: The redevelopment project may involve entering into more than one lease, but together will not exceed the maximum lease area or term approved by the AMB.

VI. STATEMENT OF AGENCY'S PLAN TO PROVIDE ONGOING INFORMATION

DVS has designated Francisco Urena, Secretary of Veterans' Services as the agency official charged with oversight of the Soldiers' Home in Chelsea redevelopment project implementation. Secretary Urena will also be charged with the responsibility of providing information to the AMB as necessary for the Board to fulfill its role in monitoring the successful implementation of the Project.

At a minimum, Secretary Urena and DVS will provide AMB members with annual reports containing the following information:

- Updated reviews of progress to date on the Project measured against defined milestones;
- Explanations on any deviations from the Project plan and defined timelines;
- Identification of any required modification to the Project plan and justifications for why such changes were necessary; and
- Identification of selected contractors awarded work on the Project.

Secretary Urena will also be responsible for satisfying any requests for information from the AMB and for coordinating site visits as requested by Board members.

DVS will be responsible for notifying the AMB in a timely manner should any change occur in the designation of the person responsible for Project implementation.

VII. PERSONNEL AND OUTSIDE SERVICES

DCAMM, in consultation with DVS, will administer the disposition process to implement the Project, and DVS will be responsible for the ongoing monitoring of and reporting on the Project. The following DVS and DCAMM staff will be involved in the Project.

DVS

Francisco Urena, Secretary

Francisco Urena was appointed by Governor Baker as Secretary of the Department of Veterans' Services in January 2015. He is a Marine veteran who previously served as the Veterans' Services Officer for the cities of Boston and Lawrence, Massachusetts.

Division of Capital Asset Management and Maintenance

Executive Office

Carol Gladstone, Commissioner

Carol Gladstone was appointed by Governor Baker as Commissioner of the DCAMM on February 26, 2015. She has more than 35 years of experience in both public and private real estate development and project management.

OGC

Natalie Sawyer, General Counsel

Natalie Sawyer serves as DCAMM General Counsel, providing legal advice and assistance to the agency with respect to real estate acquisitions, dispositions, contracts, claims and disputes. Prior to joining DCAMM, Ms. Sawyer spent over 15 years practicing in both the private and public sectors.

Nancy Loeb, Deputy General Counsel

Nancy Loeb is an attorney with 37 years of experience in real estate law, land use and zoning. She handles real estate development projects and acquisition and disposition transactions.

Office of Real Estate

Paul Crowley, Deputy Commissioner

Paul 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 management positions.

Loryn Sheffner, Project Manager

Loryn Sheffner has worked in various public and private sector community development real estate roles for 20 years.

In addition to DCAMM, EOHHS, DVS and CHS staff, outside services may be provided for the following disciplines:

- Architectural Services
- Legal Services
- Environmental Engineering
- MEP Engineering
- Real Estate Advisory Services
- Title and Surveying Services

Other outside consultants may be called on to assist in implementing the project as necessary.

VIII. APPLICABLE REPORTS AND STUDIES

Chelsea Soldiers' Home Campus Redevelopment Master Plan (2018)

IX. PROPOSAL PREPARATION

Several private firms have assisted in researching information included in this proposal. They include:

Development Scenarios and Architectural Analysis

Utile

115 Kingston Street, Boston, MA 02111

Property Survey

Nitsch Engineering, Inc.

2 Center Plaza #430, Boston, MA 02108

Preparation of the Financial Feasibility Study

VIVA Consulting

21 Belmont Street, Newton, MA 02458

Assessment of Value

Lincoln Property Company Boston

53 State Street, 8th Floor, Boston, MA 02109

Legal Representation

Nolan Sheehan Patten LLP

101 Federal Street #1800, Boston, MA 02110

Title Services

Adelson, Loria & Weisman, P.C.

20 Park Plaza #802, Boston, MA 02116

X. TRUST FUND

The primary benefit anticipated in connection with the redevelopment of the Domiciliary Campus is in the form of modernized housing and services for Veterans rather than revenue generation. However, it is possible that the most favorable proposal to the Commonwealth may involve some lease payment in connection with the redevelopment of the Domiciliary Campus. In that case, the Trust Fund established for DVS for the benefit of SHC would be used for the collection of such lease revenue and would be available to SHC to finance costs and expenses related to the purposes served by the Domiciliary Campus. In accordance with M.G.L. c. 7B § 8 and 810 CMR 2.09, 50 percent of any revenues generated from the long-term lease to a master developer would be deposited into the Trust Fund, and the remainder would be deposited into the General Fund.

DVS has requested that the AMB authorize the establishment of a Trust Fund for the benefit of SHC in connection with this Project. In accordance with M.G.L. c. 7B § 8 and 810 CMR 2.09, the Secretary for Administration and Finance has submitted to the AMB a recommendation for the establishment of a Trust Fund, attached as **Attachment 6**.

In accordance with 810 CMR 2.06(2)(k)(4), the beneficiary of the Trust Fund is the Soldiers' Home in Chelsea.

XI. CONCLUSION

DVS believes that this request for authorization to enter into one or more long-term lease(s) with a master developer who has partnered with a service provider, through a competitive Request for Proposals process, is in the public interest and meets the standards as set forth in 810 CMR 2.02(1)(a) through (g). Should the AMB approve this Final Project Proposal, DVS, in consultation with DCAMM, will offer to lease the Domiciliary Campus for up to 99 years through the competitive selection process identified in this Final Project Proposal.

Attachment 1

Project Services

Proposed Services Program, provided directly or through partnerships

On-site Case Management/Counseling

On-site Clinical Care

Transportation – to VA and other area providers

Visiting Services – Recreational Therapy, Music Therapy, Consumer Credit Counseling, Legal Services, Employment and Housing Assistance, Volunteers, Recovery Support Groups, Veteran Service Officer

Computer and Internet Lab, Library

Meal service options

Supportive Housing services attached to designated units: Mental Health Treatment; Substance Use Disorder Treatment; Specialized Case Management

Other Preferred Services

Expanded Clinical Health Services – access to primary care, TeleHealth, other options

Support for individuals with a traumatic brain injury (TBI) and post-traumatic stress disorder (PTSD)

Home and community-based case management/ long-term supports

Attachment 3

Executive Office of Health and Human Services Letter of Support



The Commonwealth of Massachusetts
Executive Office of Health and Human Services
One Ashburton Place, Room 1109
Boston, Massachusetts 02108

CHARLES D. BAKER
Governor

KARYN E. POLITO
Lieutenant Governor

MARYLOU SUDDERS
Secretary

Tel: (617) 573-1600
Fax: (617) 573-1891
www.mass.gov/cohhs

December 17, 2019

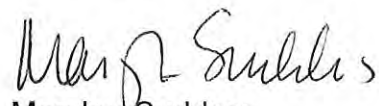
Asset Management Board
c/o Carol Gladstone, Chair
One Ashburton Place, 15th Floor
Boston, MA 02108

Dear Members of the Asset Management Board:

The Executive Office of Health and Human Services (EOHHS) supports the proposed long-term lease at the Soldiers' Home in Chelsea for the development of at least 220 affordable housing units that is currently before the Asset Management Board. This proposal will allow for reinvestment in a historic Commonwealth asset and will enable the campus to continue to serve Veterans and their families as it has done for over 100 years.

With a new \$200 million Community Living Center for long-term care currently being constructed on the Soldiers' Home in Chelsea, the domiciliary portion of the Soldiers' Home campus remains in need of substantial rehabilitation to address the deferred maintenance. The campus also needs improved program and service offerings to meet the diverse needs of Veterans in the 21st century. The selected developer will implement a phased redevelopment of the campus, coordinating with the Commonwealth to minimize disruption to the Veteran community living on campus. The redevelopment program of long-term affordable and moderately priced housing will include units and services targeted to seniors, families, and households who require additional supports for long-term housing stabilization and to prevent homelessness. EOHHS supports this project because it will ensure future access to quality affordable housing with appropriate services for our Veterans.

Sincerely,


Marylou Sudders



Attachment 4

Inventory of Assets at Soldiers' Home in Chelsea/
DCAMM Commissioner's Certification



MEMORANDUM

TO: Asset Management Board
RE: Property Inventory for Soldiers' Home in Chelsea Long-Term Lease Proposal by Department of Veterans' Services (DVS)
FROM: Carol W. Gladstone, Commissioner
DATE: December 18, 2019

Pursuant to 810 CMR 2.06 (2)(c), I submit the following.

As Commissioner of the Division of Capital Asset Management and Maintenance, I am in receipt of the attached inventory of real property at the Soldiers' Home in Chelsea, MA. The inventory was prepared for DVS's proposal to the Asset Management Board to authorize a long-term lease for the redevelopment of the domiciliary campus at the Soldiers' Home in Chelsea, which is underutilized and in need of capital investment and programmatic upgrades. The inventory was compiled using data from the Commonwealth Asset Management Information Systems (CAMIS) inventory dated December 2019.

I have reviewed this inventory and based on DVS's support of the proposal and concurrent review of the inventory, I believe the inventory is current and accurate as of its date.

Based on my review of the inventory, I also believe that the Lease Proposal does not conflict with the current and foreseeable needs of the Soldiers' Home in Chelsea.

Certified by:



Carol W. Gladstone, Commissioner

12/19/19.

Date

Lands Inventory

12/18/2019 11:34:51

Site Code	Site Name	Land ID	Name	Municipality	Controlling			Address	Street Name	Address Description	Total		Town Code	Map Block	Lot	
					Org	Number					Area	Agreement				Land Status
CHE00	Soldiers Home - Chelsea	11779	Soldiers Home - Chelsea	Chelsea	CHE				44R Summit Avenue	0.09 acres		In Use	552	66	0	27
CHE00	Soldiers Home - Chelsea	11778	Soldiers Home - Chelsea	Chelsea	CHE				Off Summit Avenue	0.32 acres		In Use	552	65	0	47
CHE00	Soldiers Home - Chelsea	11782	Soldiers Home - Chelsea	Chelsea	CHE	95		Crest Avenue		2.73 acres		In Use	552	66	0	30
CHE00	Soldiers Home - Chelsea	11789	Soldiers Home - Chelsea	Chelsea	CHE	100		Summit Avenue		10.62 acres		In Use	552	65	0	48
CHE00	Soldiers Home - Chelsea	11781	Soldiers Home - Chelsea	Chelsea	CHE	60		Hillside Avenue		1.37 acres		In Use	552	66	0	3
CHE00	Soldiers Home - Chelsea	11790	Soldiers Home - Chelsea	Chelsea	CHE	81		Summit Avenue		1.07 acres		In Use	552	73	0	42
CHE00	Soldiers Home - Chelsea	11780	Soldiers Home - Chelsea	Chelsea	CHE	91		Crest Avenue		3.10 acres 19.30 acres		Wireless Cell Device	552	66	0	29

Buildings Inventory

12/18/2019 11:35:08

Site Code	Site Name	Building Code	Building Name	Municipality	Controlling Org	Address Number	Address Street	Building Status	Tenure	Gross Square Footage	Improvement Type
CHE00	Soldiers Home - Chelsea	552CHE0080	Boiler Plant	Chelsea	CHE	54	Summit Avenue	In Use	State Owned	6,138 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHEP01	Commandant's Home	Chelsea	CHE	76	Crest Avenue	In Use	State Owned	11,270 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE1701	Community Living Center	Chelsea		91	Crest Avenue	Construction	State	0 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE1601	Fire Pump Headquarters	Chelsea	CHE	91	Crest Avenue	In Use	Owned State	228 square-feet	2 - Minor Building
CHE00	Soldiers Home - Chelsea	552CHE0040	Building John Adams	Chelsea	CHE	91	Crest Avenue	In Use	Owned State	67,667 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE0042	Building	Chelsea	CHE	86	Crest Avenue	In Use	Owned State	73,980 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE0180	Keville Bridge	Chelsea	CHE	91	Crest Avenue	In Use	Owned State	1,312 square-feet	2 - Minor Building
CHE00	Soldiers Home - Chelsea	552CHE0140	Keville House	Chelsea	CHE	60	Hillside Avenue	In Use	Owned State	40,300 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE0150	Lawrence F. Quigley Memorial	Chelsea	CHE	100	Summit Avenue	In Use	Owned State	167,070 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE0070	Sargent Hall	Chelsea	CHE	100	Crest Avenue	Inactive	Owned State	23,680 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE0041	Sullivan Building	Chelsea	CHE	96	Crest Avenue	In Use	Owned State	67,667 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE0050	Vinnies Place Laundry	Chelsea	CHE	95	Crest Avenue	In Use	Owned State	13,860 square-feet	1 - Major Building
CHE00	Soldiers Home - Chelsea	552CHE1602	Water Pump Station	Chelsea	CHE	91	Crest Avenue	In Use	Owned State	791 square-feet	2 - Minor Building
CHE00	Soldiers Home - Chelsea	552CHE0120	Williams House	Chelsea	CHE	80	Crest Avenue	In Use	Owned State	18,375 square-feet	1 - Major Building
										492,338 square-feet	

Improvements Inventory

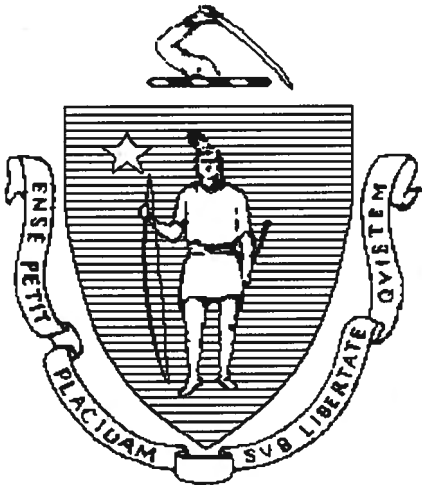
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Site Code	Site Name	Building Code	Improvement		Address Number	Address Street	Building Status	Gross	Improvement Type	
			Name	Municipality				Controlling Org		Square Footage
CHE00	Soldiers Home - Chelsea	552CHE9202	Incinerator	Chelsea	CHE	91	Crest Avenue	In Use	5,400 square-feet 5,400 square-feet	4 - Vertical Improvement

5,400 square-feet

Attachment 5

Public Notice and Public Comment: Final Project Proposal Central Register
Notice; Boston Globe Legal Notice; Public Hearing Minutes; Written
Comments



The Central Register

Published by: The Secretary of the Commonwealth, William Francis Galvin

CENTRAL REGISTER

Published weekly by William Francis Galvin, Secretary of the Commonwealth

Volume 39, Issue 47, November 20, 2019

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Commonwealth of Massachusetts

Division of Capital Asset Management and Maintenance

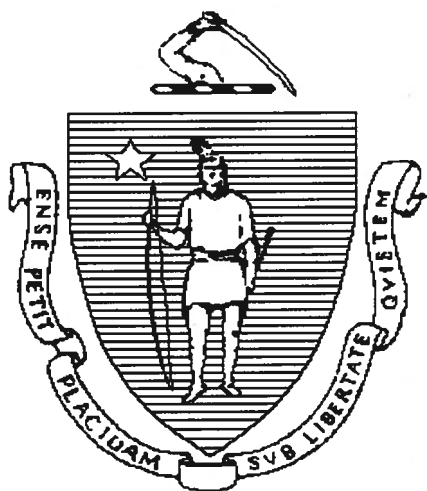
**Notice of Intent to Submit Final Project Proposal to the Asset Management Board and Public Hearing
for the Long Term Lease of a portion of the land comprising the Soldiers' Home in Chelsea located at
91 Crest Avenue in the City of Chelsea**

The Commonwealth of Massachusetts, Division of Capital Asset Management and Maintenance, hereby gives notice under 810 CMR 2.05 that it intends to submit a Final Project Proposal to the Asset Management Board and that it will hold a public hearing on the proposed project which has been granted Preliminary Project Approval by the Board. The proposed project is for the long term lease of a portion of the land comprising the Soldiers' Home in Chelsea, located at 91 Crest Avenue in the City of Chelsea. The project contemplates leasing up to 8.7 acres of land on the campus for a term of up to 99 years for the development of Veterans preference housing and services. The estimated fair market value of the leasehold as restricted is expected to be nominal. The lessee(s), who will be selected through a competitive process, will secure all necessary permits, approvals and funding.

The public is invited to go to <https://www.mass.gov/service-details/soldiers-home-chelsea-long-term-lease-proposal-and-public-comment> for copies of the Draft Final Project Proposal and to submit written comments. Copies of the Draft Final Project Proposal are also available from and comments may be submitted in writing to: Loryn Sheffner, DCAMM Project Manager, One Ashburton Place, 15th Floor, Boston, MA 02108, telephone 857-204-1837, or email: Loryn.Sheffner@mass.gov. The deadline for written comments is December 11, 2019 at 5:00 p.m.

The public hearing will be held on December 4, 2019 from 6:30 p.m. to 7:30 p.m. in the Martin Auditorium of the Soldiers' Home in Chelsea, Headquarters Building, 91 Crest Avenue, Chelsea, MA. The public is invited to comment on the proposed project at the public hearing and may also submit written comments at the hearing.

By: Carol Gladstone, Commissioner
Division of Capital Asset Management and Maintenance



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CENTRAL REGISTER

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Commonwealth of Massachusetts

Division of Capital Asset Management and Maintenance

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By: Carol Gladstone, Commissioner
Division of Capital Asset Management and Maintenance



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BC-Notre Dame a special week to Addazio

By Julian Benbow
GLOBE STAFF

The memories from the "Holy War" are endless. The rivalry between Boston College and Notre Dame — the only two Catholic schools in the Football Bowl Subdivision — is one of college football's most storied. From the days of Doug Flutie and the 1983 Liberty Bowl to the David Gordon field goal in 1993 that earned the Ea-

gles their first win over the Irish — who were ranked No. 1 at the time — to the Tom O'Brien BC team that ended the Irish's bowl streak in 1999, there are moments etched in Eagles history.

For all the mystique of playing in Notre Dame Stadium, seeing Touchdown Jesus, the Golden Dome, and the golden helmets, part of preparing the Eagles for the latest installment

this weekend in South Bend, Ind., is reminding them why the game matters more than the trophy.

"In today's world, the history of these things isn't like the same as it used to be, you know what I mean?" said BC coach Steve Addazio. "So you've got to bring it back to life."

Addazio likened the revival of the Notre Dame rivalry to the way BC has reignited another longstanding series with Syracuse.

"We've really worked hard to bring that back to life again," Addazio said. "It wasn't that long ago that that was so intense, right? Then that period that it really didn't play wasn't the same. It lost something. Things happen quick nowadays."

The Eagles have experience to pull from on their coaching staff, and Addazio plans to use

it this week. Running backs coach Brian White was a graduate assistant on the Irish's 1984 national championship team. Defensive coordinator Bill Sheridan was Notre Dame's safeties and special teams coach in 2001. Receivers coach Rich Gunnell was a part of two BC wins over the Irish as a player. Special teams coach Ricky Brown and director of football initiatives Josh Beekman were on the roster for three wins over Notre Dame from 2002-04.

"We've been bringing it back to life and talking about it," Addazio said. "And I'm going to do some other things as the week goes on to try to make sure they understand the intensity of this game and what it means because, yes, these guys, they have not been there."

"But we also deal with guys who are very bright guys, and they get it and understand it, and they feel it. You still are playing a national team, and they get that too, that this is still a grand stage, and if you're a competitor, you're playing a top 15 team on a grand stage, that's what you want to do."

Notre Dame head coach Brian Kelly grew up in Everett, but he never considered himself a BC fan. If he watched, it was for BC's rivalry games with Holy Cross. Otherwise, he said, he always followed Notre Dame.

"That's all we had on TV," he said. "Boston College wasn't on the television set much growing up in Boston. It wasn't until I was gone from Boston that BC started to be played on radio and television."

By the time the Eagles program started to gain traction locally and nationally in the

1980s, Kelly was cutting his teeth as a coach at Grand Valley State in Michigan.

From afar, though, he watched the Eagles' growth.

"From a football standpoint, being in the ACC has obviously benefited them greatly," Kelly said. "They have, certainly, a reputation for being a physical football team. They've been obviously going back to coach Coughlin, they've either churned out great defensive players or obviously their tight ends or quarterbacks."

"It's always been a program that has turned out really fine players, year in year out, and an extremely competitive football team that can beat anybody on a given day."

For the Irish, ranked 15th and winners of 17 straight at home, this installment of the Holy War might not have the same gravity, especially considering the Eagles' 1-15 record against ranked opponents since 2014.

But Kelly understands the magnitude of the matchup for a BC team fighting to become bowl-eligible.

"When they're playing Notre Dame, this is a big game," Kelly said. "And we know that they're playing for bowl eligibility."

For the Eagles, keeping their postseason chances alive is just as important as the rivalry.

"They're well aware of that," Addazio said. "That's a goal. It's a stated goal early in the season. So for all those reasons."

"I mean, there's a lot going on in this game. Stakes are high, and that's exciting."

Julian Benbow can be reached at jbenbow@globe.com.

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Minutes of Public Hearing-Asset Management Board (AMB)
Proposed Long-Term Lease for
Soldiers' Home in Chelsea,

Public Hearing Minutes
December 12, 2019
6:30 p.m.

Place: Soldiers' Home in Chelsea, Martin Auditorium, Headquarters Building, 91 Crest Avenue, Chelsea, MA

AMB Member Present:

Carol W. Gladstone, *Commissioner of DCAMM and Chair of AMB*

DCAMM Staff Present:

Paul Crowley, *Deputy Commissioner, Office of Real Estate Management*

Nancy Loeb, *Deputy General Counsel*

Loryn Sheffner, *Project Manager, Office of Real Estate Management*

Cheryl Poppe, Superintendent of the Soldiers' Home in Chelsea (SHC), welcomed attendees and introduced Francisco Urena, Secretary of the Department of Veterans' Services (DVS), Commonwealth of Massachusetts. Secretary Urena noted that the Soldiers' Home has been continuously operated since 1882, with benefits and services that have served a model for others. The proposed project offers an opportunity to improve the quality of services for veterans and to address the challenge of veteran homelessness and housing affordability for veterans. The Commonwealth's Division of Capital Asset Management and Maintenance (DCAMM) has been very supportive of the vision for redevelopment with a focus on veterans' programs and services. Secretary Urena then introduced Loryn Sheffner, Project Manager for the Office of Real Estate within DCAMM.

Ms. Sheffner led a PowerPoint presentation about the reason for the Public Hearing, background on the project, and some details of the project proposal. She noted that the entire draft project proposal is available online, and that the deadline for public comments is December 11, 2019, with several ways to submit comments. The subject of the project proposal is the 'domiciliary campus', the residential portion of the Soldiers' Home (the long-term care facility and church are not part of the proposal). There are currently around 170 residents in the domiciliary campus in buildings with deferred maintenance needs; some other buildings on the campus are entirely vacant. Working with SHC and DVS, DCAMM has been planning for a renovation of the campus to better serve current and future veterans. A public private partnership is contemplated, with the development partner, to be selected through a competitive RFP process, responsible for design, permitting, financing, construction and management. The Commonwealth will provide a long-term lease or leases to the selected development partner as phases of the redevelopment are implemented. The baseline redevelopment program anticipated is 220 units, with a requirement that this number of units be affordable to low/moderate-income households. There will also be a baseline of services that the development partner will be expected to provide. Additionally, current residents will have the choice to remain on the campus throughout construction, as well as retaining the option of remaining in SRO-style units at the existing rent once new units are available. The RFP process and the design and financing process will take some time, so although construction is not expected to begin for at least a few years, the Commonwealth is now seeking AMB approval for a long-term lease so that DCAMM and DVS can issue an RFP.

Tom Lyons, Chair of the Board of Trustees of the Soldiers' Home in Chelsea noted that he has been on the Board for 9 years, and also worked at MassHousing for 16 years and has experience with housing for veterans in Boston. He has recently been involved with the Brighton Marine veterans' housing project, where 2,300 applications were just received for 102 available units for low, moderate, and workforce-rate units. That project was structured similarly to the proposed project, with developer Winn Development leasing the property for 99 years from Brighton Marine and developing the units. That project also had historic buildings on site. Mr. Lyons said he was looking forward to working with DCAMM to get the Soldiers' Home project built. There hasn't been federally funded veterans' housing since 1946.

Ira Novoselsky, Trustee at the Soldiers' Home in Chelsea, then spoke in support of the project. He has worked on a veterans' preference housing project in Revere that opened recently; 30 units. He vouched that veterans' preference housing is almost always filled with veterans. He would like to see nicely sized 1-br units available for veterans, 750 sf+.

Approximately eighteen (18) individuals then spoke from the audience. None expressed opposition to the project and most everyone expressed support. The questions and comments raised included the following:

- Please make sure that the history of the SHC isn't lost. Adams for instance was named after an important person. How will historical significance be preserved? Keep the connection to past wars and what veterans did.
- The units will be filled fast with veterans.
- Will future development be on both sides of Crest Avenue?
- Are you saying that some of the units will be market rate? [Clarification by Secretary Urena that all of the baseline units will be low/moderate.]
- Saying 8.7 acres does not convey the meaning of the site. Which buildings will be retained and which torn down? Certain buildings will have to be torn down, how will you relocate maintenance rooms, for instance.
- It'll be 6 years before anything happens.
- There's a nationwide problem of veteran homelessness: 37,000 nationwide. A project like this that utilizes underutilized land has a lot of positive aspects. Don't leave any veterans behind.
- Will the cafeteria remain? Not everyone can cook for themselves.
- Bringing women into a male dominated environment will have challenges. How will this be addressed? Has co-ed housing been done anywhere? What would this look like in the Gold Star family context? [Sec. Urena and Superintendent Poppe noted that other developments including Bedford Green have a greater proportion of female veterans.]
- Grew up in Chelsea, SHC is an important place for veterans.
- There are important historical figures named on the campus today -- Adams, Sargent.
- The historic involvement of the Grand Army of the Republic should be noted.
- What would prevent the site from becoming private development through the proposed lease structure? Does the lease address care of this concern while protecting veterans' history?
- What would happen if the developer goes bankrupt? [Sec. Urena noted that the Commonwealth will retain underlying ownership and control.]
- Are there restrictions on the site currently?
- Why are buildings empty now?
- While there are low rates of veteran homelessness in the Commonwealth, many are in emergency shelters.

- Agree with the focus on history.
- It's great to support permanent supportive housing for long-term quality of life. This project is a great start.
- Support for offering family members the opportunity to live at SHC.
- This project represents a threat to the attributes that make SHC special, please proceed with care. The apartment format hasn't always been successful for veterans. [Superintendent Poppe noted that apartments will be more successful if they are located within the SHC community and adjacent to services.]
- Veterans are very diverse. Services should reflect that diversity. Take language barriers into consideration. Supports the project 100%
- Concern with the term 'veteran preference'. Concern that other people would be living here with veterans still on the street.
- Where are the funds coming from? [Asked about the \$199 million which is the CLC project.] What are the sources?
- Will veterans have an opportunity to see the plans prior to construction?
- Veterans' housing is very important. There is no one size fits all for programs and services. Family housing will go quickly, but there will also still be a need for SROs.
- Chelsea has lost 100-200 veterans out of the housing market and many want to come back. Could the maximum number of units be greater than 220? And will there be an ability to support Chelsea veterans in particular? How will new residents be selected?
- Having non-veterans in the units is a concern.
- Would like to be part of the process going forward.
- The number of homeless veterans is greater than it seems, as many are precariously housed.
- SROs are still needed as part of a continuum.
- Supports the project. There shouldn't be any vacant buildings on campus.
- Market rate is all right to help support the project.
- Is the funding real? Make sure that veterans actually get this housing.
- What is the timeline for the project? [Ms. Sheffner explained that if the AMB approves the project, DCAMM would expect a spring 2020 RFP and developer selection in 2020. Design, permitting and financing would then take place through 2021 and construction would not start before 2022 at the earliest. This is a rough timeline subject to change. She noted that the new long-term care facility at SHC will be completed in 2022.]
- At MassDOT the public was able to review RFP submittals; will that be the case here? It would be good to involve the community in the process prior to developer selection.
- Support the project for veterans' affordable housing. The magnitude of the project may bring traffic.
- Miss the old water tower as a symbol of being 'home'; it would be great if the new project included a new symbol.
- Will there be a requirement to engage Veterans or Chelsea businesses or employees on construction?
- Neighbor supports project.

With no further comments, Ms. Sheffner reminded attendees of the procedures and deadline for finding the draft project proposal and submitting written comments. The meeting adjourned at 8:00 p.m.

PUBLIC HEARING SIGN-IN SHEET

Location:

Soldiers' Home in Chelsea

Meeting Date:

12/4/2019

Name	Organization Name	Address (Optional)	Phone	Do You Wish to Speak (Y/N)	E-Mail
Dexter Bishop	SUVCW			Y	genord9@comcast.net
James Smith	SOHO			Y	
Michael J. Evers	CSH				
Tim Kasielch				N	
Ira Novoselsky	SOHO JMW			Y	ira_novoselsky@yahoo.com
JEFF NASARIAN	DEPT of MA. VFW Council			Y	NAJART@VERIZON.NET
David Armstrong	SOHO Resident			Y/N	
CUTCLIFFE BAYARD				N	CUTCLIFFE BAYARD@GMAIL.COM
Tom Milice	SOHO			N	
Mike RYAN	SOHO			N	
Steven P. Ryska	SOHO				
Melinda Dignam			857-241-0026		melindawd7@gmail.com
Shirley Kunkin				?	
BK	SOHO			N	
Charles W. Lewis			857-998-1259	N	lewischarles10@gmail.com
Kevin Tucker	SUVCW		617-678-6003	X	ktuv@outhook.com
Bill Lebeau	VFW		617-227-2612	?	adgustante@vfw.org
Joe Purnham					
Wayne All					

PUBLIC HEARING SIGN-IN SHEET

Location:

Soldiers' Home in Chelsea

Meeting Date:

12/4/2019

[illegible]

PUBLIC HEARING SIGN-IN SHEET

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Soldiers' Home in Chelsea

Meeting Date:

12/4/2019

[illegible]

PUBLIC HEARING SIGN-IN SHEET

Location:

Soldiers' Home in Chelsea

Meeting Date:

12/4/2019

[illegible]

Sheffner, Loryn (DCP)

From: Kevin Tucker <ktsuv@outlook.com>
Sent: Monday, December 9, 2019 4:14 PM
To: Sheffner, Loryn (DCP)
Cc: Dexter Bishop; Al Smith; Charlie Lewis
Subject: Re: Soldiers' Home Chelsea – Long Term Lease Proposal and Public Comment

From: Kevin Tucker
Sent: Monday, December 9, 2019 4:07 PM
To: loryn.sheffner@mas.gov <loryn.sheffner@mas.gov>
Cc: Dexter Bishop <genord9@comcast.net>; Al Smith <ohjudyoh@yahoo.com>; Charlie Lewis <lewischarles10@gmail.com>
Subject: Soldiers' Home Chelsea – Long Term Lease Proposal and Public Comment

Dear Ms. Sheffner,

I attended the public hearing at the Chelsea Soldiers' Home on December 4, 2019, and was able to voice my concerns at that time. I support the idea and aims of the project, and believe that, as described, it will be of great benefit to Veterans and their families in the Commonwealth.

As others are far more qualified to speak about the specific concerns of the project with regard to Veterans preference and occupation percentages for proposed housing, I will leave it to them to raise any issues they may have with the project and process going forward.

I do, however, have a great interest in, and a large personal and family stake in preserving the history of the Chelsea Soldiers' Home. I am a former Chelsea resident, with some relatives who have worked at the Soldiers' Home, and some who have lived there. I am the son of a Veterans of Foreign Wars Past Department Commander, (Frank J. Tucker) who led his organization in lobbying to save the Soldiers' Home in 1990, as well as advocating for legislation to enabled the sale of Veterans license plates, with the proceeds benefiting the Chelsea and Holyoke Soldiers' Homes.

I am a Member of the Council of Administration for the National Organization of the Sons of Union Veterans of the Civil War, (the legal heirs of the Grand Army of the Republic) and the descendant of a Union Civil War soldier from Dorchester.

I am concerned with preserving the history of the Chelsea Soldiers' Home, as well as the legacy of the Grand Army of the Republic, who raised the funds, bought the property on Powder Horn Hill, and founded the Chelsea Soldiers' Home in 1882. The Home was run as a private facility by the Grand Army of the Republic for its first 42 years, prior to being turned over to the Commonwealth in 1934.

The Chelsea Soldiers Home is one of the approximately 150 state veterans homes founded in the United States in the aftermath of the US Civil War to provide a caring home for wounded, elderly and disabled civil war veterans and their orphans. While the mission of state veterans homes has of course changed over the

decades since the Civil War, and their populations are now more diverse; including women veterans in career transition, younger and mid-career veterans seeking stability while pursuing higher education, economically disadvantaged veterans and even incorporating non-resident short-term duration VA adult day care programs, the heart and core of the mission of all US state veterans homes remains the provision of "care" as traditionally defined in a domestic sense. This time-frame of "care" now often means for a long-term extended length of time up until and including the veteran's final days on earth.

The Chelsea Soldiers' Home's founder and first Board of Trustee President, Civil War Hero, was General Horace Binney Sargent.

Sargent, a native son of Quincy, graduated from Harvard College in 1843 and the Harvard Law School in 1845.

During the Civil War Sargent was commissioned as a lieutenant colonel of the 1st Regiment Massachusetts Cavalry. Serving in the Army of the Potomac, he fought in the engagements at Secessionville, Culpepper Court House, and Rapidan Station, and in the battles of Antietam, South Mountain, and Chancellorsville. In the spring of 1864, as Colonel of the 1st Massachusetts Cavalry Regiment, he was seriously wounded and this ended his career. For his services Sargent was brevetted to the rank of brigadier general.

After the war, Sargent was a well-known philanthropist for veterans' causes, serving as Commander of the Massachusetts Department of the Grand Army of the Republic from 1876 to 1878.

Another Chelsea Soldiers' Home's founder and the second Board of Trustee President, Medal of Honor recipient was Captain John G. B. Adams. John G. B. Adams served as Commander-in-Chief of the Grand Army of the Republic from 1893 to 1894.

He served with the 19th Massachusetts Infantry in the Peninsula Campaign and at the Battle of Antietam. While serving as a Second Lieutenant in Company I, he was one of 18 Union soldiers who received the Medal of Honor for valor at the Battle of Fredericksburg. Adams recovered the regimental and national colors as a corporal and a lieutenant carrying them fell mortally wounded. With a flag in each hand he advanced, and the regiment was reformed on him.

Later promoted to captain, Adams commanded Company I at the Battle of Chancellorsville and the Battle of Gettysburg, where he was severely wounded on July 2, 1863. His convalescence was relatively brief and he was able to return and fight at Battle of the Wilderness, Battle of Spotsylvania Court House, and the Battle of Cold Harbor.

He and the entire regiment were captured near Cold Harbor on June 22, 1864 and Adams was held at Libby Prison in Richmond, Virginia. He was also imprisoned at Macon, Georgia, and Charleston, South Carolina, where he and other officers were placed on Morris Island in an attempt to stop naval bombardment by the Union. Moved to Columbia, he and a comrade attempted to escape but were eventually captured. He was held for a total of nine months.

In 1877 General Sargent, Captain Adams and sixteen other men incorporated themselves as Trustees of the Soldiers Home and later purchased—with the aid of private and public funds—the Highland Park Hotel on Powder Horn Hill. In 1881 the main building was dedicated and later, in July of 1882, the Home opened for admission of Civil War veterans, accommodations initially being provided for one hundred.

General Sargent was the first President of the Soldiers Home Board of Trustees, a position which he held until 1884, thereafter serving on the Soldiers Home Board of Trustees until his passing in 1908. He was followed as President of the board by Captain John G.B. Adams, who served into the 1890s.

In his January 1877 speech General Sargent outlined his vision and ideal of the spirit and essence of the Home. He stated, "If we should succeed in establishing a permanent Soldiers Home in Massachusetts, I would suggest that it should be entirely self-supporting as possible, but with the most careful avoidance of everything that should make it resemble a workhouse or reformatory institution. And it should never be forgotten that the inmates are objects of reward and gratitude and veneration.

All possible freedom of going, staying, and returning should be accorded. This purpose never should be forgotten. It is to make the veteran happy and give him—in return for his blood—the comforts of life with the less pain or suffering to himself. At the head of it must be a superintendent who loves mankind, and honors courage and fidelity wherever he sees it in any race or color.

Comrades, my work is finished. It is for you individually to carry on our labors. May God prosper you in all your doings. May the blessings of all men rest upon you and the promised gratitude of our beloved Commonwealth be shed in a flood of benediction upon you—her "Soldiers, Citizens, and Heroes!"

2019 marks the 85th anniversary of the Home's formal and official transition from a Grand Army Republic corporation to a state institution in November of 1934, as enacted in accordance with Massachusetts legislation promulgated in the Acts and Resolves of the Commonwealth approved on June 10, 1931.

Two of the buildings are named for these Civil War heroes, the Captain John G. B. Adams Hospital building and the Horace Binney Sargent Hall building.

I hope that these men and their work founding the Chelsea Soldiers' Home are commemorated in any future development of the Chelsea Soldiers Home campus. I recommend the following:

1. That the historic Captain John G. B. Adams building be rehabilitated and the facade be preserved as the entryway into any new building on the current site.
2. That Horace Binney Sargent Hall building be rehabilitated and the facade be preserved as the entryway into any new building on the current site.
3. If not possible for one or both of these buildings, I recommend that two of the new buildings being erected be named for these two heroes and founders of the Chelsea Soldiers Home, so that future generations will become aware of the history and legacy of these two men.
4. That green space be set aside within the redevelopment area, and that it be named Grand Army of the Republic Park, to remind residents and visitors that this Civil War Veterans organization fought hard for wounded and homeless veterans, and the Soldiers Home is a testament to their efforts.
5. That any existing plaques, tablets or other memorials to these men and/ or the Grand Army of the Republic be preserved and installed in prominent and honored places in the rehabilitated or new buildings being erected.

Sincerely,

Kevin P. Tucker, PDC
Department of Massachusetts

National Council of Administration
Sons of Union Veterans of the Civil War

Sheffner, Loryn (DCP)

From: noreply@formstack.com
Sent: Thursday, November 28, 2019 8:41 AM
To: DCAMM, Webforms (DCP); Sheffner, Loryn (DCP)
Subject: Shattuck Campus Comment

Follow Up Flag: Follow up
Flag Status: Completed



Formstack Submission For: **Soldiers' Home Chelsea – Long Term Lease Proposal and Public Comment** Submitted at 11/28/19 8:41 AM

Name: Peter Novy

Organization Name: SOHO

Address: 60 Hillside Av
Chelsea, MA 02150

Organization Website:

Email address: pnovy6723@gmail.com

Please re-enter email address: pnovy6723@gmail.com

Phone: (617) 887-7015

Comments: Need exterior elevator, East side of Keville House,
down to street level for better transportation(bus)
access.

Sheffner, Loryn (DCP)

From: Dvarmstrng <dvarmstrn@gmail.com>
Sent: Tuesday, December 10, 2019 7:54 PM
To: Sheffner, Loryn (DCP)
Subject: Questions brought forth as of Public Hearing

Dear Miss Sheffner,

Not everything was covered during the meeting of Wednesday, December 4th at the Chelsea Soldiers' Home. Two things came to mind after that meeting. First, and foremost, is that children (of various stages of development) will live in the community. What indoor/outdoor resources will be available for them? Next, parking is a problem at the Chelsea Soldiers' Home. Currently, there does not seem to be enough parking spots available during work days. Will there be adequate parking spaces to satisfy all residents and will they be charged for parking lot privileges? I am sure there are more things to ponder on but I am trying to meet the deadline for questions concern the future development of Powder Horn Hill (Chelsea Soldiers' Home and others).

Sincerely,
David Armstrong

Attachment 6

Secretary of Executive Office for Administration and Finance
recommendation and Approval



The Commonwealth of Massachusetts
Executive Office for Administration and Finance
Division of Capital Asset Management and Maintenance
One Ashburton Place
Boston, Massachusetts 02108

Tel: (617) 727-4050

Fax: (617) 727-5363

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

MICHAEL J. HEFFERNAN
SECRETARY
ADMINISTRATION & FINANCE
CAROL W. GLADSTONE
COMMISSIONER

December 20, 2019

Asset Management Board
C/o Carol W. Gladstone, Chair
Division of Capital Asset Management and Maintenance
One Ashburton Place, 15th Floor
Boston, Massachusetts 02108

Dear Board Members:

I am writing to request that the Asset Management Board (AMB) approve the long-term lease of the Soldiers' Home in Chelsea Domiciliary Campus (Domiciliary Campus) proposed by the Department of Veterans' Services (DVS), and to recommend the establishment of an associated trust fund. The Final Project Proposal, dated January 14, 2020, will be submitted by the Division of Capital Asset Management and Maintenance (DCAMM) on behalf of DVS. The Domiciliary Campus is located at the Soldiers' Home in Chelsea at 91 Crest Avenue in Chelsea, Massachusetts. The proposed project would preserve the useful life of an important Commonwealth asset so that it can continue to serve Massachusetts Veterans and their families. I have reviewed the Final Project Proposal and believe it is in the best interest of DVS and the Commonwealth.

Please be advised that a Trust Fund may need to be established by the State Treasurer. While revenues are not necessarily expected from this project, the Trust Fund would be established to accommodate any revenues that may be realized.

- 1) The Trust Fund will be used to finance costs and expenses related to the purposes served by the domiciliary.
- 2) All expenditures from such Trust Fund shall require the specific, prior written authorization of the Executive Office of Health and Human Services as well as my approval.

Thank you in advance for your consideration of this request.

Sincerely,

Michael J. Heffernan, Secretary
Executive Office of Administration and Finance

APPENDIX C: PARCEL PLAN AND SURVEY

Not in
Lease Area

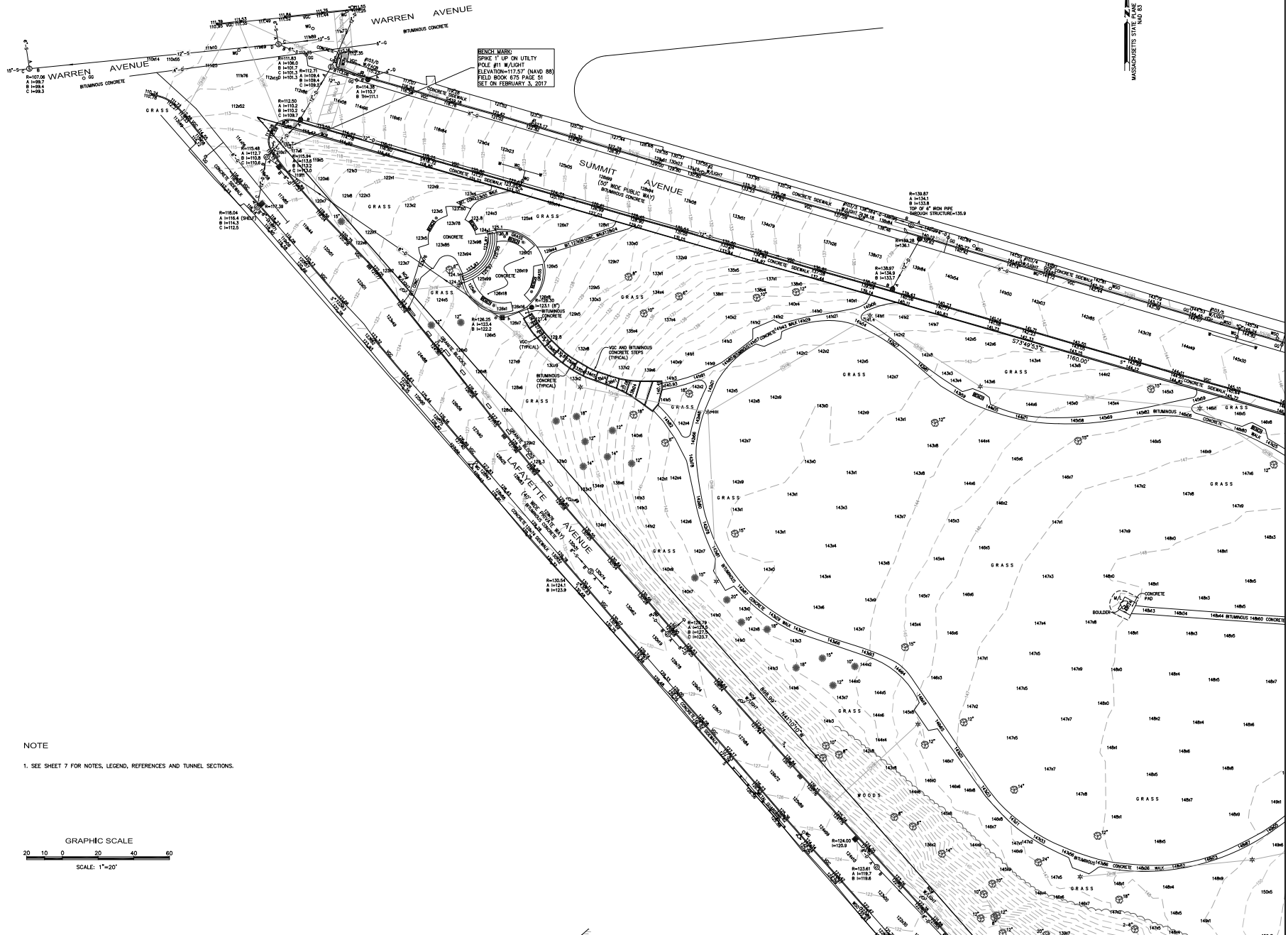
Sub-Area D:
+/- 1.07 ac.

Sub-Area A:
+/- 2.76 ac.

Sub-Area C:
+/- 1.37 ac.

Sub-Area B:
+/- 2.76 ac.

Boundaries shown are approximate



Division of Capital Asset Management and Maintenance

D · C · A · M · M

Office of Planning
Design and Construction

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/dcam

KEY PLAN
NOT TO SCALE

Project Name:
**CHELSEA
SOLDIERS
HOME**

DCAMM Project Number

Project Location
**CHELSEA
MASSACHUSETTS**

Project Consultant

Nisch Engineering
www.nischeng.com
2 Center Plaza, Suite 430
Boston, MA 02109
T: (617) 338-4063
F: (617) 338-4472

Site Number:
CAMIS Number:
Building Number:
Secretariat:

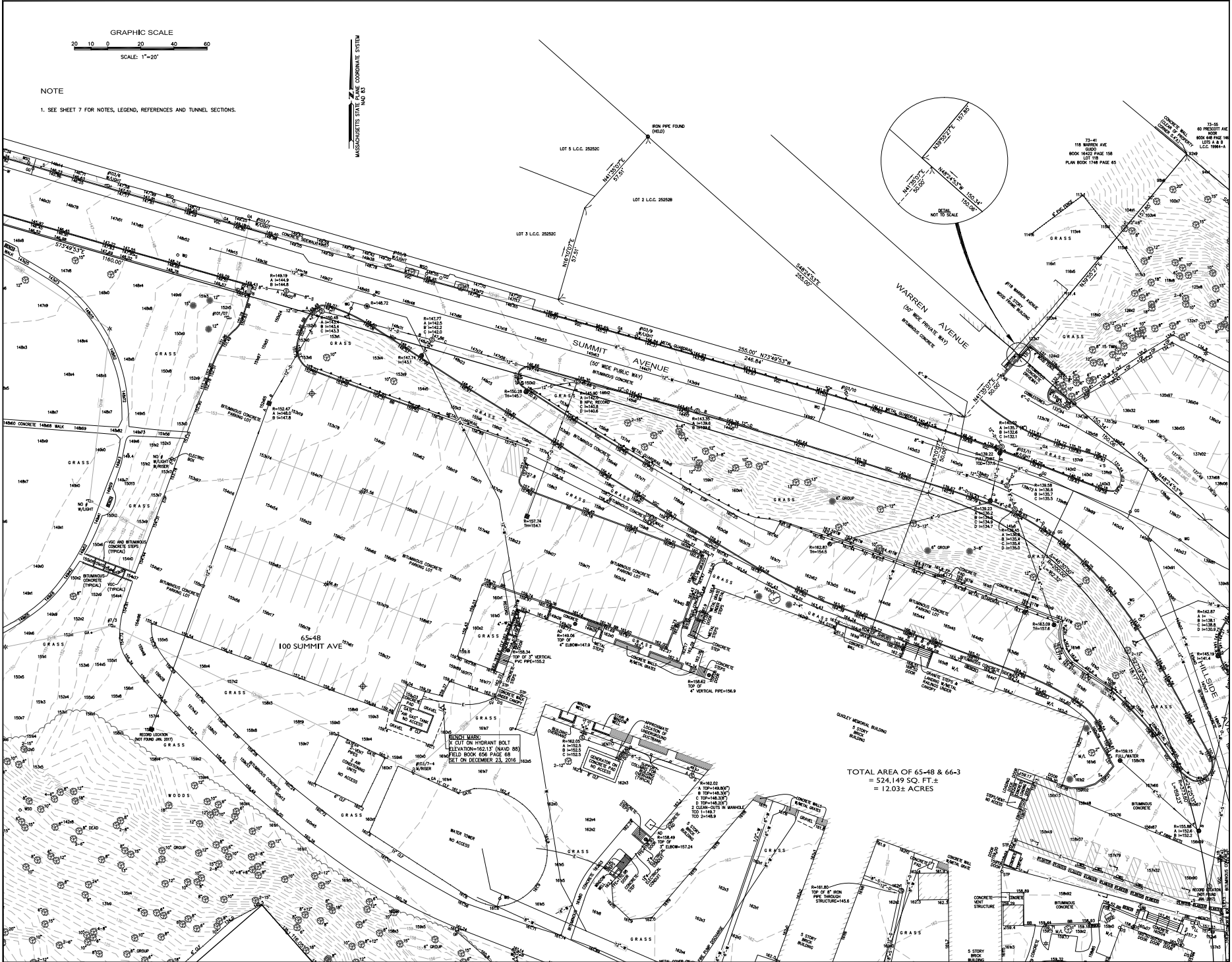
Original Issue Date
FEBRUARY 7, 2017

Revisions

No.	Description	Date
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Plot Name:
**TOPOGRAPHIC
PLAN**

Drawing Number:
1
Drawing 1 of 7



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1

2

3

4

5


6

KEY PLAN
NOT TO SCALE

Project Name:
**CHELSEA
SOLDIERS
HOME**

DCAMM Project Number

Project Location
**CHELSEA,
MASSACHUSETTS**

Project Consultant

Nisch Engineering
www.nischeng.com
2 Center Plaza, Suite 430
Boston, MA 02108
T: (617) 338-0063
F: (617) 338-0472
E: info@nischeng.com

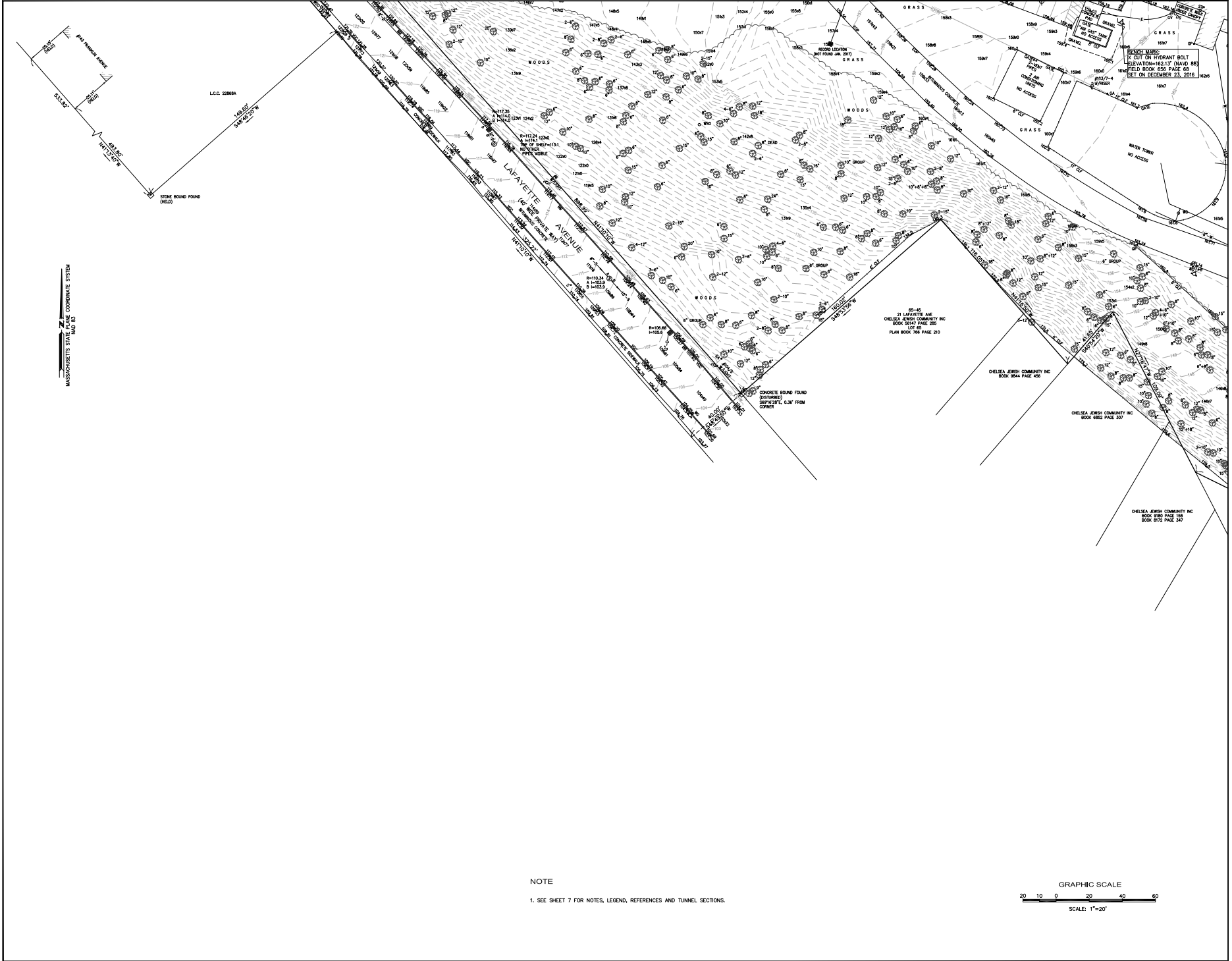
Site Number:
CAMIS Number:
Building Number:
Secretariat:

Original Issue Date
FEBRUARY 7, 2017

Revisions
No. Description Date

Plan Name:
**TOPOGRAPHIC
PLAN**

Drawing Number:
2
Drawing 2 of 7



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KEY PLAN
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Project Name:
CHELSEA SOLDIERS HOME

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Project Location
CHELSEA, MASSACHUSETTS

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2 Center Plaza, Suite 430
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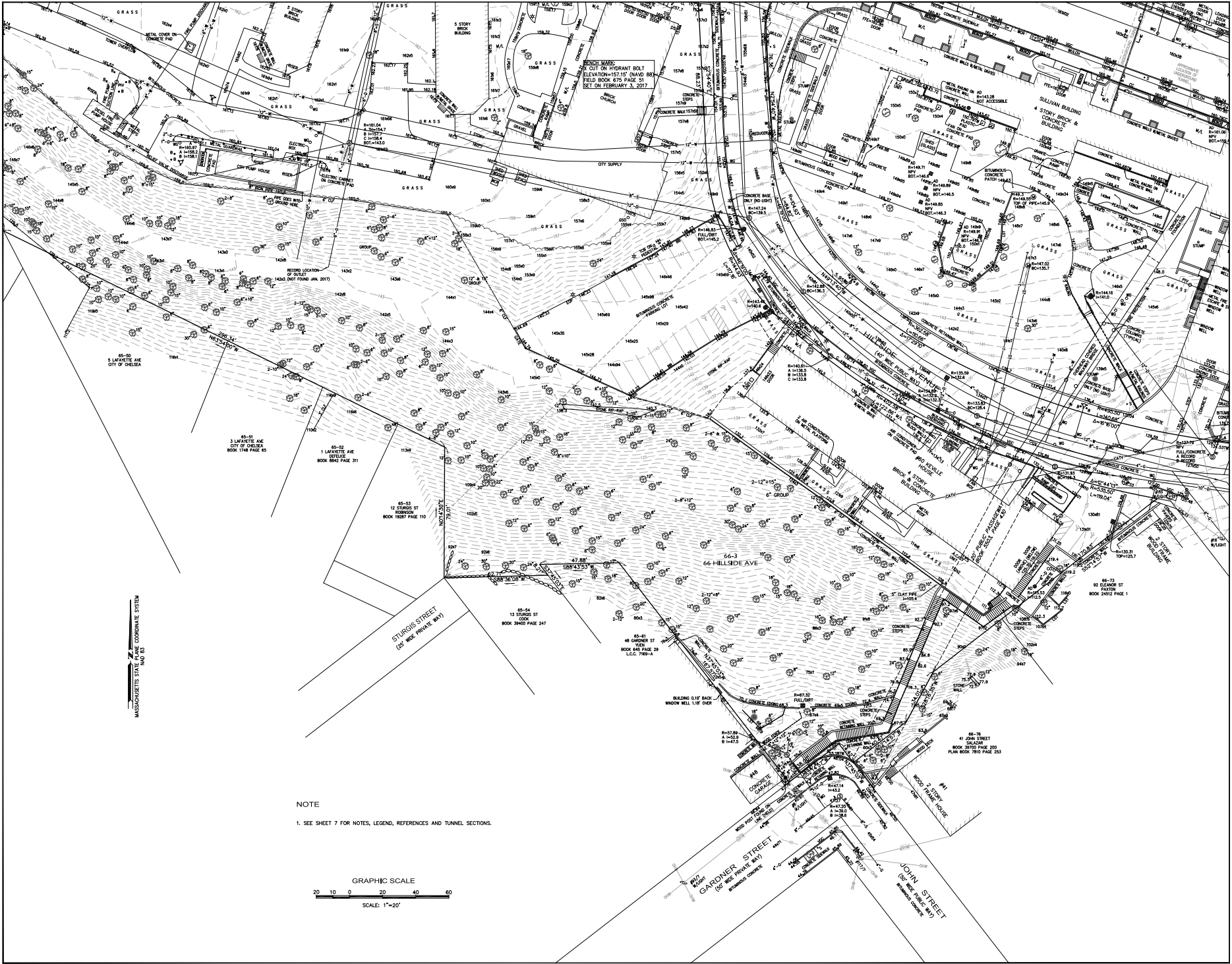
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CAMIS Number:
Building Number:
Secretariat:

Original Issue Date
FEBRUARY 7, 2017

Revisions
No. Description Date

Plot Name:
TOPOGRAPHIC PLAN

Drawing Number:
4
Drawing 4 of 7



Division of Capital Asset Management and Maintenance

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Office of Planning
Design and Construction

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KEY PLAN
NOT TO SCALE

Project Name:
**CHELSEA
SOLDIERS
HOME**

DCAMM Project Number

Project Location
**CHELSEA,
MASSACHUSETTS**

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www.nitcheng.com
2 Center Plaza, Suite 430
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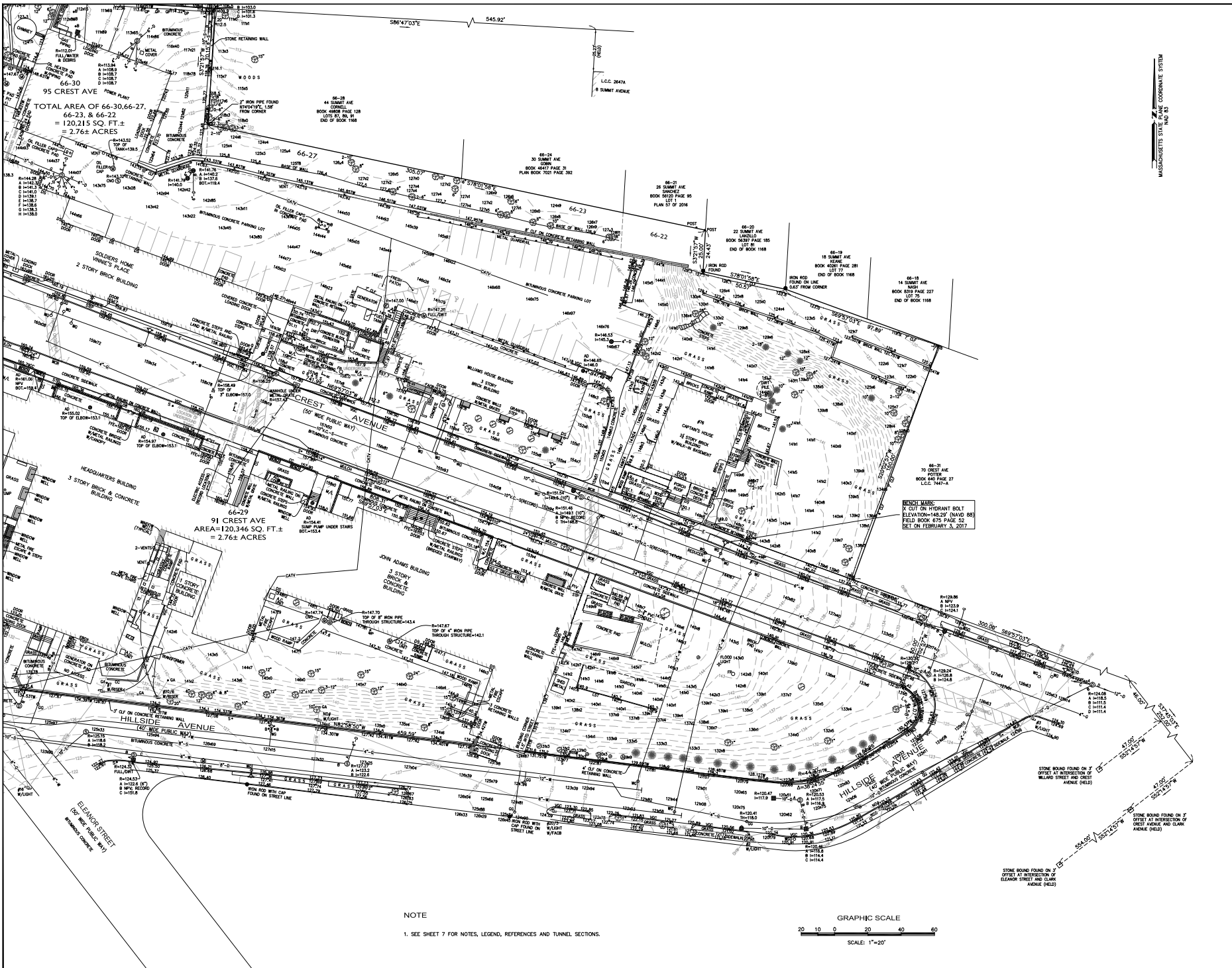
Site Number:
CAMIS Number:
Building Number:
Secretariat:

Original Issue Date
FEBRUARY 7, 2017

Revisions
No. Description Date

Plan Name:
**TOPOGRAPHIC
PLAN**

Drawing Number:
5
Drawing 5 of 7



Division of Capital Asset Management and Maintenance

D · C · A · M · M

Office of Planning
Design and Construction

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/dcam

KEY PLAN
NOT TO SCALE

Project Name:
**CHELSEA
SOLDIERS
HOME**

DCAMM Project Number

Project Location
**CHELSEA,
MASSACHUSETTS**

Project Consultant

Niesch Engineering
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Boston, MA 02108
T: (617) 338-4063
F: (617) 338-4472
• Land Surveying
• Engineering
• Environmental Engineering
• Planning
• Construction Management

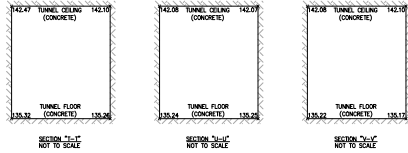
Site Number:
CAMS Number:
Building Number:
Secretariat:

Original Issue Date
FEBRUARY 7, 2017

Revisions
No. Description Date

Plan Name:
**TOPOGRAPHIC
PLAN**

Drawing Number:
6
Drawing 6 of 7



Appendix D: Aerial Photograph



**Not in
Lease Area**

Quigley Memorial Hospital
to be replaced by the new Community Living Center (Projected completion 2022)



**Not in
Lease Area**

**St. Michael's
Chapel**



**Sargents
Hall**



**Power
House**



**Laundry Building/
Vinnie's Place**



Williams House



Keville House

**Sullivan
Dormitory**

**Headquarters
Building**

**John Adams Hospital
Building**

Commandants House



Chelsea Soldiers' Home Campus Redevelopment Master Plan

Chelsea Soldiers' Home

Campus Redevelopment Master Plan

August 29, 2018

Project # CHE1504 STI



Division of Capital Asset
Management and Maintenance

Chelsea Soldiers Home Redevelopment Master Plan

AUGUST 29, 2018

Acknowledgements

DCAMM

Carol Gladstone, Commissioner

Office of Planning

Liz Minnis, Deputy Commissioner
Robin Luna, Deputy Director
Ganesh Ramachandran, Project Manager
Altaf Mulla, Regional Planner
Polly Welch, Senior Project Manager
Emmanuel Andrade, Project Manager
Schuyler Larrabee, Regional Planner
Antonio Leite, Regional Planner

Office of Real Estate Management

Beth Rubenstein, Deputy Commissioner
Nicholas Tsapalis, Deputy Director
Ted Schwartzberg, Regional Planner

Office of General Counsel

Nancy Loeb, Deputy General Counsel
Carol Meeker, Deputy General Counsel

Chelsea Soldiers Home

Cheryl Poppe, Superintendent
Robert Maniatis, Director of Facilities
Jed Barash, MD, Medical Director

Department of Veterans Affairs

Francisco Urena, Secretary
Paul Moran, Chief of Staff
Stuart Ivimey, General Counsel

Department of Housing & Economic Development

Alana Murphy, Deputy Associate Director
Bill Cole, Director of HSF, CIPF, and CATNHP

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Executive Summary

Established in 1882, the Chelsea Soldiers' Home (CHE) has continuously served Massachusetts veterans for over one hundred and thirty-five years. As one of the oldest homes for veterans in the country, Chelsea Soldiers' Home evolved from a place of respite for Civil War veterans into a full-fledged 23.7 acre campus that provides residents with affordable housing, meals, activities, quality health services, and a cohesive residential community.

To address the needs of an aging campus, the redevelopment master planning effort is being undertaken by DCAMM in collaboration with the Executive Office of Administration and Finance (ANF), Executive Office of Health and Human

Services (EOHHS), Department of Veterans Services (DVS), Chelsea Soldiers' Home (CHE), Department of Housing and Community Development (DHCD) with the support of MassHousing and allied state agencies.

Redevelopment Vision

The overarching vision for the veterans' campus of the future is to provide a 21st century environment that allows for accommodating veterans with different residential needs based on varying levels of independent caregiving requirements.

The key to achieving this vision lies in a flexible approach to planning, funding, housing and service delivery. This study does not lay out one

path but provides a menu of choices and alternative site development strategies. The master planning approaches are aimed at serving an evolving veteran population and are responsive to changes in construction costs and evolving housing subsidy programs.

To that end, the plan puts forth a set of phased conceptual design strategies that are based on successful precedents found at existing public-private partnerships serving the veterans across the Commonwealth. Proposed development scenarios that maintain a minimum of 180 units were conceptualized through the course of a 6-month long collaborative planning process and have been tested by summary-level financial feasibility analysis.

Aerial view of campus from the southeast. Photo courtesy of Google.



Project Scope

Services provided to veterans within the CHE campus fall into two distinct categories and are distributed across different buildings within the campus.

The first, long-term care, is currently provided at the Lawrence F. Quigley Memorial Hospital located at the crest of Powder Horn Hill adjacent to the Soldiers' Home Malone Park. This function has been reviewed through a separate study, design, and implementation process that will result in the future provision of 154 long-term care beds through the new Community Living Center. Design of this facility is nearly complete, and construction is expected to begin no earlier than mid-2019.

The remaining veterans services (i.e. residential facilities) provided at the Chelsea Soldiers' Home are distributed across a group of buildings known as the domiciliary facilities, which are the subject of this study. The existing domiciliary facilities (that currently accommodates approximately 180 residents) together with the vacant state-owned parcels form the extent of site planning scope totaling 8.69 acres.



Top: Crest Avenue enhanced streetscape

Bottom: Site plan of Chelsea Soldier's Home Campus. Domiciliary facility parcels shown in orange are the subject area of this study.



Program

The recommended program goals for redevelopment of the Chelsea Soldiers' Home domiciliary facilities were informed by the "Veterans' Services and Soldiers' Homes Assessment" report (July 2016) by the Public Consulting Group (PCG) and adapted based on the outcome of this study.

1. Service-supported senior housing for aging veterans and veterans living with disabilities, or other needs that require a varying level of assistance with activities of daily living.
2. Transitional housing, for recently homeless veterans.
3. Variety of permanent supportive housing for different

demographic groups such as single veterans and families.

Residential building types that are reflective of above goals form the programmatic basis for the proposed master plan.

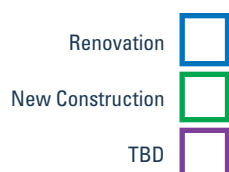
Key Findings

To ensure the success of the project vision, we identified two broad categories of goals – Program goals and Campus goals. Program goals target CHE's ability to service its resident population. Campus goals focus on the character of the campus and its positive perception by the resident and the larger community. The design of a future campus must realize both categories to reach this study's vision.

Program Goals

- ▶ Produce flexible housing that accommodates a range of supportive living models for an evolving veteran population, with a particular focus on the needs of senior veterans.
- ▶ Decentralize services and increase levels of independence for the residents.
- ▶ Promote resident independence through the allocation of space.
- ▶ Encourage safe transition of Chelsea Soldiers' Home veterans into permanent housing within the community.

A proposed redevelopment scenario enhancing housing types, connectivity, and open space on the campus



Campus Goals

- ▶ Strengthen the institutional identity at the western entry.
- ▶ Consolidate the campus along Crest Avenue.
- ▶ Concentrate new construction and renovations along Crest Avenue.
- ▶ Reinforce the campus center of Crest Avenue as a “campus center of gravity.”
- ▶ Contextualize the peripheral sites with development that mediates between the campus and the surrounding neighborhood.

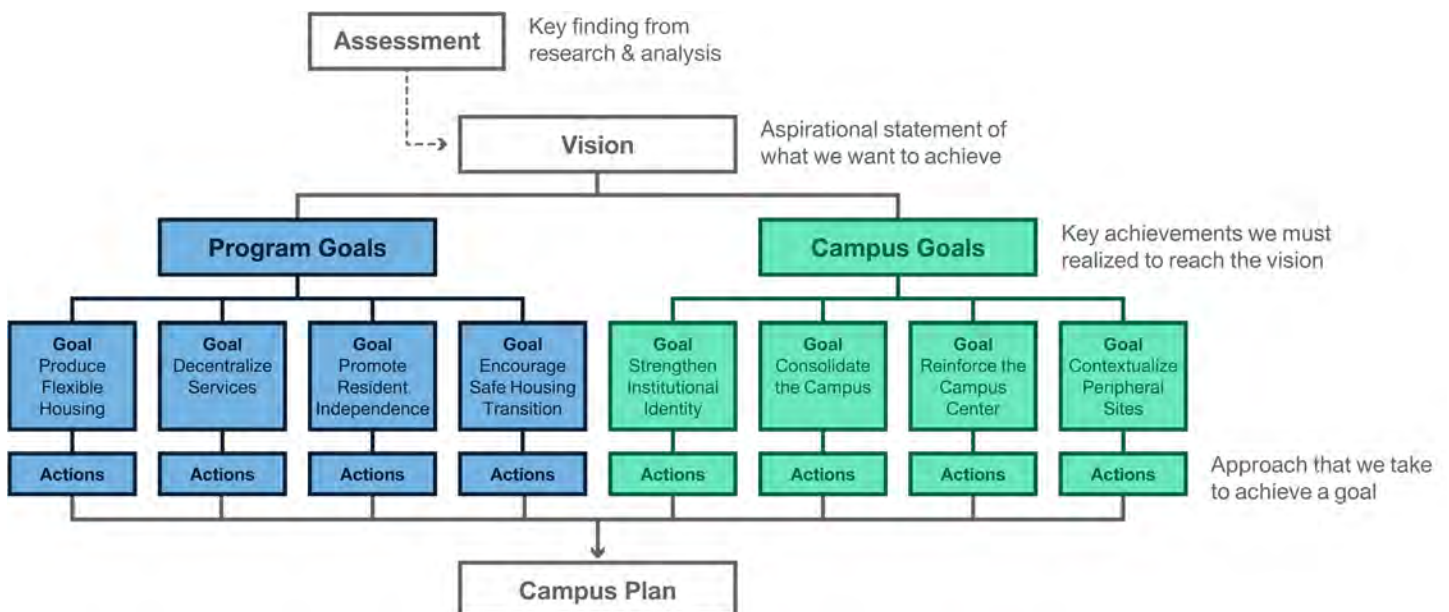
Implementation and Timeline

Implementation of the Chelsea Soldiers’ Home domiciliary facilities is proposed to be undertaken by third-party development partner(s), in close coordination with DCAMM and its client agencies. Developer designation will take place through a competitive selection process led by DCAMM. It is anticipated that a master developer of specialized veterans’ housing providers will be best suited to this project’s goals. However, the Request for Proposals (RFP), upon which the competitive selection process will be based, shall be considered the definitive source for articulating the Commonwealth’s

goals for program, campus, and development team composition.

DCAMM will work with its client agencies to receive authorization from the Commonwealth’s Asset Management Board to enter into a 99 year ground lease with third-party development partners. Upon receiving this authorization, DCAMM will issue an RFP and begin the competitive developer selection process.

Diagram of Planning Framework Program Goals and Campus Goals



1

Introduction



Over the past century, the supportive service model has continued to adapt to the needs of each successive generation of veterans while the physical configuration of the campus largely remained unchanged. As the unique health care challenges associated with each service era unfolds and the veteran population itself diversifies, the physical structure of the Chelsea Soldiers' Home must adapt to the current and future demands of its residents.

This study aims to achieve this vision through a series of goals and actions that provide a clear framework for future upgrades to the campus facilities and ensure a route to successful implementation. The key to achieving this vision lies

in a flexible approach to planning, funding, delivering services, and housing. This study does not lay out one path but provides a menu of choices that can adapt to serve an evolving veteran population and respond to changes in the construction and development market.

Purpose of the Plan

The Chelsea Soldiers' Home (CHE) campus encompasses two residential facilities which are currently operated together. The Lawrence F. Quigley Memorial Hospital is the Home's long-term care facility. It provides comprehensive care to the most health-challenged portion of the Homes' population. The remaining portion of the campus functions as a domiciliary for veter-

ans, "...who can live in an independent setting and who, for social or financial reasons, require minimal assistance with the activities of daily living" (Commonwealth of Massachusetts 2018). This study specifically examines the domiciliary campus and does not include the Quigley Hospital.

The planned replacement of the Quigley Hospital with a new Community Living Center (CLC) is one of the major catalysts for this study. The new CLC closely follows the high standards of care outlined in the U.S. Department of Veterans Affairs (VA) 2017 guidelines for community living center (U.S. Department of Veterans Affairs October 2016). The new CLC is planned to begin construction no earlier



Aerial view of campus from the southeast. Photo courtesy of Google.

than mid-2019 with anticipated completion by 2022. To match the high standard of care that will soon be available at the new CLC the residential campus must also be updated to follow or exceed the VA's design guidelines for domiciliary care (U.S. Department of Veterans Affairs October 2016). Beyond the desire to enhance services and the standard of living on the residential campus, a close look into the future of the residential campus is necessary because it is proposed that the CLC will become an independently operated and funded facility. The detangling of each service model is

truly an opportunity to enhance the physical and communal connection between both sides of the campus in a way that positively improves the public domain.

A close study of the benefits of a public-private partnership was the second catalyst for this study. Chelsea Soldiers' Home has long served its residents with dignity and honor but lacks a strategic plan in bringing the facility up to 21st century standards. This study identifies a path towards improving care for residents through opportunities for private partnership.

For the remainder of this document, references to CHE refer to the residential campus and do not include the CLC unless otherwise noted.

Planning Process

The domiciliary plan emerged over a 24-week period beginning in October 2017. The plan was broken into four phases with an ongoing fifth phase, financial feasibility analysis, continuing through each phase.

View west down Crest Avenue from the center of campus.





Map of the existing campus, in the spring of 2018.

- ▶ Existing Conditions Analysis: 4 weeks
- ▶ Program Development & Preliminary Site Planning Strategies: 4-6 weeks
- ▶ Development of a Illustrative Plan Framework: 6-8 weeks
- ▶ Master Plan, Guidelines, and Implementation Strategies: 6-8 weeks
- ▶ Financial Feasibility Analysis: ongoing during all phases

The existing conditions analysis phase assessed the design potential of buildings and open spaces based on facility conditions, operations, resident occupancy rates, access to site infrastructure, historic value, renovation potential, and campus identity. In addition, the team interviewed the senior leadership at both CHE and DVS, CHE staff members representing different roles at the Home, and a group six of current residents for input on the current state of CHE and how each group envisions the future of the campus. Initial research also included site visits and tours of four recently completed veteran-exclusive permanent supportive housing projects- Pleasant Street Apartments (Beverly,

MA), Bedford Green Apartments (Bedford, MA), Soldier On Agawam (Agawam, MA), New England Center and Home for Veterans (Boston, MA). The four projects built a foundation for understanding the expected spatial arrangements and funding sources that may be available for the future renovation of CHE facilities.

The second phase of the project established two sets of goals based on initial research. Each goal could be categorized broadly as either a program goal or a campus goal. Program goals are accomplishments that improve the Home's ability to serve its resident population and campus goals are key achievements that enhance the character of the campus and its positive perception to residents and the public. As each goal developed, the project team composed campus-wide redevelopment scenarios to test redevelopment capacity and to test the achievability of the goals. The three generated scenarios targeted different capacity thresholds when balanced with goal attainability. The third phase explored a illustrative scenario that balances redevelopment potential with a strong focus on enhancing the open space network in the center of the campus. The final phase included

the development of critical actions associated with each goal to ensure their success and generated site-specific visual examples of goals' implementation. Throughout this entire process, the financial feasibility guided the viability of the scenarios and set the project's expected outcome.

Outreach to the CHE residents was also completed through two modes. As mentioned previously, outreach to current residents occurred during the initial interview process. Additionally, an online and paper survey was distributed to residents to capture feedback on the residents' lifestyle and future service needs.

The process tied each phase to a workshop schedule that presented essential stakeholders within the Commonwealth with ongoing progress and solicited feedback for incorporation into the plan. Members of both the Division of Capital Asset Management and Maintenance (DCAMM) Real Estate and Capital Projects teams jointly led the study. Workshop participants included additional members of DCAMM; staff members representing the Soldiers' Home (CHE); and representatives from the Department of Veteran Services (DVS), the Executive Office of Health and Human Services (EOHHS), the Department of Housing and Community Development (DHCD), Mass Housing, and the U.S. Department of Veterans Affairs (VA).

Workshop One presented the existing conditions analysis, comparable project, and interview takeaways. In addition, three topic-specific experts presented relevant past work to kick off the second phase of work. Expert presentations included an overview of the HUD-Veterans Affairs Supportive Housing (HUD-VASH) voucher program by Jesse Vazzano, the National Director of HUD-VA Supportive Housing at the VA; a presentation on place-based art and planning by Christina Lanzl, the Director of the Urban Culture Institute; and an explanation of the concept of senior supportive housing by Len Fishman, the Director of the Gerontology Institute at UMass Boston.

The Lawrence F. Quigley
Memorial Hospital





Workshop Two focused on the plan's progress and served as a pivotal moment to solicit feedback from participants to shape the illustrative scenario.

Workshop Three presented the outcome of the study, including the illustrative scenario, with a focus on implementation through the goals and actions.

campus and its positive perception by residents and the public. The design of a future campus must realize both categories to reach this study's vision to provide a 21st-century environment that allows for accommodating veterans with different residential needs based on varying levels of independent caregiving requirements.

Workshop Three presented the outcome of the study.

Planning Framework

This study defines the term goal as a key achievement that must be realized to reach the project vision. Each goal is associated with a set of actions or approaches that must be taken to achieve a goal. Each goal is broadly categorized as either a program or campus goals. Program goals are accomplishments that improve the Home's ability to serve its resident population while campus goals are key achievements that enhance the character of the



2

Analysis &
Context

The existing conditions analysis phase assessed the design potential of buildings and open spaces based on facility conditions, operations, resident occupancy rates, access to site infrastructure, historic significance, renovation potential, and campus identity. In addition, the team interviewed the senior leadership at CHE, senior leadership at DVS, CHE staff members representing different roles at the Home, and a group of current resident representative for input on the current state of CHE and how each group envisions the future of the campus. Initial

research also included site visits and tours of four recently completed veteran-exclusive permanent supportive housing projects.

Campus History and Evolution

The campus' original architecture dates back to the establishment of a summer hotel known as Highland Park House in 1873. Less than ten years after opening, the campus was purchased and converted into the Soldiers' Home. Remnants of the original hotel structure are still evident in the configuration of

Sullivan Hall, and its orientation downhill towards the original hotel drop off. Adjacent to the original hotel is the John Adams Hospital which functioned similarly to a long-term care facility, catering to patients with the most challenging health requirements. The John Adams Hospital was eventually converted to non-hospital uses when Quigley Hospital replaced its original function. Over time resident capacity increased as new facilities such as Keville House and Vinnie's Place were constructed during the 1930's and 1940's.



View of Soldiers' Home from Hillside Avenue ca. 1905-1920. Photo courtesy of Digital Commonwealth.

With the exception of the (2) 14-person patient wards in the John Adams Hospital building, all resident rooms were constructed as single room occupancy units (SROs). This configuration is still present today with private rooms averaging 153 square-feet and either group bathrooms per wing or floor or semi-private bathrooms between two resident rooms. All residents share food service, counseling, administration, and all other common spaces.

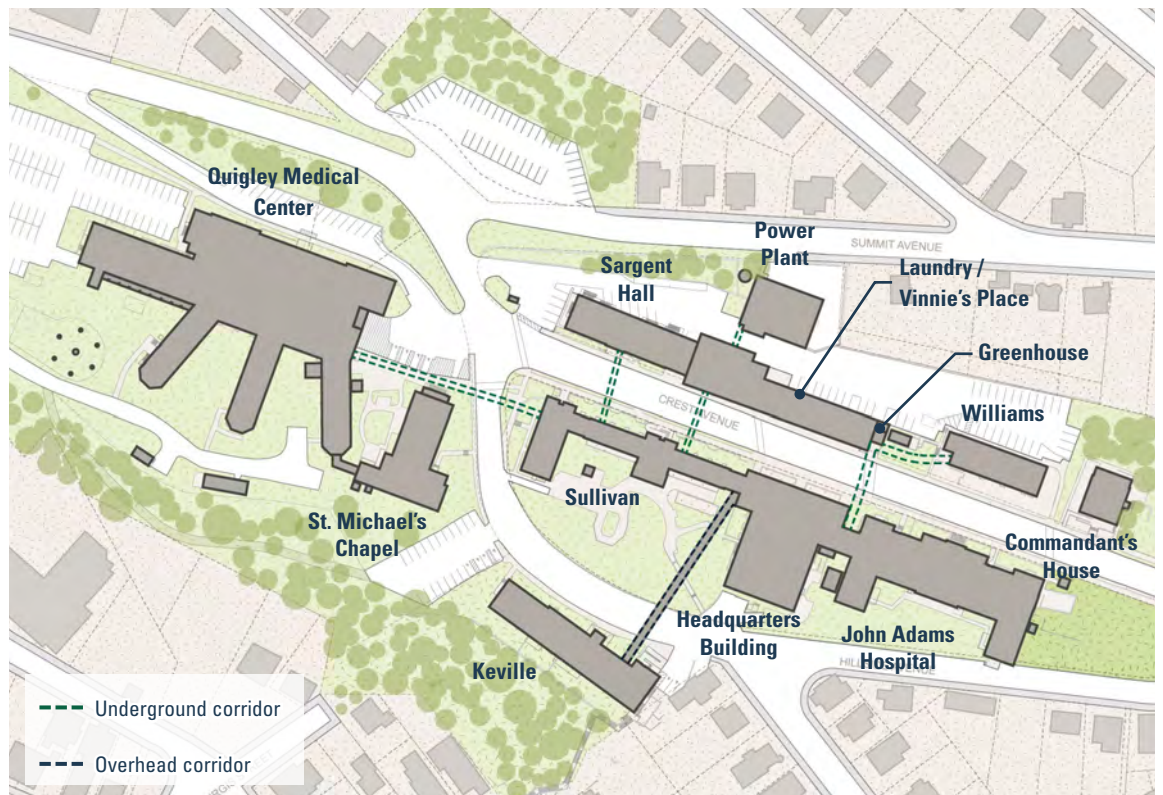
Today the residential components encompasses 8.69-acres with 323,300 square-feet of space and capacity for 305 residents. As of spring 2018 occupancy is approximately 180 residents. Most resi-

dents live in Sullivan Hall, Keville Hall, or Williams Hall. Shared spaces such as the canteen, dining room, and library, are consolidated in the Headquarters building, and support service and administrative spaces are primarily along the shared corridors between Sullivan Hall, the Headquarters, and the John Adams Hospital. Currently, Vinnie's Place and Sargent Hall are vacant. St. Michael's Chapel serves the residents and is also open to the greater community of Chelsea, while the Commandant's House is currently leased to law enforcement agencies and does not house Soldiers' Home uses. Most of the facilities, including the Quigley Hospital, are connected by a network of underground or

overhead corridors. There is an additional utility tunnel connecting the Power Plant to the Headquarters/Sullivan Hall that continues to Quigley Hospital. All occupied facilities receive electricity and heat from the Power Plant. The campus features three passive open spaces, one behind Sullivan Hall that includes a barbecue and seating area, one at the eastern end of the John Adams Hospital, and a small greenhouse adjacent to Williams Hall. Additionally, residents can access Malone Park at the western end of the Quigley Hospital and a communal greenhouse adjacent to Vinnie's Place and Williams Hall.

Left: Existing buildings and connecting corridors

Right: Streets used as public ways surrounding CHE that are not legally accepted by the City





1. Official survey completed by Nitsch Engineering February 7, 2017

2. Deed document 5503-430 Whitman and Breck Surveyors 1873

3. Chelsea Highlands Plan Whitman and Breck Surveyors 1873

Public Ways

Street	From	To	Length (ft.)	Width (ft.)	Accepted
Crest Ave.	Clark Ave.	Summit Ave.	1,300	50	Oct. 8, 1965
Eleanor St.	Spencer Ave.	Hillside Ave.	1,275	50	Dec. 29, 1873
Franklin Ave.	Spruce	Jefferson Ave.	1,382.8	40–50	Sep. 22, 1873
John St.	Clark Ave.	Gardner St.	700	40	May 31, 1892
Lafayette Ave.	Sturgis St.	Spruce St.	421.86	40	Jun. 11, 1877
Spruce St.	Franklin Ave.	Lafayette Ave.	160	16	Aug. 7, 1882
Summit Ave.	Warren Ave.	Webster Ave.	2,480	50	Aug. 5 1957
Warren Ave.	Lafayette Ave.	Franklin Ave.	263	50	Apr. 30, 1877

Streets Used as Public Ways but not Legally Accepted by City

Street	From	To	Length (ft.)	Width (ft.)
Gardner St.	Cary Ave.	John St.	720	50
Hillside Ave.	Crest Ave.	Eleanor St.	1,200	40
Lafayette Ave.	Spruce St.	Warren Ave.	520	40
Spruce St.	Lafayette Ave.	N'ELY	150	50
Sturgis St.	Forsyth St.	N.E. of Parker St.	280	40
Warren Ave.	Lafayette Ave.	Summit Ave.	200	50



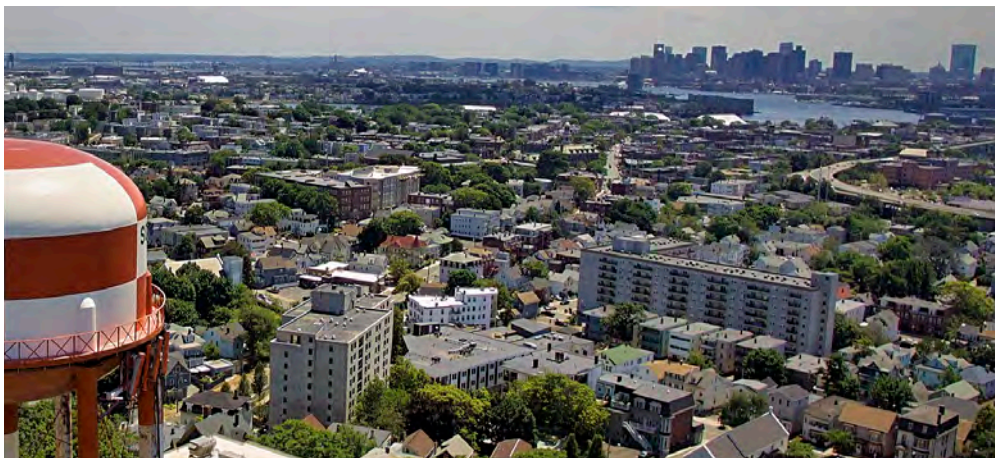
Quigley Memorial Hospital

to be replaced by the new Community Living Center (Projected completion 2022)



St. Michael's Chapel

Existing buildings



Keville House
40,300 SF/ 96 Beds





Sargents Hall
23,690 SF



Power Plant
6,100 SF



**Laundry Building/
Vinnie's Place**
13,860 SF/ 27 Beds



Williams House
17,350 SF/ 51 Beds



**Sullivan
Dormitory**
54,500 SF / 46 Beds

**Headquarters
Building**
45,000 SF/ 8 Beds

**John Adams Hospital
Building**
54,000 SF/ 145 Beds

Commandants House
11,200 SF

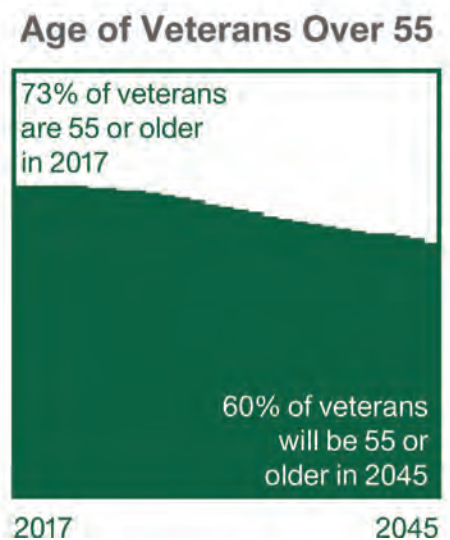
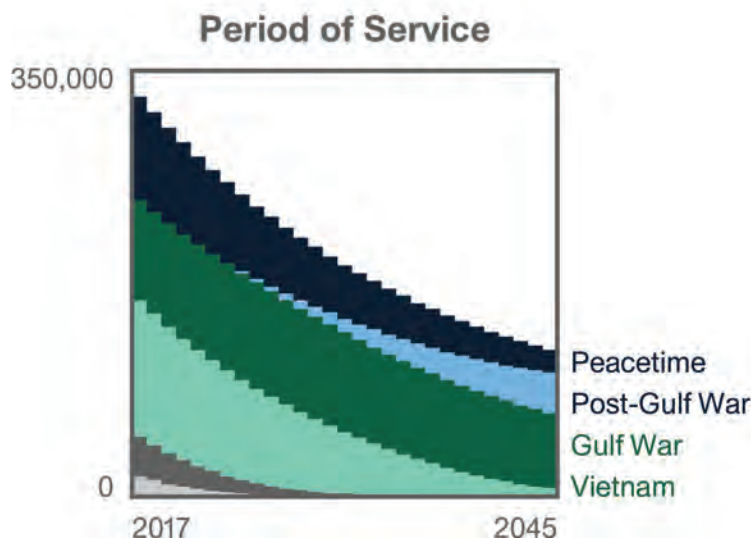


Campus Demographics

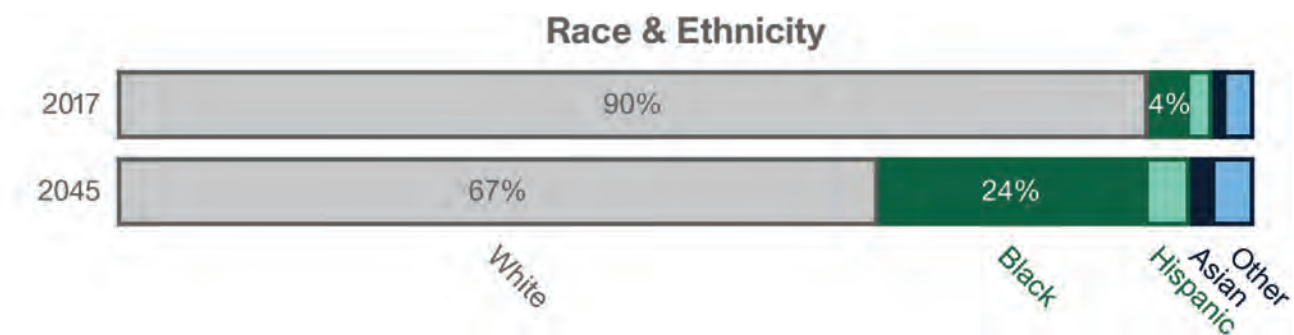
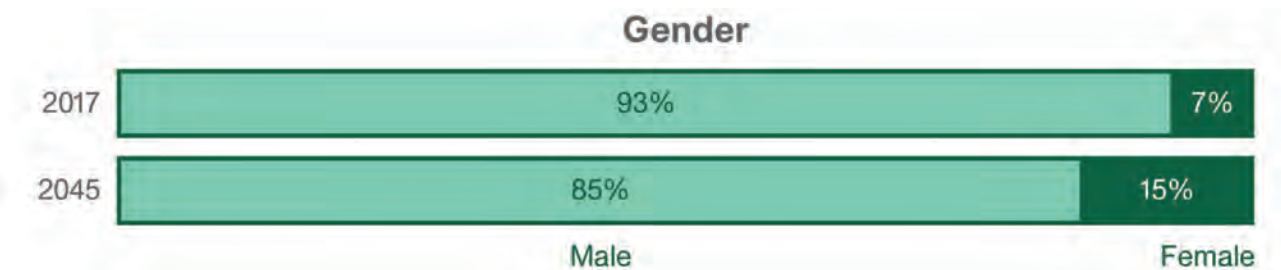
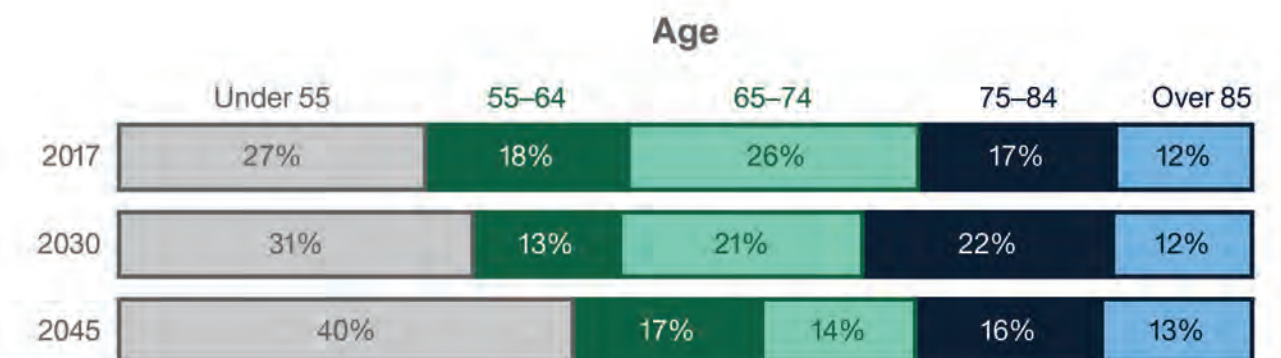
The majority of current residents served during the World War II, Korean, and Vietnam War eras with high percentage of aging Vietnam Era veterans. The campus has a low percentage of female veterans with about 1–2% of the population identifying as female. In the short-term, there will be an increase in the number of Vietnam Era veterans that cannot live independently but do not qualify for long-term care. (U.S. Department of Veterans Affairs 2016)

The future resident profile is trending towards a more diverse veteran population with varying medical challenges & experiences. According to VA's Veteran Population Projection Model the Massachusetts veteran population will continue to diversify in age, gender, and ethnicity with an increasing percentage of women and non-white veterans. (U.S. Department of Veterans Affairs 2016) By 2045 the veteran population will be younger with only 60% of veterans over the age of 55. Additionally, the period

of service will shift from majority Vietnam-era to a mix of majority Gulf War era and Post-Gulf War era veterans. Overall the number of veterans, and therefore, homeless veterans is decreasing across the United States.



Source: Massachusetts
Population Project Model,
U.S. Department of Veterans
Affairs, Veteran Population
Projection Model of 2016.



Source: Massachusetts
Population Project Model,
U.S. Department of Veterans
Affairs, Veteran Population
Projection Model of 2016.

Stakeholder Interviews

The stakeholder interview process took place during September and October 2017. The consultant team conducted a one-hour interview with each of the following groups: senior leadership at both CHE and DVS, a group of CHE staff members representing different roles at the Home, and a group of current residents. Input focused on the current state of CHE and how each group envisions the future of the campus. Major interview takeaways fall into the broad themes of the campus' operations, the evolving

resident profile, and the future success of the campus. Universal takeaways include the following:

Existing Operational Successes

- ▶ Consolidated support services
- ▶ Supportive veterans community
- ▶ Shuttle access to outpatient clinics, VA Hospital, & MGH

Existing Operational Challenges

- ▶ Lack of accessibility & connectivity across the campus
- ▶ Low privacy and self-sufficiency due to domiciliary configuration
- ▶ Maintenance deferment
- ▶ Patchwork of health services

Current Resident Profile

- ▶ Majority WWII, Korean, and Vietnam War veterans.
- ▶ Aging Vietnam War veteran population
- ▶ Few female veterans residing on campus

Future Resident Profile

- ▶ Aging Vietnam War veteran population with increasing healthcare needs in the near-term
- ▶ Increasing percentage of women veterans
- ▶ Iraq & Afghanistan Wars veterans are likely to have increased health challenges relating to head injuries, chronic pain, amputations, and substance abuse.
- ▶ Increasing mental health issues



Sullivan building at Chelsea
Soldiers' Home

- ▶ Increase in musculoskeletal injuries due to body armor and multiple deployments
- ▶ Decreasing population of homeless veterans
- ▶ Trending towards a more diverse veteran population with varying medical challenges and experiences

- ▶ Flexible housing that can accommodate the evolving needs of veterans in the future
- ▶ Safe transition of CHE veterans into permanent housing within the community

- ▶ Reciprocal relationship with surrounding neighborhood groups
- ▶ Decentralized building services
- ▶ Access to flexible housing, community connections, and essential support services

Future of the Campus

- ▶ Assisted living as a mid-step between the domiciliary and long-term care center on campus
- ▶ Adult day health care, outpatient clinic, and/or VA outpatient clinic
- ▶ Integrate public art and art therapy on campus
- ▶ Veterans' village with an array of housing options including: Apartment and/or suite-style units, assisted living, and housing for women and families
- ▶ Health, resilience, and independence of veterans which includes access to services for chronic illness, trauma-informed health and supportive services and accessible primary care services to residents

One of the garden at Chelsea
Soldiers' Home

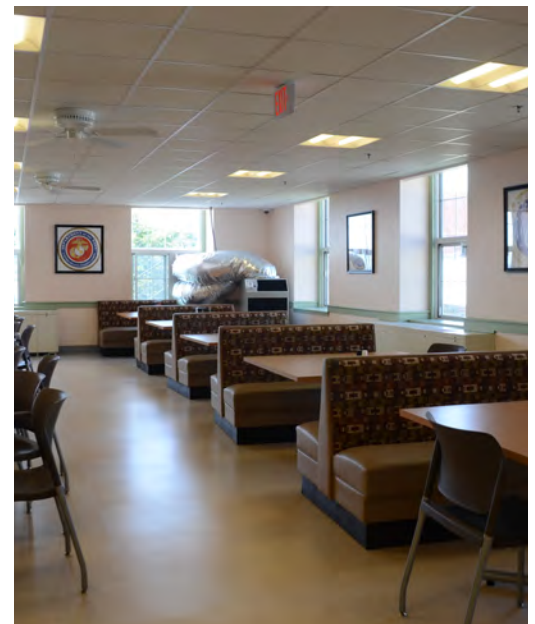


Representative Survey

To adequately supplement the resident interviews conducted in the Fall of 2017, DCAMM distributed a resident survey in paper and digital formats to all domiciliary residents. The survey was open for approximately two months and concluded in February 2018 with

40 replies representing a 20% response rate. When compared to the demographic information collected in a March 2017 resident census, the 40 responses are representative of the general population of the domiciliary residents. The survey asked residents about their daily

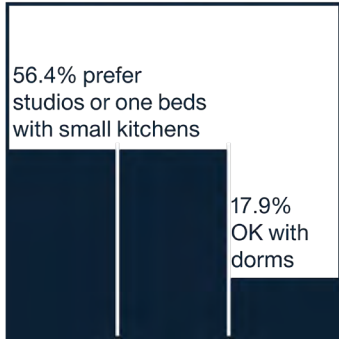
routines, preferred campus locations, intended length of stay, the reason for moving to CHE, and preferred future improvements.



Gathering spaces at Chelsea
Soldiers' Home

69% of respondents mention lack of affordable housing options as the reason why they live at Soldiers' Home

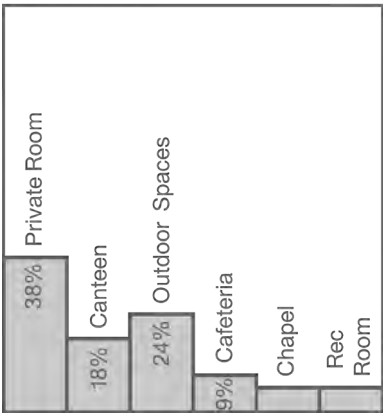
Living arrangements



56% prefer studios or one beds with small kitchens
18% OK with dorms

25% have lived at the Soldiers' Home for more than 15 years

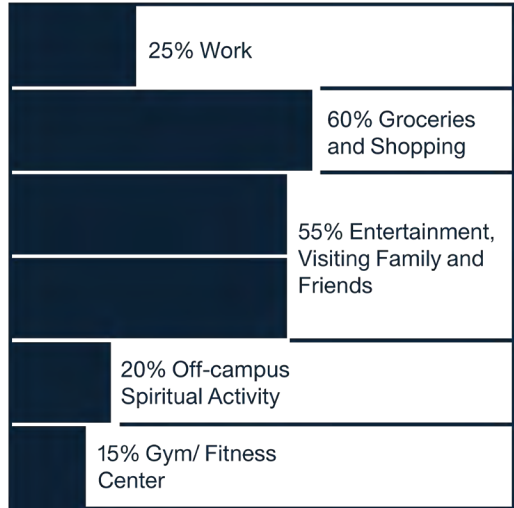
Favorite Places on Campus



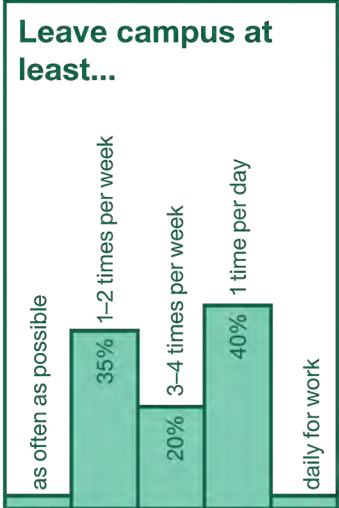
Age



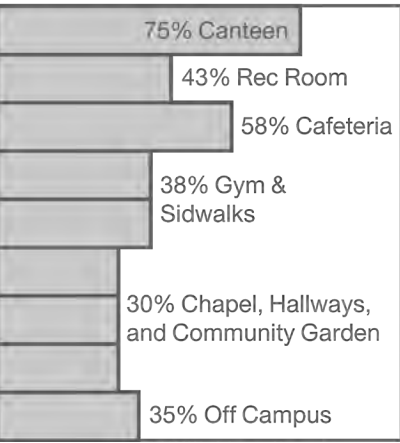
Common Off-Campus Destinations



62% of respondents served in Vietnam

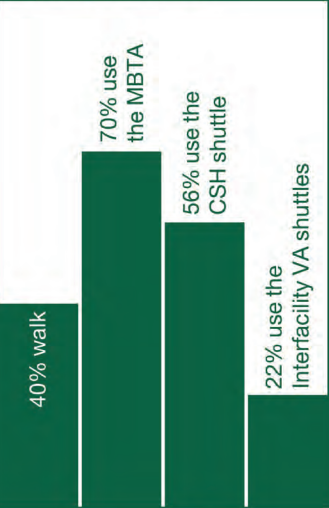


Favorite Places to Socialize



53% plan to retire at the Soldiers' Home
18% plan to leave in 1-5 years

Means of Transportation



Comparable Projects: Housing

The project team toured four recently completed veteran-exclusive permanent supportive housing projects. Each project was developed and managed by a private organization and utilized project-based HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers. The four projects built a foundation for understanding the expected spatial arrangements, overall project scale, distribution of amenities, and funding sources that may be available for the future renovation of CHE facilities.

Pleasant Street Apartments, Beverly, MA

Peabody Properties developed and managed the renovation of a former warehouse into 33 units in Beverly, Massachusetts. The project is adjacent to the Beverly Depot MBTA station and attracts working veterans.

Bedford Green Apartments, Bedford, MA

Peabody Properties recently completed this 70 unit building located on the VA campus in Bedford, Massachusetts. The project is age-restricted to veterans over 55-years-old and utilized an End User License Agreement (EULA) with the VA.

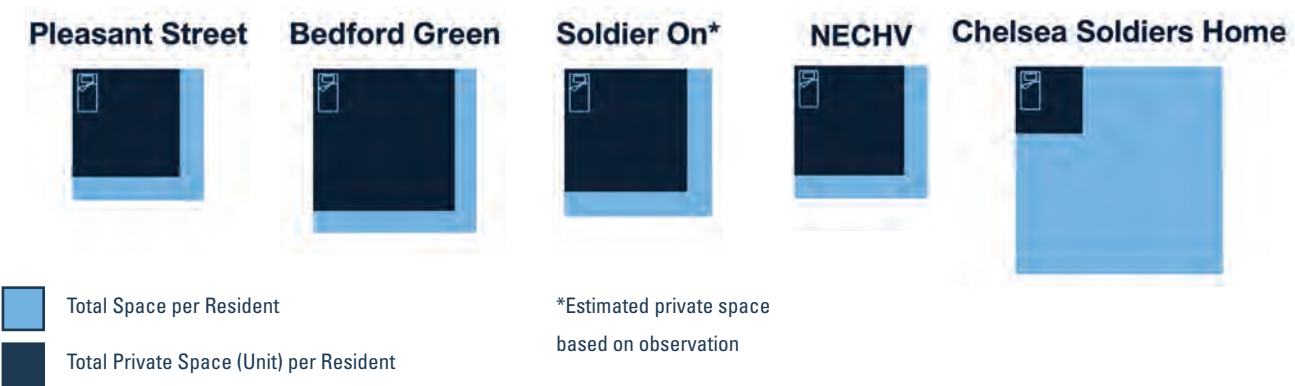
Soldier On Agawam/ Gordon H. Mansfield Veterans Community, Agawam, MA

The private nonprofit, Soldier On, recently renovated the former Western Massachusetts Criminal Justice Training Center into a 51 unit building that includes a training/preparation kitchen.

New England Center and Home for Veterans, Boston, MA

The private nonprofit, NECHV, recently renovated its existing facilities in downtown Boston adjacent to City Hall. They added 94 units of permanent supportive housing to its supply of transitional housing. The new units include a floor exclusively reserved for female veterans.

Ratio of Public to Private Space Per Resident

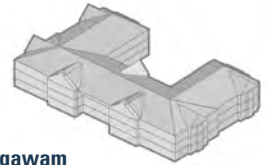




Pleasant Street
33 units



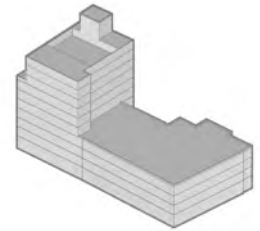
Bedford Green
70 units



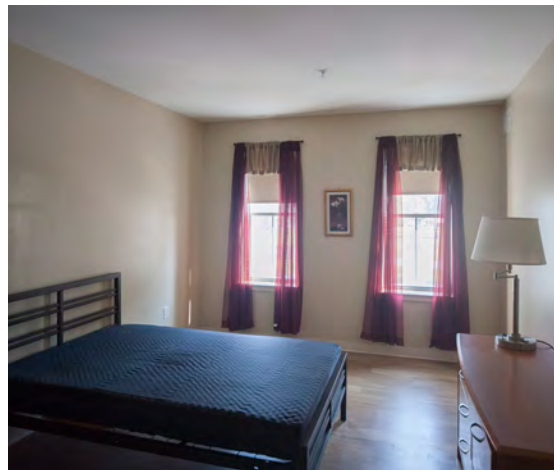
Soldier On Agawam
51 units



NECHV
94 units



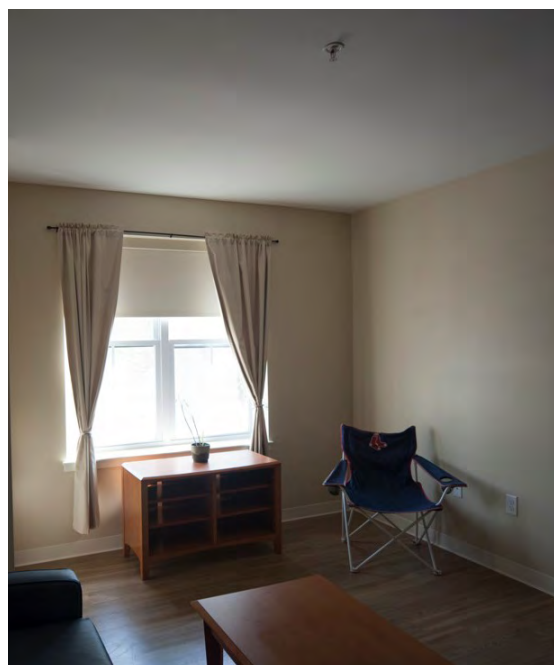
When comparing the recently completed projects to CHE, a few surprising conclusions emerged. First, there is more space on campus per capita in comparison to the private projects. The occupied spaces average 936 square feet per resident when at full capacity (305 residents) and if the vacant properties are included then this number increases to 1,060 square feet per resident. Currently, there are approximately 180 residents on campus. This occupancy rate yields 1,457 square feet of occupied space per resident. In comparison, the private projects dedicated between 453–943 square feet of space per resident. While CHE has the highest per capita distribution of space, it also has the lowest proportion of private to public space of the five projects. The private projects dedicated close to 70% of space to private apartments with average apartment sizes of 500 square feet. The Soldiers' Home is characterized by smaller units, with an average individual room size of 153 square feet and a total of only 36.8% of space dedicated to private rooms.



Top Scale comparison of the four housing projects to Chelsea Soldiers' Home. Photo courtesy of Ganesh Ramachandran.

Middle Apartment bedroom at Bedford Green

Bottom Apartment living room in Bedford Green





Pleasant St.

Bedford
Green

Soldier On

NECHV

Keville
House

Chelsea
Soldiers'
Home

Location	Beverly, MA	Bedford, MA	Agawam, MA	Boston, MA	Chelsea, MA	Chelsea MA
Owner	Peabody Properties	Peabody Properties	Soldier On	NECHV	CHE	CHE
Service Model	HUD/VASH Vouchers	HUD/VASH Vouchers	Ownership Co-Op	HUD/VASH plus Shelter	Not Applicable	State Appropriations / VA SVH GPD
Gross Floor Area	19,200 sq. ft.	66,000 sq. ft.	38,000 sq. ft.	137,700 sq. ft.	43,540 sq. ft.	323,300 sq. ft. ²
Apartments	69.8%	76.0%	Unavailable	29.9%	36.8%	Not Applicable
Common Space	7.2%	4.4%	Unavailable	19.9%	34.6%	Not Applicable
Administration	2.6%	2.4%	Unavailable	7.7%	1.6%	Not Applicable
Other	20.5%	17.2%	Unavailable	29.7%	27%	Not Applicable
Average Apartment	391 sq. ft.	677 sq. ft.	Unavailable	438 sq. ft.	164 sq. ft.	Not Applicable
Number of Units	33 units	70 units	52 units	94 units	96 units	305 beds ²
Floor Area Per Resident	582 sq. ft.	943 sq. ft.	730 sq. ft.	648 sq. ft. ¹	453 sq. ft.	1,060 sq. ft. ³
Occupied Buildings Only						936 sq. ft. ³
Current Utilization per 180 residents						1,457 sq. ft. ³

1. Does not include emergency shelter space and 75% of all common space to portray comparable space allocation.
2. Measured GFA and bed count is higher than amount listed in DCAMM 2015 report. These numbers reflect the DCAMM 2015 report.
3. Campus floor area per resident at max. occupancy = 1,060 sq. ft. Campus floor area per resident excluding vacant buildings at max. occupancy = 936 sq. ft. Campus floor area per resident at excluding vacant buildings at current occupancy (180) = 1,060 sq. ft.



Top Left Multipurpose room at Bedford Green

Top Right Multipurpose room at Beverly Pleasant

Middle Left Apartment at Soldier On Agawam

Middle Right Outdoor space at Bedford Green

Bottom Apartment at Soldier On Agawam

All photos courtesy of Ganesh Ramachandran.

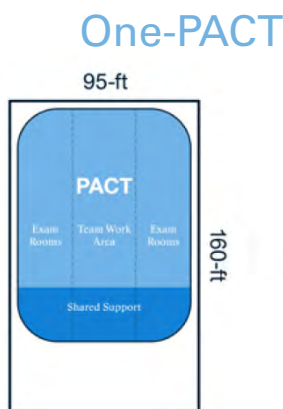
Comparable Projects:

Clinic

The primary focus of this study is on the provision of veteran housing on the CHE campus. The study should not preclude the possible inclusion of a VA clinic on site. The VA Community-Based Outpatient Clinic (CBOC) located on Causeway Street in Boston may be relocated in the near future as their space requirements increase. This plan can accommodate a

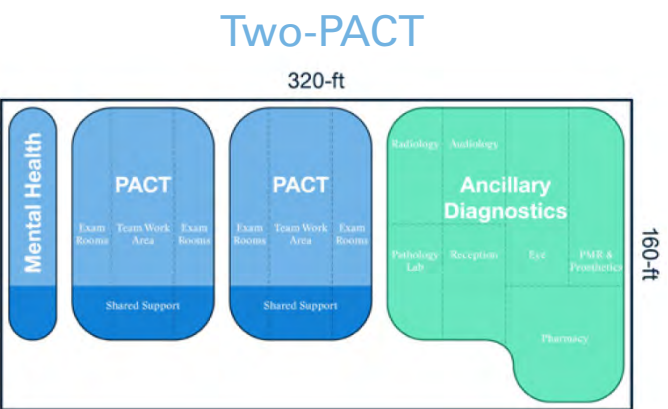
clinic but is not contingent on its inclusion. The VA's CBOC Lease Based Outpatient Clinic Guide¹ were carefully studied to ensure the proper placement and scale of a clinic and Patient Aligned Care Team (PACT). A PACT involves each Veteran working together with health care professionals to plan for whole-person care and life-long health and wellness. It was

determined that a CBOC One-PACT or Two-PACT could be accommodated on site either through new construction or by retrofitting the Headquarters building.



15,000–17,000 sq. ft.
4,800 unique patients
4 teamlets
—PCP, RN Care Manager, Clinical Associate, Administrative Associate

PACT Primary Care
Mental Health
Pharmacy
Laboratory
Logistics
Canteen
Audiology
Police & Security



50,000–57,000 sq. ft.
9,600 unique patients
8 teamlets
—PCP, RN Care Manager, Clinical Associate, Administrative Associate

PACT Primary Care
Mental Health
Pharmacy
Laboratory
Logistics
Canteen
Audiology
Police & Security

+Eye Clinic
+Physical Medicine & Rehabilitation
+Home Based Primary Care
+Prosthetics & Sensory Aids
+Radiology
+Engineering
+Clinic Management
+Ancillary Diagnostic Services
+Business Service

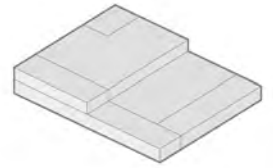
¹ <https://www.cfm.va.gov/til/dGuide/dgLBOPC.pdf>



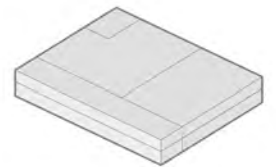
One-PACT



Two-PACT

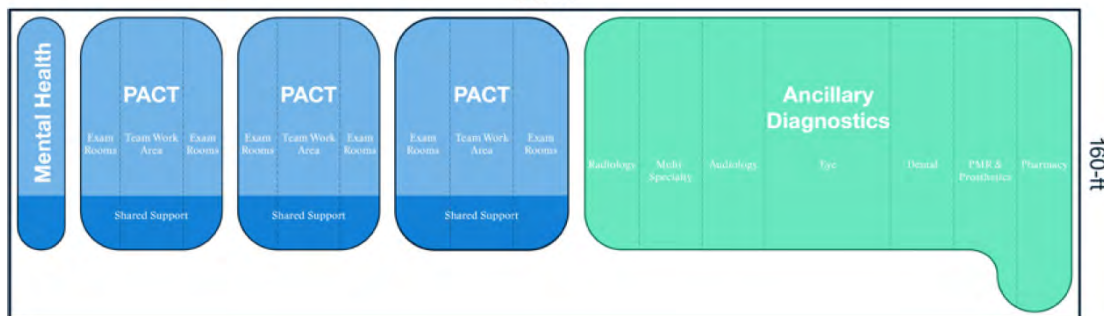


Three-PACT



Three-PACT

540-ft



Scale comparison of three clinic types to Chelsea Soldiers' Home

Comparison of the One-PACT, Two-PACT, and Three-PACT models according to the VA CBOC design guidelines

85,000–93,000 sq. ft.
14,400 unique patients
12 teamlets

—PCP, RN Care Manager, Clinical Associate, Administrative Associate

PACT Primary Care	+Eye Clinic	+Multi-Specialty Care
Mental Health	+Physical Medicine & Rehabilitation	+Additional Ancillary Diagnostics Services
Pharmacy	+Home Based Primary Care	+Dental
Laboratory	+Prosthetics & Sensory Aids	
Logistics	+Radiology	
Canteen	+Engineering	
Audiology	+Clinic Management	
Police & Security	+Ancillary Diagnostic Services	
	+Business Service	

Campus Redevelopment Potential

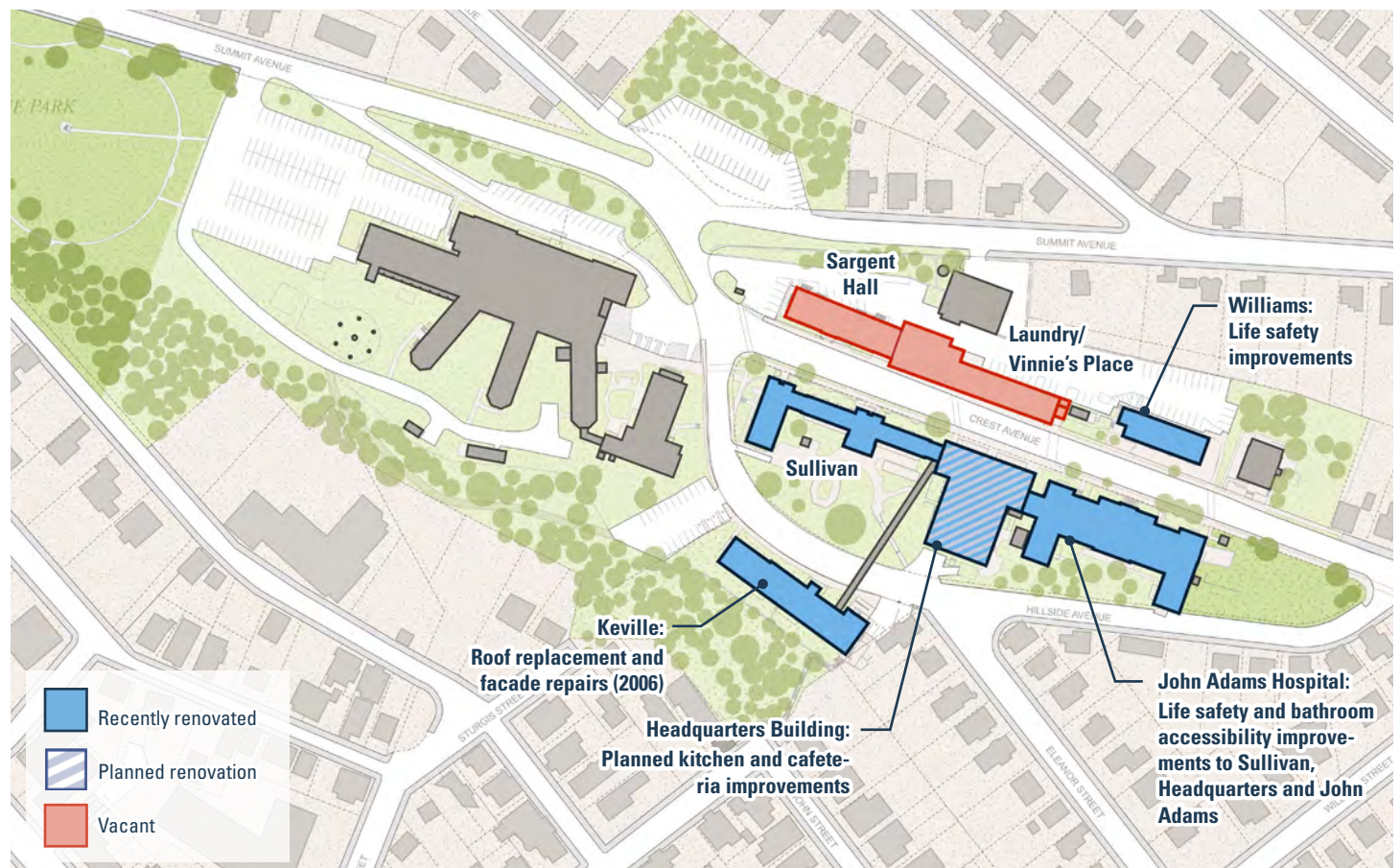
Each individual building and vacant lot was evaluated to determine its redevelopment potential for renovation and new construction. The study assessed existing structures on their overall condition, occupancy/utilization, renovation flexibility, amount of recent reinvestment/improvements, and contribution to the campus identity. Each building was then scored to identify strong

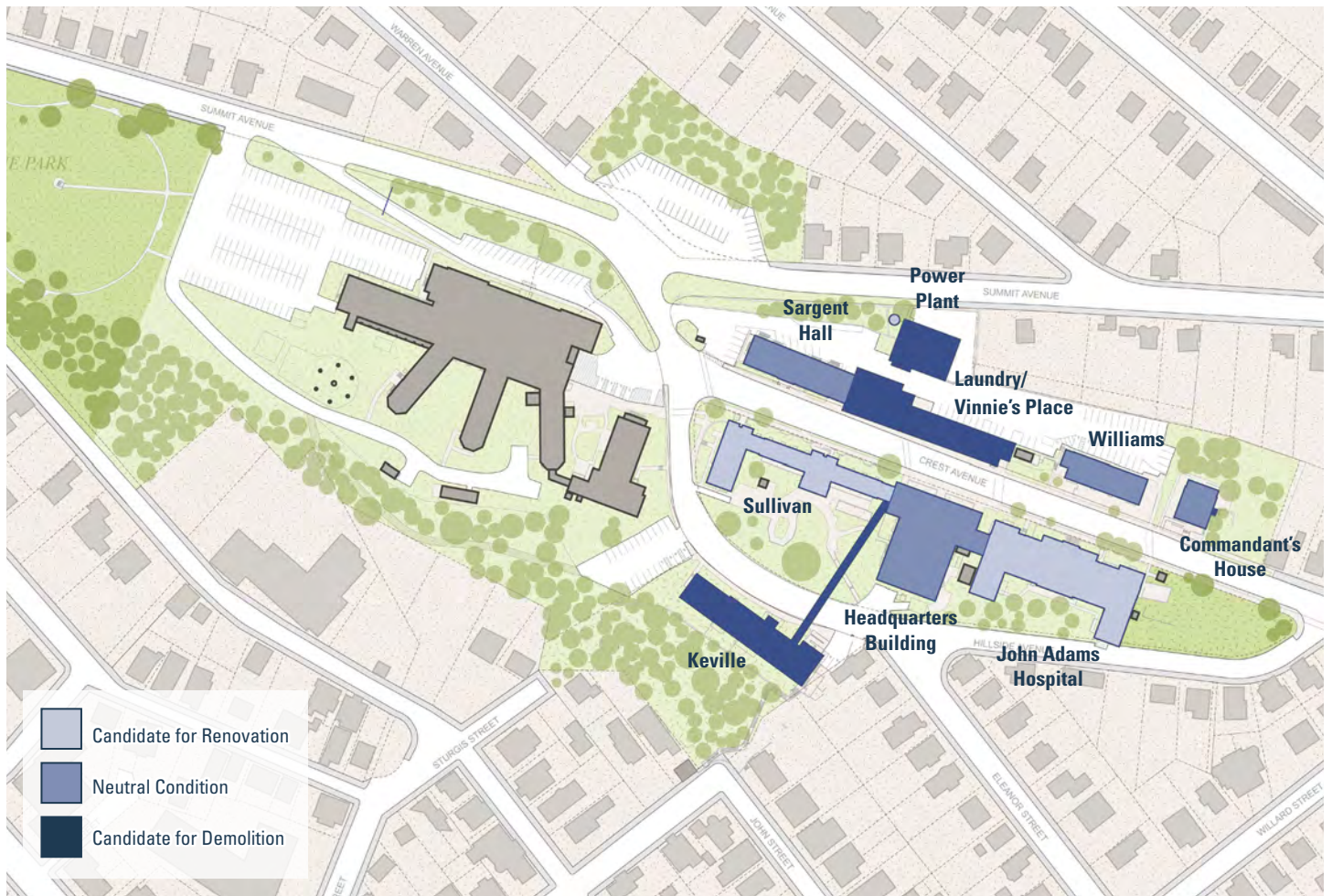
candidates for renovation or demolition. The project team then tested each structure suitable for renovation or replacement for both options. This generated a flexible set of possible configurations for the future redevelopment scenarios.

Planned and recent building renovations

Past Campus Studies

- ▶ Chelsea Soldiers Home Campus Plan, DCAMM June 9, 2015
- ▶ Veterans' Services and Soldiers' Homes Assessment, Commonwealth of MA, June 30, 2016
- ▶ Chelsea Soldiers Home Redevelopment Feasibility Analysis, Redgate/ ICON, December 13, 2016
- ▶ Past facilities upgrades and architectural plans



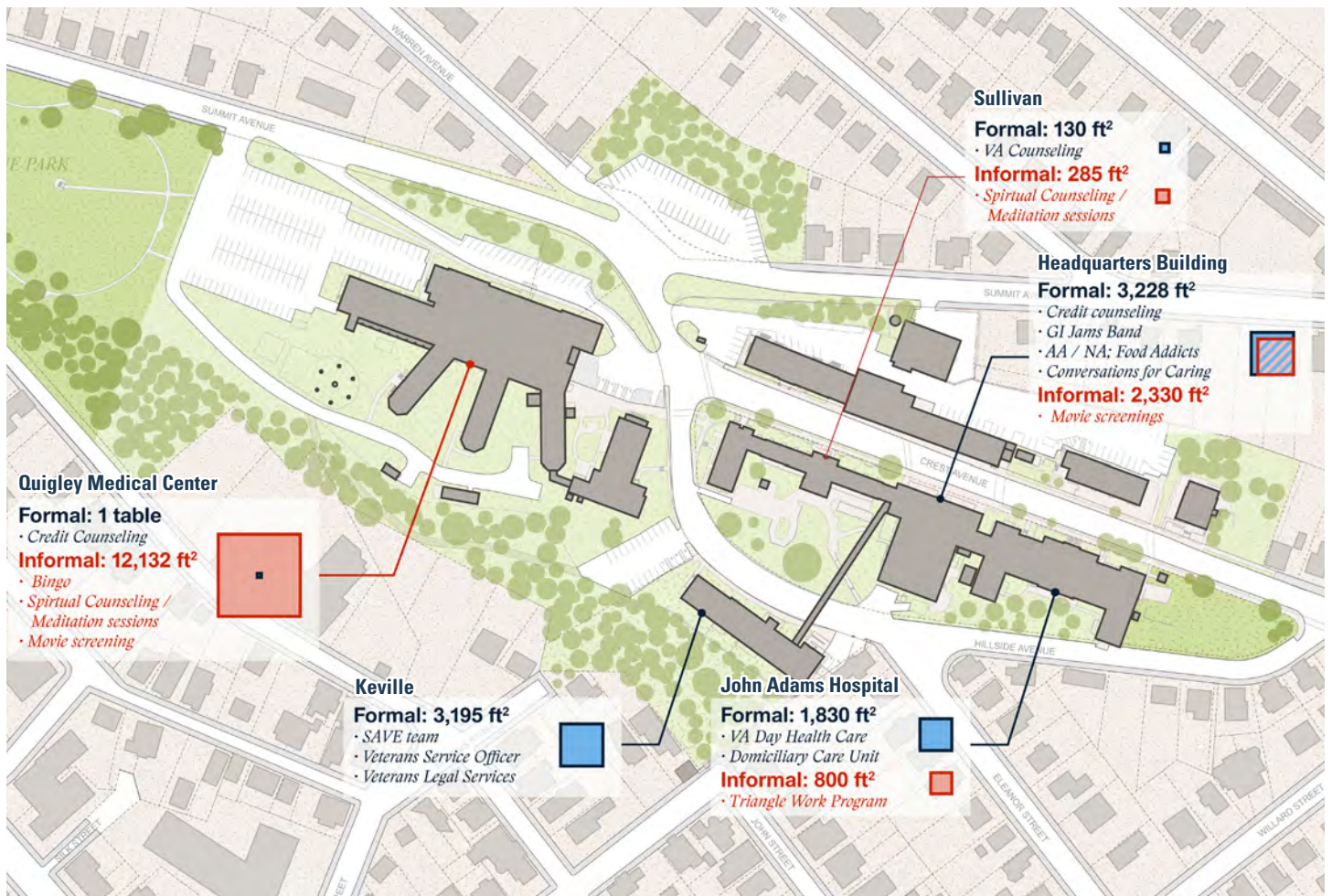


	Condition	Occupancy	Renovation Flexibility	Building Score
Sargent Hall	Poor	Vacant	High	3
Laundry / Vinnie's Place	Poor	Vacant	High	2
Power Plant	Fair	Power	Low	2
Williams House	Fair	Yes	Mid	3
Commandant's House	Fair	Not Occupied by CHE	Low	3
Headquarters Dining, Library, Auditorium, Admin.	Fair	Yes	Mid	3
Sullivan Dormitory	Fair	Partial	Low	4
John Adams Hospital Admin.	Fair	Yes	Mid	4
Keville House Admin.	Fair	Yes	Low	2

Top Existing Building Renovation and Demolition Assessment

Left Existing building conditions and building score

Buildings are scored on condition, utilization, renovation flexibility, and contribution to campus identity to determine which are the best candidates for renovation or demolition. Higher scores represent candidates for renovation with scores ranging from 0–5.



Top Existing formal and informal programs. Formal programs are managed or arranged by CHE administration. Informal programs are communal activities self-organized by residents. Each box illustrates the size of the space used to facilitate each program.

- Formal Space
- Informal Space



Right Commandant's House



Right: West facade of
Sargent Hall.

Bottom: Keville House



The background image shows a three-story brick building with several windows and a fire escape. To the left, a tall, dark smokestack rises into the sky. In the foreground, there is a street corner with a bus stop shelter and a person sitting on a bench. The entire image is covered with a semi-transparent teal filter. A large, white, stylized number '3' is positioned on the left side, partially overlapping the building and the smokestack.

3

Goals & Actions

Overview

The overarching **vision** for the Chelsea veterans’ campus-of-the-future is to provide a 21st-century environment that allows for accommodating veterans with different residential needs based on varying levels of independent caregiving requirements. To ensure the success of this vision, achievements were broken down into two categories: goals and actions.

Goals are key achievements that must be realized to reach the vision. They are broad-brush statements such as, “strengthen the campus identity.”

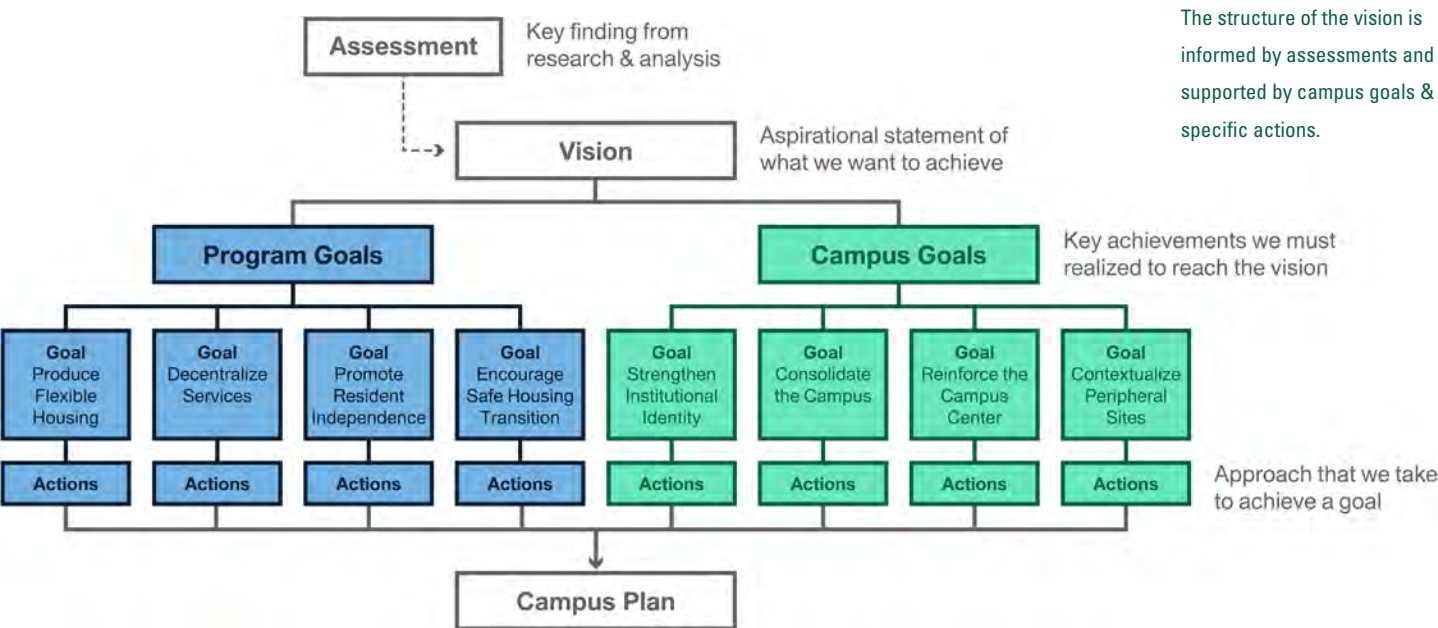
Actions are specific approaches or steps that should be taken to reach each goal. An action example under the “strengthen the campus identi-

ty” goal is to “enhance public access to the church and forecourt and provide an improved streetscape.”

Each goal emerged from a key assessment generated during the research and analysis phase. This assessment informed the definition of the goals and aided in categorizing them into two buckets: program or campus goals.

- ▶ Program goals are accomplishments that improve the Home’s ability to serve its resident population.
- ▶ Campus goals are key achievements that enhance the character of the campus and its positive perception by residents and the public.

The design of a future campus must realize both categories to reach this study’s vision.



Program Goal

Produce Flexible Housing

Produce flexible housing that accommodates a range of supportive living models for an evolving veteran population, with a particular focus on the needs of senior veterans.

The future resident profile is trending towards a more diverse veteran population with varying medical challenges & experiences. The future population will be more diverse in age, gender, ethnicity, and era of service.

Housing developments should be able to support different service models to ensure project success. These include but are not limited to permanent supportive housing, service-supported senior housing,

transitional housing, family housing, group homes, and other service models. This study recommends the following service models but will accept alternative service models.

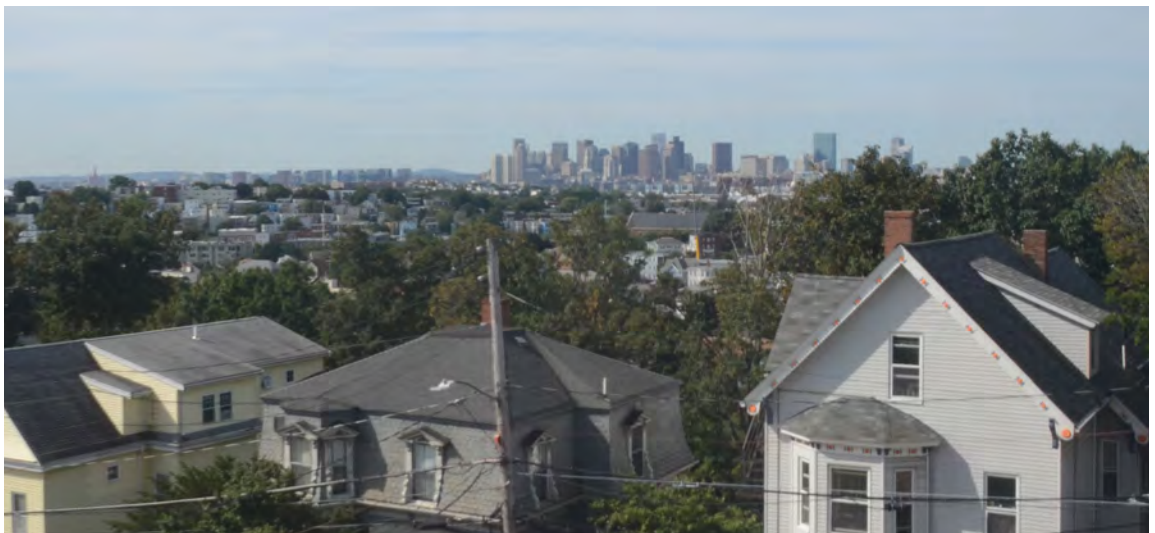
1. Service-supported senior housing for aging veterans and veterans living with disabilities, or other needs that require a varying level of assistance with activities of daily living.
2. Transitional housing, for recently homeless veterans.
3. Variety of permanent supportive housing for different demographic groups such as single veterans and families.

The 2016 PCG study identified a need for service-supported housing for senior veterans, and proposed the development of an Assisted Living Facility (ALF) at the Chelsea Soldiers' Home site. However, ALF operation involves high operating

Actions

- ▶ Allow private parties maximum flexibility to accommodate the service model(s) of their choice.
- ▶ Offer two scales of sites, core campus and peripheral sites, to allow all service models.

costs, complex and exacting regulatory oversight, and occupancy challenges. As an alternative, we recommend a model of service-supported senior housing that creates partnerships with existing providers and programs to bring needed services to residents, enabling them to age in place. This model of service-supported senior housing offers both greater financial feasibility and more flexibility to accommodate the evolving demographics and needs of an aging veteran population.



View of Boston from Chelsea
Soldiers Home

Decentralize Services

Decentralize services and increase levels of independence for the residents.

Both the campus facilities and support service model rely on a central system of distribution that does not allow buildings to function independently.

By distributing common space and support services within the individual buildings, the Home can better serve a diverse population with different service needs. It

also keeps common spaces close to private units thereby increasing accessibility for residents with mobility challenges. The decentralized model has the advantage of creating greater flexibility in adapting to future population changes and also allows multiple operators to function on campus without interference. Decentralized utilities will allow CHE to decommission the Power Plant once all properties are redeveloped.

Action

- ▶ Shift to a distributed service model to enhance housing flexibility and to serve a more diverse service model.

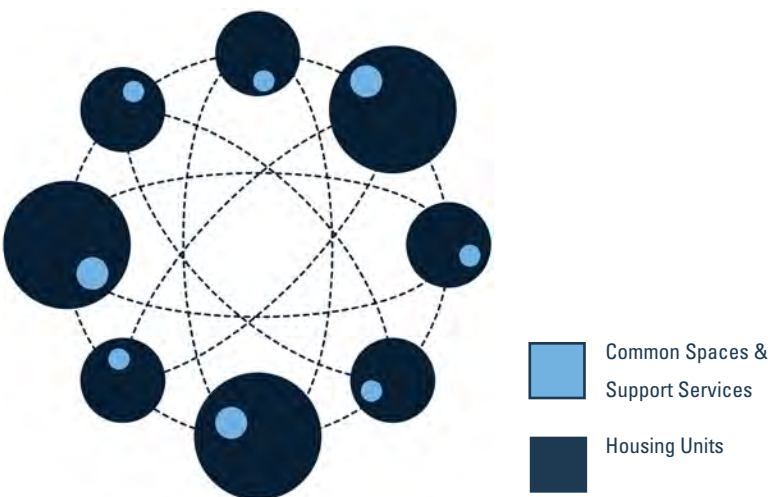
Centralized Model

All housing is reliant on centralized services.



Distributed Model

Services distributed within standalone projects that serve different populations but create one community.



Promote Resident Independence

Promote resident independence through the allocation of space.

Chelsea Soldiers Home has more space than necessary per resident when compared to sample projects.

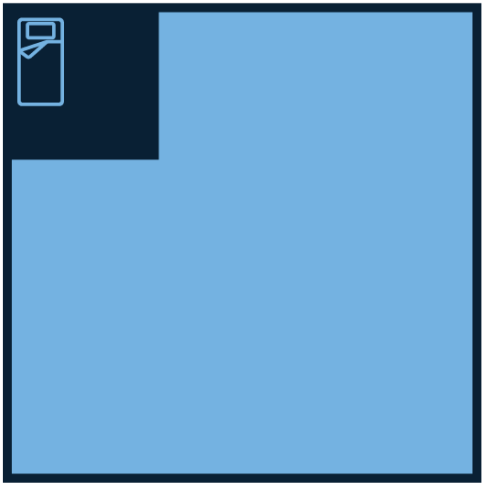
By including kitchenettes within private units, CHE can promote resident independence rather than reliance on prepared meals.

Actions

- ▶ Provide appropriately scaled and equipped units to residents.
- ▶ Reallocate common space to private units.
- ▶ Provide flexible common space that can adapt to evolving support service models.

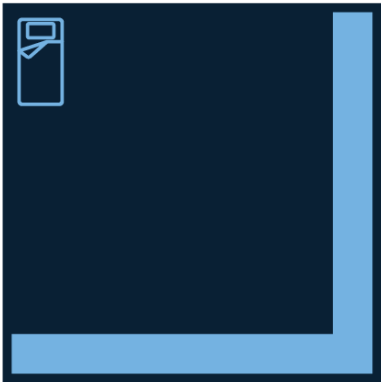
Soldiers' Home in 2018

Proportion of private space is low compared to common space.



Future Soldiers' Home

Proportion of private space is high compared to common space.



Encourage Safe Housing Transition

Encourage safe transition of veterans into permanent housing within the community.

The current domiciliary housing configuration does not incentivize independent living.

Units with a higher proportion of space in comparison to shared space are prevalent in the surrounding community and will more closely mimic the living standards found off-campus.

Action

- ▶ Provide appropriately scaled and equipped units to residents.



Accessible kitchen in Soldier On Agawam. Photo courtesy of Ganesh Ramachandran.

Campus Goals

Strengthen Institutional Identity

The current campus does not have a well defined entrance and is characterized by large amounts of asphalt. The buildings located near the entrance do not address one another and create an appearance of discontinuity. The entrance does not unite the two campus centers, located at the CLC and Headquarters, respectively.

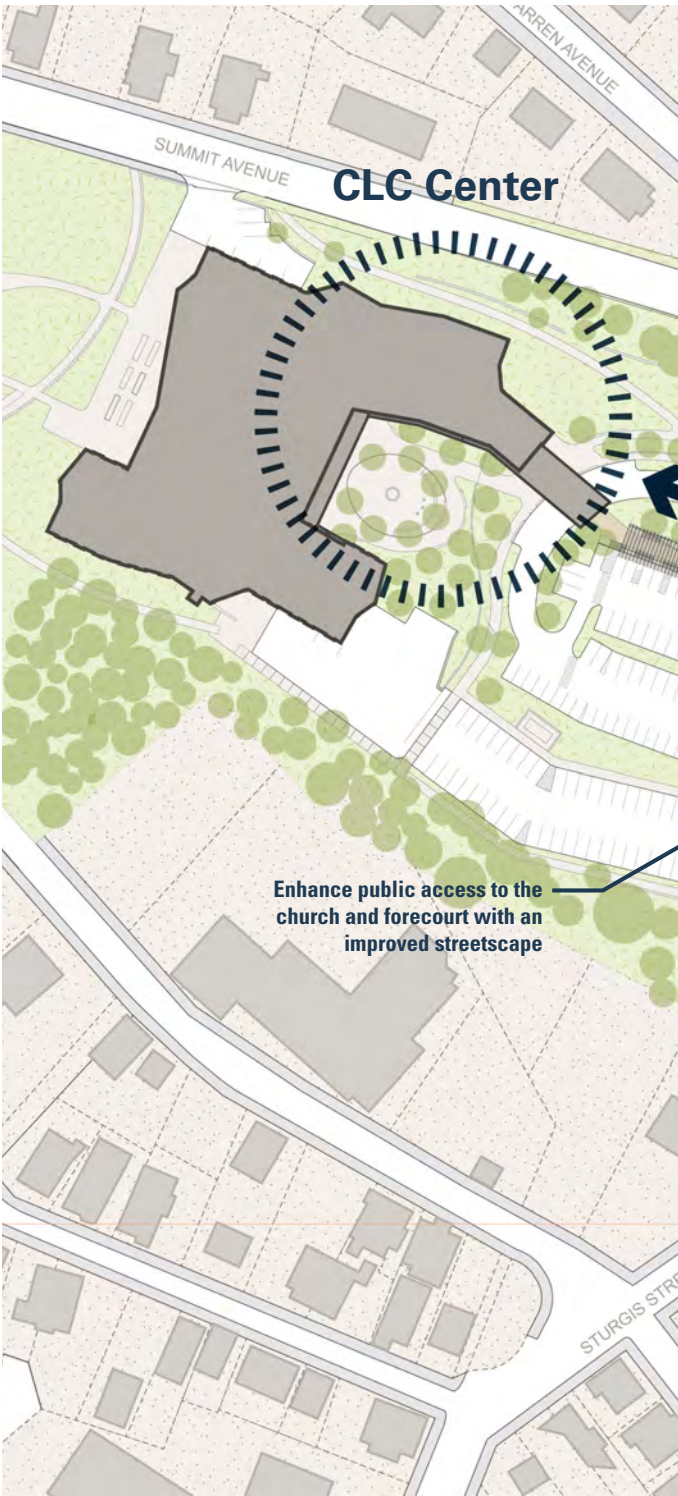
The entry plaza to the Soldiers’ Home is the central arrival point on campus. In its current condition, the topography is challenging, wayfinding is largely absent and the presence of the transit

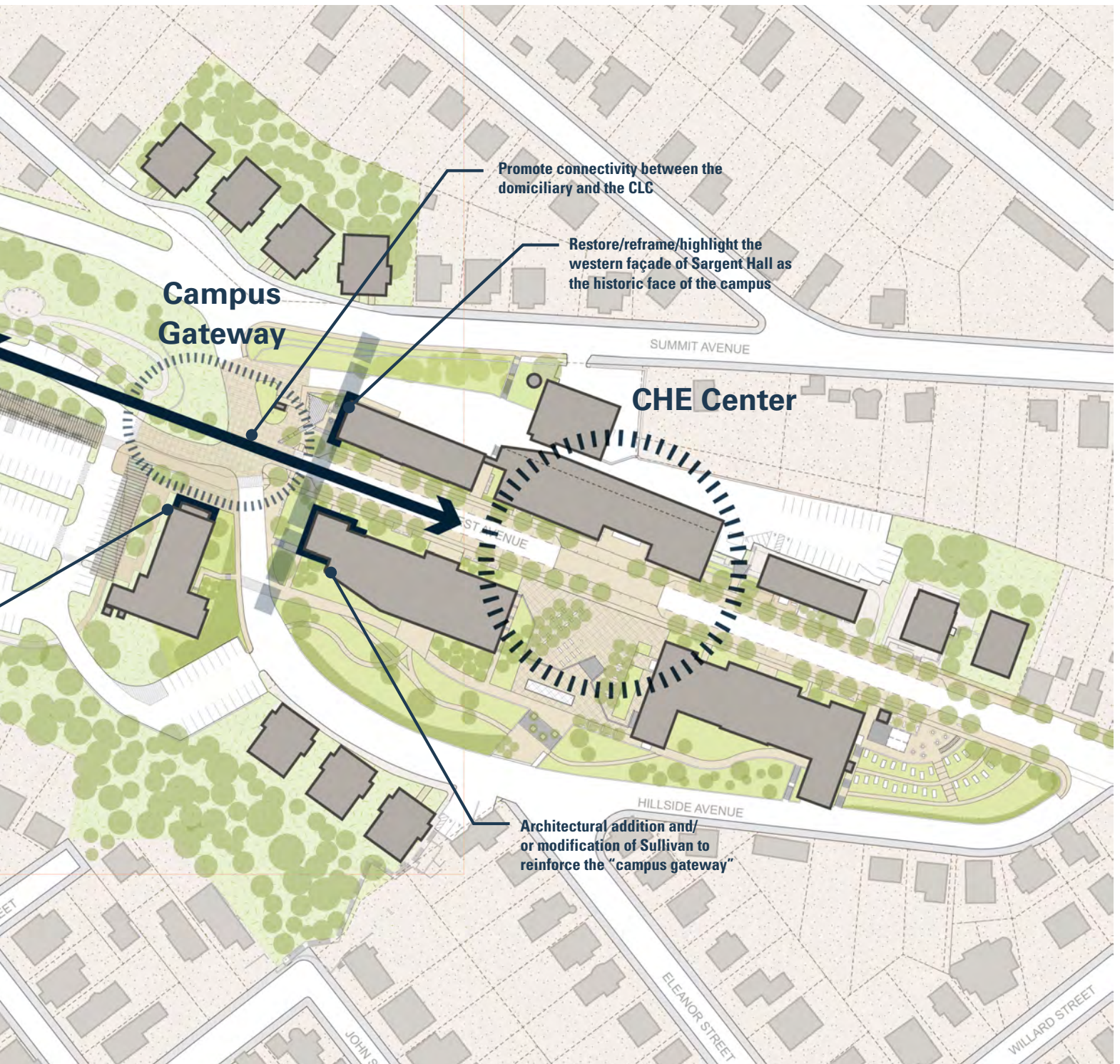
shelter—while serving a very important role to the campus—is poorly integrated. All of these factors must be mitigated in the redeveloped proposal.

Actions

- ▶ Promote connectivity between the domiciliary and the CLC.
- ▶ Enhance public access to the church and forecourt and provide an improved streetscape.
- ▶ Architectural addition and/or modification of Sullivan to reinforce the “campus gateway” at the end of Crest Avenue.
- ▶ Restore/reframe/highlight the western façade of Sargent Hall as the historic face of the campus.

Location of the actions used to strengthen the institutional identity near the western campus entrance.





Plaza on Powder Horn Hill

The design objectives of a newly conceived plaza are as follows:

- ▶ Improve the aesthetic appearance of the plaza as the first space that is experienced upon arrival to the campus
- ▶ Create larger and more community oriented public spaces within the plaza that accommodate a variety of programmatic uses
- ▶ Develop strategies to overcome the challenges of topography to enhance accessible routes to all levels of the plaza
- ▶ Take advantage of varying topography to create occupiable pedestrian spaces within the plaza that overlook and look between subspaces of the plaza; and

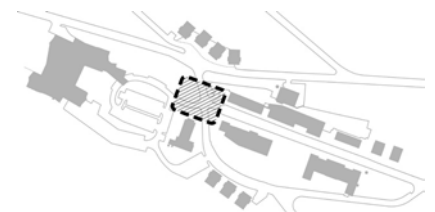
- ▶ Minimize vehicular pavement to the extent possible and use distinctive paving material or pattern to unite the large areas of pavement into a cohesive and comprehensible whole.

As illustrated in the proposed aerial view a number of accessible, public spaces are arranged around the plaza. These include an enhanced forecourt to St. Michael's Chapel that could become the major plaza space of the campus, uniting the CLC with the Chelsea Soldiers' Home programs. Being largely paved, but shaded by the strategic deployment of canopy trees, the space is a multi-use space with the possibility of hosting large festivities that are tent-based (such as farmer's markets or craft fairs), food trucks, or seated events. The terraced space adjacent to Sargent Hall allows for social gatherings of varying scales. Through the

inclusion of fixed and/or flexible seating in the level spaces, the use of the steps connecting various terraced levels of the plaza as stadium seating, and the careful placement of trees or shade structures to create places scaled to small groups, the intention is for locations within the larger plaza to feel appropriately scaled to individuals and small groups to be outside.

Lastly, the proposed vision for the entry plaza is to overcome the topographic challenges of this site, and become fully accessible. This is especially important on this campus because of the increasing number of residents and visitors with mobility challenges. The primary objective of making the MBTA transit stop accessible is overcome with ramping walks within the plaza and the ability to use the elevator in Sargent Hall to access a new accessible route to the transit stop at its lower elevation.

The maintenance and long-term care of the entry plaza should be evaluated and allocated adequately between CHE and the City of Chelsea upon implementation.



Top Key plan showing the location of the entrance plaza

Left Zoom-in of plaza plan



Top Aerial view envisioning an updated plaza

Middle Left Stepped Terraces, Umea University, Sweden

Middle Right Roemer Plaza, Boston, Massachusetts

Bottom Left Kendall Square Farmer's Market, Cambridge, Massachusetts

Bottom Right University Circle Plaza, Cleveland, Ohio

Connective Walkways

One primary vision for the campus is promoting connectivity between the domiciliary and CLC. In addition to creating a gateway to the campus, the proposed entry plaza starts to bridge the gap between the CLC and Chelsea Soldiers' Home. To strengthen this connection the walkways leading from the plaza to the CLC become a vital component for providing access and unity between the CLC and the plaza.

Connective walkways leading from the plaza are an opportunity to engage design, landscape, and public programming. The walkway alongside St. Michael's Chapel creates a gathering space alongside the chapel while also providing a buffer

to the parking area of the CLC. Emphasizing the east-west pathway from the plaza to CLC entrance enhances the connection between the two.

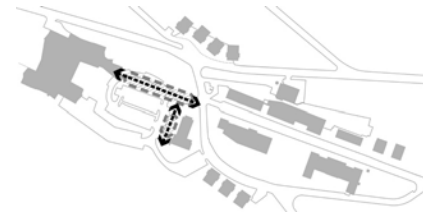
The proposed pathways should be treated as an extension of the plaza, with landscape elements and seating spaces that could include areas for social gatherings and public art. It is important to utilize planting and pavement strategies to create distinctive gathering spaces and ensure a comfortable pedestrian space that is separate from adjacent parking areas.

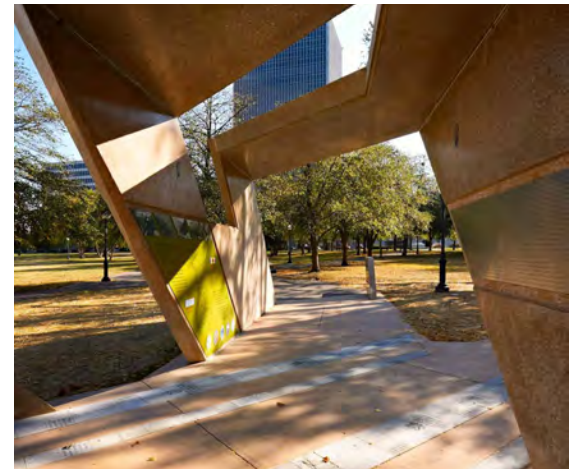
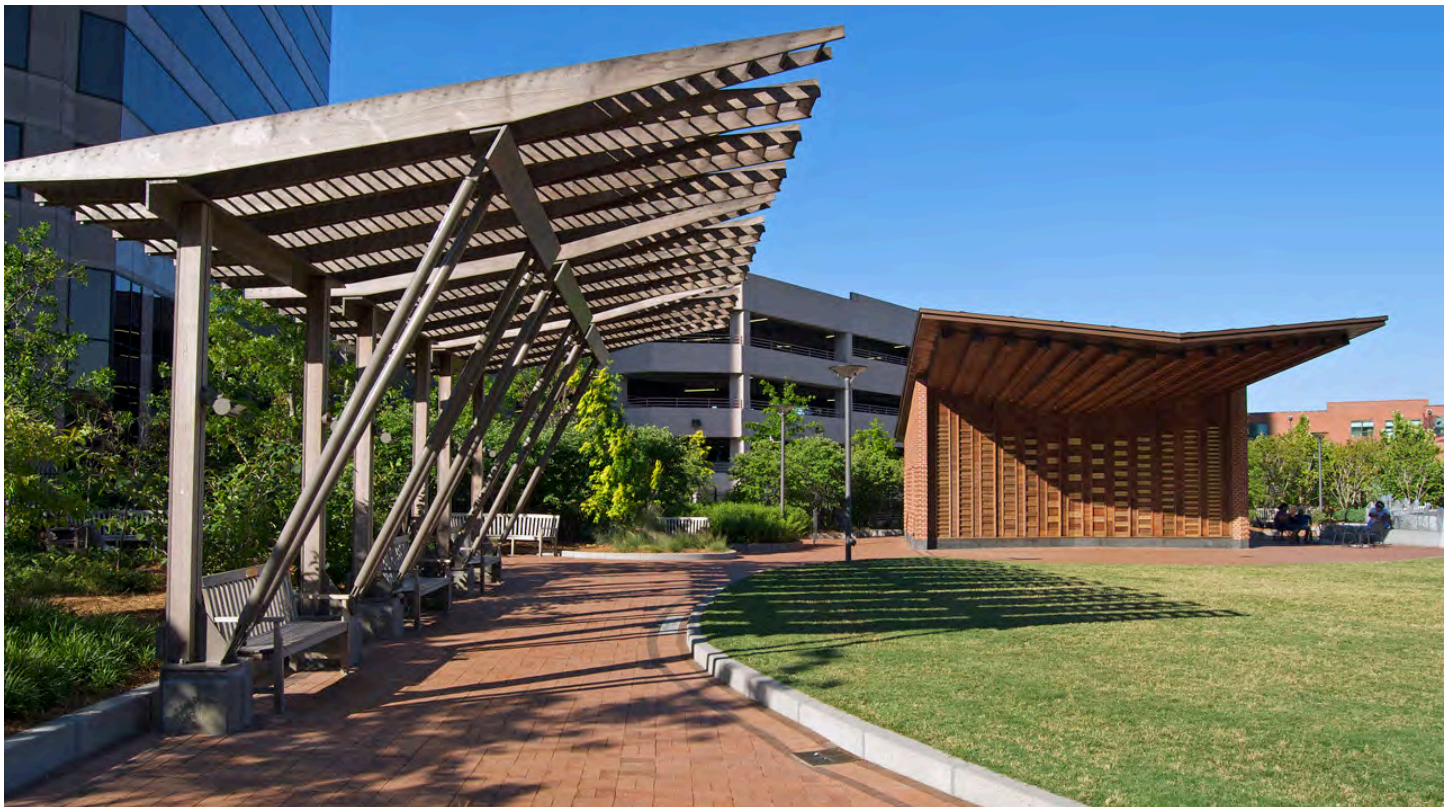
Proposed shading and seating structures enhance walkability while also strengthening the gateway quality of the plaza. Walkway

canopies and enclosures can serve as unique architectural elements—framing views of the CLC and plaza, further separating pedestrian walkways from active roadways, and creating outdoor spaces protected from the elements for people to gather and socialize.

Below Key plan showing the location of connective walkways

Bottom Zoom-in of walkways alongside St. Michael's Chapel and connecting to the CLC





Top Pergolas & Pavilion, Greensboro, North Carolina

Middle Left Góra Puławska, Poland

Middle Right Korean War Memorial, Kansas City, Missouri

Bottom Left Portico, Mornington Peninsula, Australia

Bottom Right Pergolas & Pavilion, Greensboro, North Carolina

Community Garden

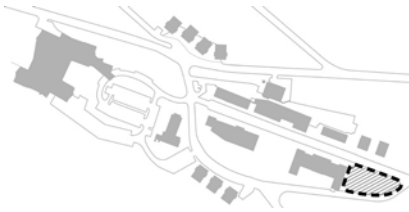
The re-envisioned Community Garden builds on the strengths of the existing garden—opportunity for community among residents, creation of new activities, and the possibilities for residents to work with the soil and cultivate plants thereby enhancing their quality of life—with a space that more fully engages the requirements of the resident population. The proposal takes advantage of the sloping topography by placing planting beds level against the slope. Such placement allows for planting at grade on the uphill side and is raised to seat height at the lower side. This elevation of the planting surface, when coupled with broad retaining walls provide seating areas along the planters and facilitate easy transfer from wheelchairs to make the soil and plants more accessible. The garden would also

be closely coordinated with the adjacent building entries so that level connection to the various floors of the building allows for easy horizontal access. The south-facing slope is ideal to extend the growing season in our climate further into the shoulder seasons of fall and spring, and a stormwater retention system that pulls rainwater from adjacent building roofs could be easily installed at the top of the garden and distributed downslope without needing mechanical pumping. Greenhouses and pavilions are also proposed within the Community Garden as additional destinations for social events and chance meeting among residents.

Placemaking

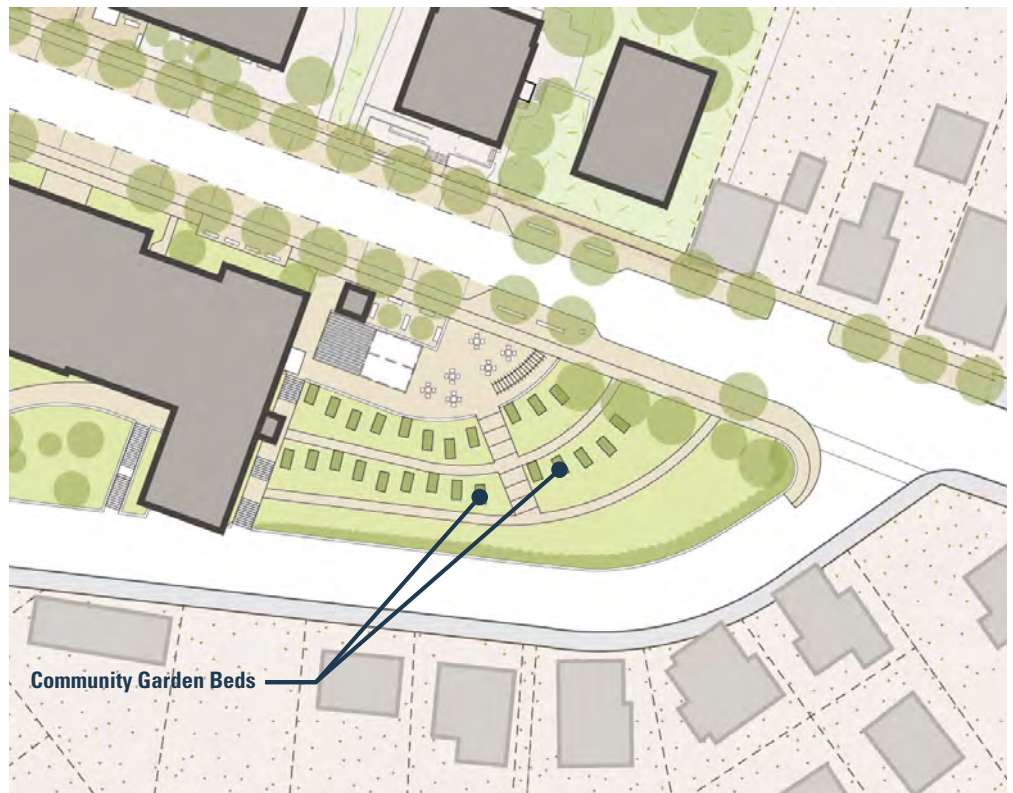
Placemaking is an essential part of building a robust community at the Chelsea Soldiers' Home in its next growth phase. Our master plan

vision includes making as many places for social interaction, and at varying scales, as possible. The role of public art within these spaces is also an important part of creating robust and interesting spaces. Introducing public art can inspire residents, anchor social spaces, and create community connections. The inclusion of artwork created by both local and renown veterans can increase resident visibility to the community. In addition to installations, outdoor spaces that support small performances and art therapy sessions can aid the residents' experiences.



Top Key plan of the enhanced community garden location

Right Zoom in of the enhanced community gardens with accessible planter beds





Top Left Integro by William Kleindler

Top Right Veterans Wall by Mike Mandel

Middle Left Accessible garden beds at William Bullough Court

Middle Right Stone Barns Farmer's Market

Bottom Left Harbor Steps, Seattle

Bottom Right Tietgenkollegiet, Copenhagen

Consolidate the Campus

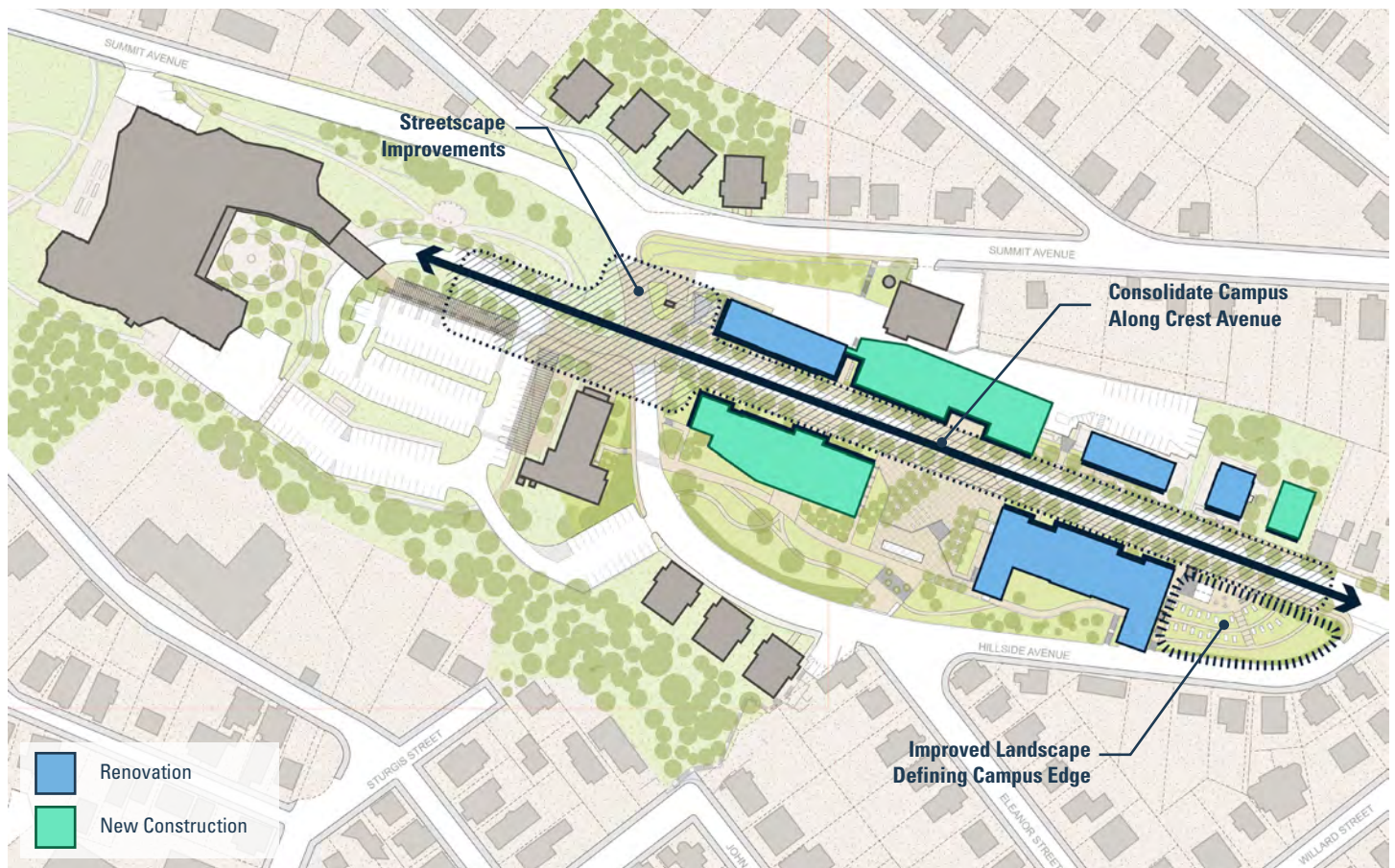
Consolidate the campus along Crest Avenue.

Chelsea Soldiers Home has more space than necessary per resident when compared to sample projects. The home currently has 159 non-operating beds and over 1,457 square feet of space per resident at the current occupancy rate.

The most architectural significant structures are located along Crest Avenue. Concentrating redevelopment along this axis can enhance the campus identity and cohesion.

Actions

- ▶ Concentrate new construction and renovations along Crest Avenue.
- ▶ Improve the streetscape to enhance mobility & to activate the public realm.
- ▶ Improve the landscape on the eastern end of Crest Avenue to further define the extents of the campus.
- ▶ New and/or renovated structures should highlight the historic attributes of the campus.



Top Existing Crest Avenue
streetscape

Middle Enhanced Crest Avenue
with street improvements

Bottom Enhanced Crest
Avenue with new buildings
and plaza

Streetscape Improvements

Crest Avenue is the spine and organizer of the existing campus and the appearance of this public thoroughfare is an important space for Chelsea Soldiers' Home. Recent innovations in urban design look to the street as an opportunity for stronger sustainability for cities, as important social spaces, and to accommodate various modes of transportation and movement. Our vision for the streetscapes of the campus, is to foster stronger investment in the aesthetic character of the Crest Avenue corridor, explore the possibilities of bioswales to help capture, filter, and infiltrate stormwater runoff, and create pockets for social spaces between the building faces and the street itself.

One primary design objective is to transform the existing condition of the street which is uniformly wide and with parallel parking on both sides, to one in which important crossing and gateway moments are emphasized through curb-line 'bump-outs.' These are created by widening the sidewalk width by taking a few street parking spaces, and using that increased width for planting or creating seating opportunities within the street corridor. Our vision plan proposes narrow-



Top University of Washington

Middle Left Buffalo

Streetscape

Middle Genzyme in Kendall

Square

Middle Right College

Promenade

Bottom Right: Bagby Street

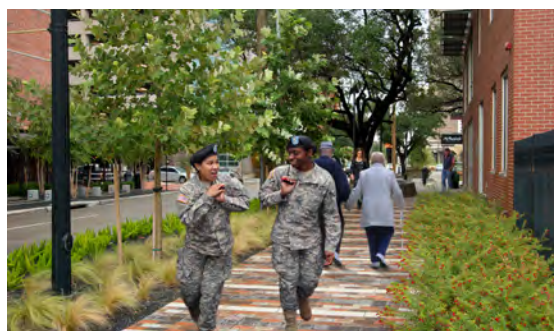
ing the street width at a) the lower end of Crest where one arrives to campus from the south, b) a larger segment at the proposed Central Open Space, and c) where Crest comes into the Entry Plaza. These generally have the effect of slowing traffic, and increasing pedestrian crossing safety, but can be augmented with additional measures such as ‘speed tables’ (raising the roadway surface as a ‘pedestrian’ crossing), or using pedestrian realm pavement to cross the roadbed at

these points for visual cues alerting drivers that pedestrian crossing is likely.

Another primary design objective is to create many places for seating and gathering along Crest Avenue. This is especially important on this campus as many residents do not venture far from their homes, and spaces immediately adjacent to the buildings along the street act as ‘front porches.’ Such spaces allow people to watch the ‘comings and goings’ of street life,

and the pedestrian movement along the sidewalks, as a major social opportunity within the community. These seating or gathering spaces should work in tandem with planting strategies to create distinct places, and with pavement or planting bed strategies to ensure safety from passing vehicles and provide psychological separation from the active roadway.

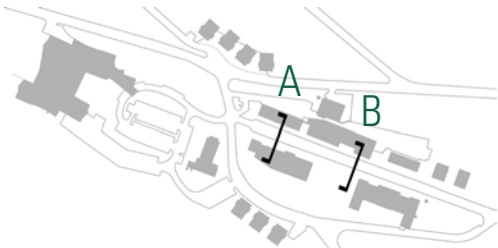
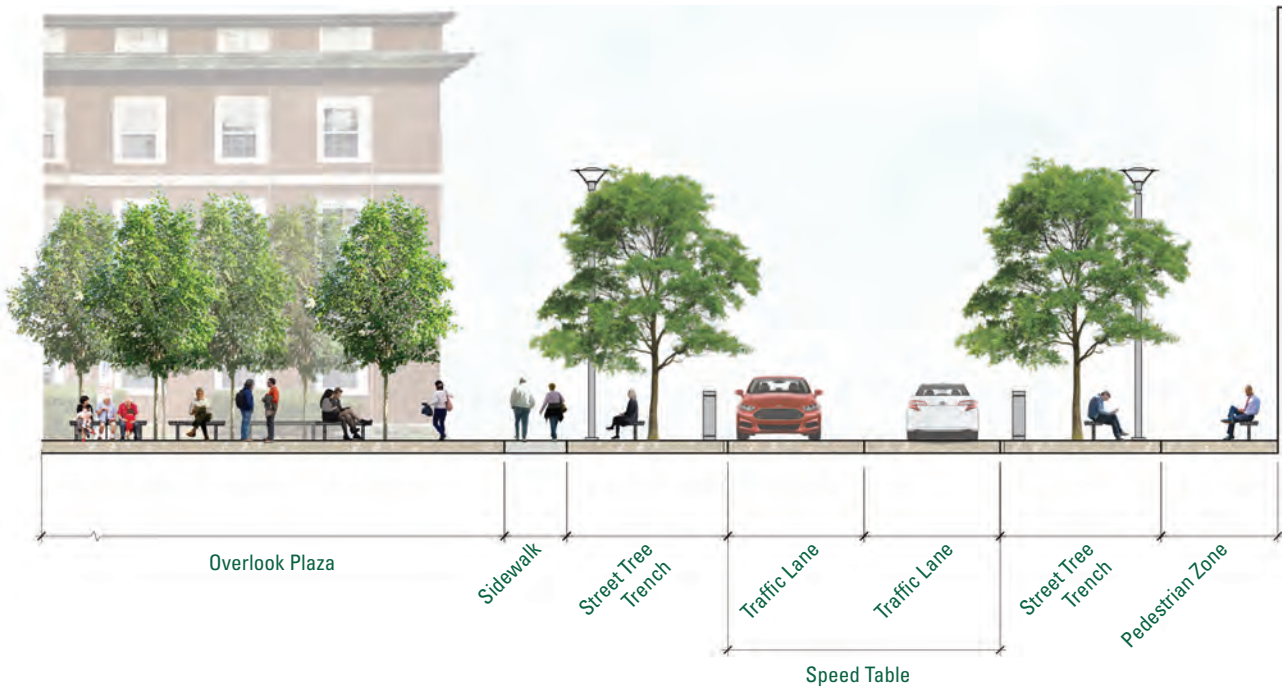
Lastly, the use of materials and sustainability principles should be used in the streetscapes of the campus, and not be limited to Crest Avenue. Such strategies include the use of paving material palettes across the campus for a cohesion of identity (say pre-defined concrete, brick or cast concrete finishes). Finding pockets for bioswales to treat stormwater runoff and in areas where street trees are planted in sidewalks the use of structural soils and shared root runs for enhanced growth, should also be considered as requirements for new development on campus. Other methods such as permeable pavement for parking zones and planting increased quantities and larger caliper trees as way to combat urban heat island effect are additional measures that could be considered for both identity and sustainability purposes.



Section A: Crest Avenue



Section B: Crest Avenue at Central Open Space



Top Left King's School

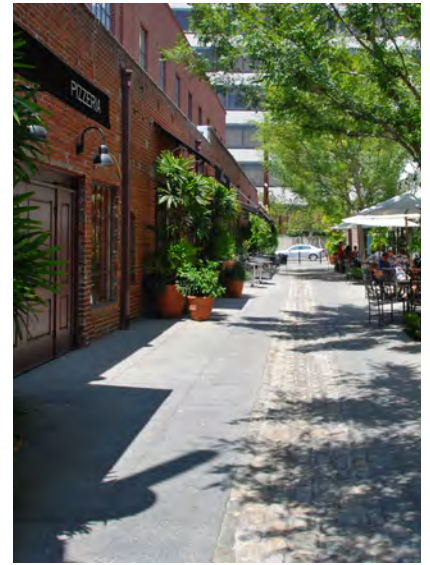
Top Right One Colorado

Middle Right Wyeth
Residences

Middle Left Centro Cultural
Escuela Pías en Lavapias

Bottom Left Pleasant Street
Apartments

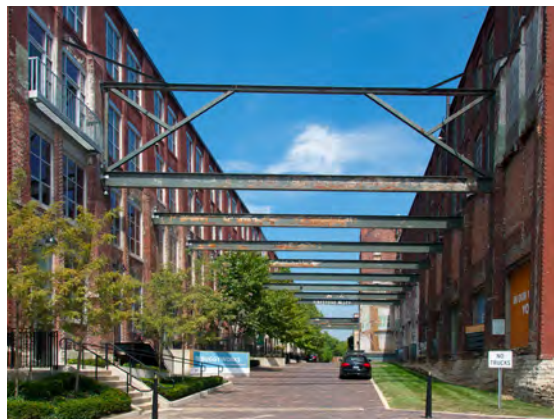
Bottom Right Firestone Alley



Highlight Historic Attributes

New structures should complement the historic building stock on campus, specifically along Crest Avenue. Projects should honor the existing structures by using complimentary building material palettes and proportions that do not mimic historic structures. This flattering relationship can create a cohesive campus while still respecting the heritage of the historic campus aspects.

Renovations should aim to enhance the character of existing structures through reinvestment and restoration.



Reinforce the Campus Center

Reinforce the campus center of Crest Avenue as the “campus center of gravity.”

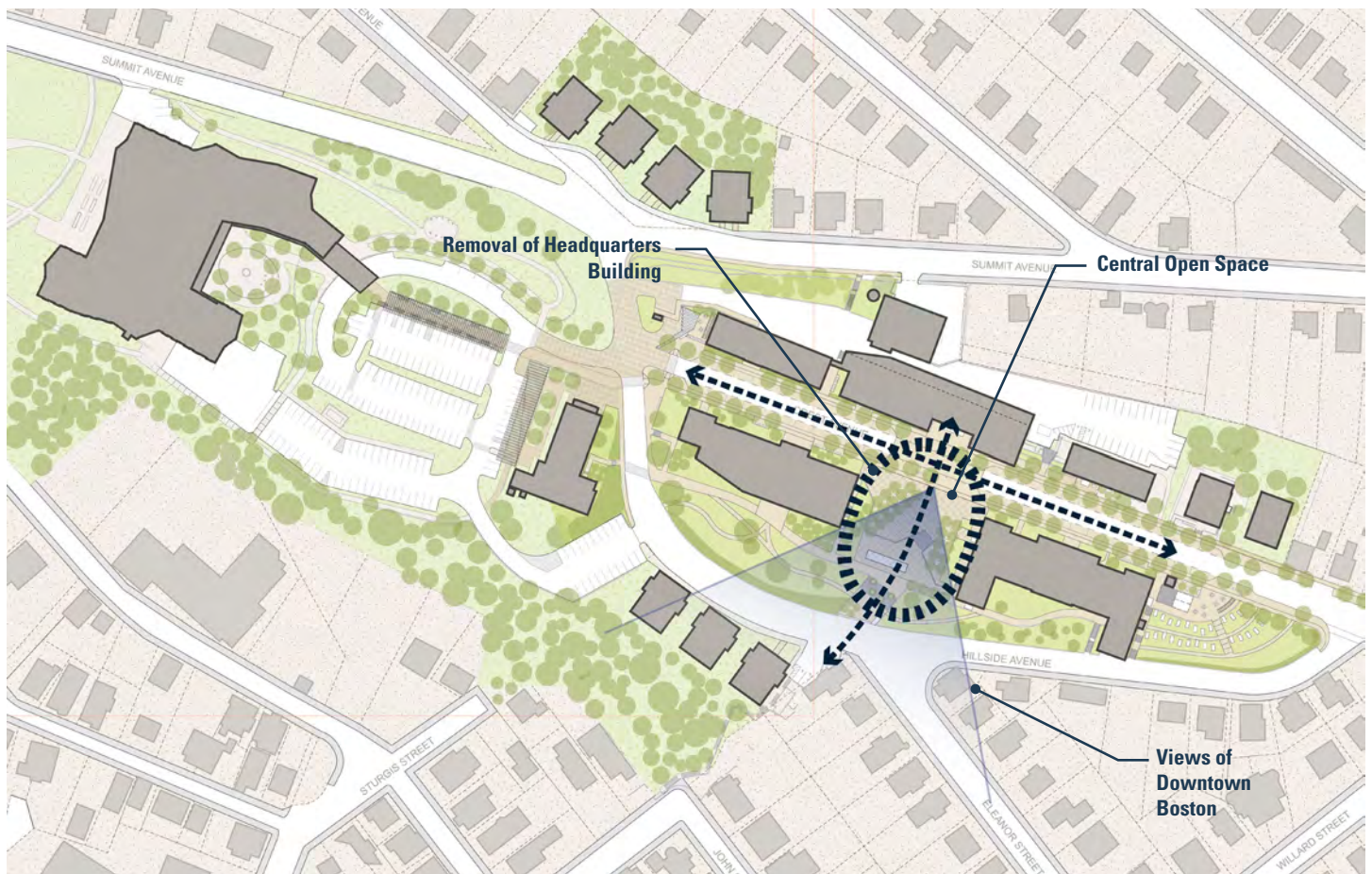
The existing Headquarters building is the least flexible for reuse. Future plans must reestablish a campus center through public realm design.

Whether the campus center takes the form of a community-based outpatient clinic or a central open

space, a strong central presence must replace the current programmatic role of the Headquarters.

Actions

- ▶ Remove the Headquarters building to create a central open space
- ▶ Or replace the Headquarters building with a clinic or other active program serving veterans from on and off the campus.
- ▶ Enable and frame views of Downtown Boston to further reinforce the placemaking at the center of the campus.

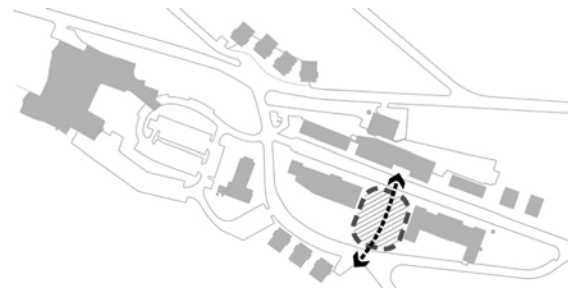


Central Open Space

A significant element of the vision plan for the campus is the redevelopment of the current headquarters building as a major open space at the center of campus. In addition to creating the primary landscape space for veterans on campus, this space also becomes the dominant north-south axis of campus, linking parking, program spaces and even making new neighborhood connections, as part of its intent. This site was chosen because of its centrality in the campus, and to take advantage of views out from the site to the surrounding landscape. That Crest Avenue is given new opportunities for these views from the street is an added benefit of using this site in this way.

This major landscape space should be designed to take advantage of areas exposed to direct sunlight (to extend the periods of comfort into the shoulder seasons of spring and fall), and shade (including shade trees and shelters) for both creation of human-scaled spaces as well as taking advantage of their comfort benefits. Programmatically, the landscape might incorporate elements of active recreation such as court sports (horse-shoes, shuffleboard, boccie, etc.) and spectator opportunities for those, perhaps taking advantage of the sloping topography of the site to separate these activities

as well as create opportunities for observation and prospect. It is also important that large areas of un-programmed space are facilitated, without fixed elements, for flexible uses of all scales.





Top Yorkville Grove

Middle Lawn

Bottom David Koch Plaza



Contextualize Peripheral Sites

Contextualize the peripheral sites with development that mediates between the campus and the surrounding neighborhood.

Peripheral sites are underutilized or do not acknowledge the character of the surrounding neighborhood.

Mediating between the institutional feel of CHE and the surrounding neighborhood should be addressed through scale, material, and choice of architectural character.

Actions

- ▶ Locate smaller building types that more closely resemble the scale of the surrounding neighborhood and can support group homes, family housing, or similar models.
- ▶ The character and material choices should appear more residential than institutional.





Top Left Spencer Green

Top Right Hyde-Blakemore
Condominiums

Middle Right Rocksberry
House

Bottom Highpoint

Facilitate Neighborhood Connections

Facilitate neighborhood connections through physical space and active programming on campus.

There is a little interaction between the veterans and the surrounding community outside of special events. Consistent interaction is generally through the shared use of Malone Park, Sunday

Mass at St. Michael’s Chapel, or family visitors.

Enhancing the quality of open spaces on campus can foster interaction between the residents and the broader community of Chelsea.

Actions

- ▶ Enhance campus open spaces to attract the local community.
- ▶ Increase programmatic engagement opportunities through the implementation of new open space uses.
- ▶ Improve physical connections in the north-south direction of the hill.



Top Left Fisher Hill Trail

Right Roemer Plaza

Bottom Left Geoffrey Bawa Stair



Goals & Actions Summary

Program Goals

Produce flexible housing that accommodates a range of supportive living models for an evolving veteran population, with a particular focus on the needs of senior veterans.

- ▶ Allow private parties maximum flexibility to accommodate the service model(s) of their choice.
- ▶ Offer two scales of sites, core campus and peripheral sites, to allow all service models.

Decentralize services and increase levels of independence for the residents.

- ▶ Shifting to a distributed service model will increase housing flexibility and facilitate a more diverse service model.

Promote resident independence through the allocation of space.

- ▶ Reallocate common space to private units.
- ▶ Provide flexible common space that can adapt to evolving support service models.

Encourage safe transition of veterans into permanent housing within the community.

- ▶ Provide appropriately scaled & equipped units to residents.

Campus Goals

Strengthen the institutional identity at the western entry.

- ▶ Promote connectivity between the domiciliary and the CLC.
- ▶ Enhance public access to the church and forecourt and provide an improved streetscape.
- ▶ Architectural addition and/or modification of Sullivan to reinforce the “campus gateway” at the end of Crest Avenue.
- ▶ Restore/reframe/highlight the western façade of Sargent Hall as the historic face of the campus.

Consolidate the campus along Crest Avenue.

- ▶ Concentrate new construction & renovation on Crest Avenue.
- ▶ Improve the streetscape to enhance mobility & to activate the public realm.
- ▶ Improve the landscape on the eastern end of Crest Avenue to further define the extents of the campus.
- ▶ New and/or renovated structures should highlight the historic attributes of the campus.

Reinforce the campus center of Crest Avenue as the “campus center of gravity.”

- ▶ Replace the Headquarters building with an open space.

- ▶ Or replace the Headquarters building with a clinic or other active program serving veterans from on & off the campus.
- ▶ Enable & frame views of Downtown Boston to further reinforce the placemaking at the center of the campus.

Contextualized the peripheral sites with development that mediates between the campus & the surrounding neighborhood.

- ▶ Locate smaller building types that more closely resemble the scale of the surrounding neighborhood and can support group homes, family housing, or similar models.
- ▶ The character and material choices should appear more residential than institutional.

Facilitate neighborhood connections through physical space and active programming on campus.

- ▶ Enhance campus open spaces to attract the local community.
- ▶ Increase programmatic engagement opportunities through new open space uses.
- ▶ Improve physical connections in the north-south direction.



4

Implementation

Redevelopment Scenarios

The project team conceptualized campus-wide redevelopment scenarios to test redevelopment capacity and the achievability of the project goals. The first step generated scenarios targeting different capacity thresholds when balanced with goal attainability. Each scenario followed standard redevelopment assumptions based on the analysis and background research into the campus building stock and comparable recent projects. The following assumptions remained constant in all scenarios.

Program Assumptions

- ▶ **Minimum Number of Units:** 180 units
- ▶ **Common Spaces:** Distributed within each building.
- ▶ **Open Spaces:** Link individual buildings.

Size Assumptions

- ▶ **Minimum Single Occupancy Unit Size: 500 net square feet.** This size represents the average apartment size in the comparable projects. It places preference on a higher number of residents over larger individual apartments but is

Gross Floor Area represents all built space including structure. Net Floor Area represents space solely dedicated to apartments.

also an achievable scale for a renovation project. Each studio unit includes a kitchenette and private bathroom.

- ▶ **Average Family Unit Size: 1,000 net square feet.** The 1,000 n.s.f. average size preferences two-bedroom units. The scenarios only tested one and two-bedroom family units. However, the building footprints proposed could easily accommodate larger two or three-bedroom units with a slight impact on the total number of units provided.
- ▶ **Target Gross Floor Area per Resident: 980 gross square feet.** The project team used the GFA per resident to accommodate other uses, building circulation, and constructed elements such as walls, chases, etc.
- ▶ **Minimum Percentage of Support Service and Common Spaces: 5%.** This number ensures floor area is set aside for support service and common spaces within each building.
- ▶ **Optimal Phase Sizes: 60 units.** Based on developer interviews, the VA prefers project-based HUD-VASH

Campus-wide redevelopment scenarios were used to test redevelopment capacity and the achievability of the project goals.

voucher buildings to be under approximately 75 units. The ideal size for balancing development costs with HUD-VASH eligibility is about 60 units. The scenarios try to group buildings into constructible 60-units chunks to maximize financial feasibility.

Design Assumptions

- ▶ Housing takes priority over other uses.
- ▶ Facilities should standalone with their own set of support services to serve varying demographic needs.
- ▶ Underutilized facilities should be reserved for future use, demolished, or disposed of.
- ▶ Scenarios do not consider veteran eligibility per funding source.

The project team matched one fundamental tenet with each scenario to prompt unique decisions in each scenario.

Replacement Scenario



The replacement scenario explores how the campus identity can be preserved and enhanced if the total amount of built area is dramatically reduced. This scenario maintains current capacity in a more efficient configuration with an elevated living standard and a 210 unit minimum.

Additional Program Scenario

This scenario tests the inclusion of additional programming, such as a clinic, while still providing an 180 unit minimum.



Full Build-out Scenario



The full build-out scenario seeks to understand the full housing capacity of the campus up to 390 units.

The project team matched one fundamental tenet with each scenario to prompt unique decisions in each scenario.

Retained Existing

Renovation

New Construction



Replacement Scenario

Reduces built area while efficiently maintaining current capacity

Total Units

210 units

Total GFA

199,000 sq. ft.

Avg. Unit Size

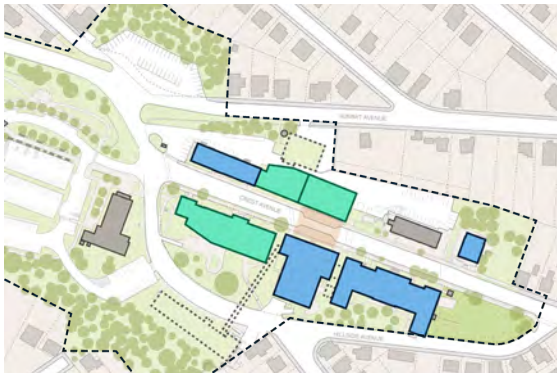
600 net sq. ft.

Advantages

- ▶ Requires the least intervention with maximum impact.
- ▶ Most flexibility in phasing.
- ▶ Increases connectivity north-south between facilities.
- ▶ Creates a central open space for residents.

Disadvantages

- ▶ Selective demolition high without trade-off of new development.
- ▶ Campus identity challenged with removal of Headquarters.
- ▶ Highest amount of land undeveloped or dispositioned for non-veterans uses.



Additional Program Scenario

Includes additional programming space while maintaining current occupancy

180 units (plus 51 SRO in Williams)

222,500 sq. ft.

635 net sq. ft.

- ▶ Maintains Headquarters as the campus center with more activity along Crest Avenue due to clinic.
- ▶ Facilities optimized for residential.
- ▶ 42,280 sq. ft. for clinic space and additional programming

- ▶ Inflexible phasing: clinic must be a final phase.
- ▶ Selective demolition high without trade-off of new development.
- ▶ Highest amount of land undeveloped or dispositioned for non-veterans uses.



Full Build-out Scenario

Maximizes the housing capacity of the campus

390 units

353,100 sq. ft.

700 net sq. ft.

- ▶ Accommodates many types of veterans housing.
- ▶ Increases connectivity north-south between facilities.
- ▶ Maximizes residential construction.
- ▶ Demolition more easily subsidized by new construction.
- ▶ May provide more veteran housing units than desired/required/ or meets demand
- ▶ Some buildings lose efficiency when converted to units.

Illustrative Scenario



Moving Towards One Illustrative Scenario

The creation of three campus redevelopment scenarios marked the midpoint of the project. Each scenario has its own advantages and disadvantages with respect to the project goals and fundamental tenets it fulfills.

In the third phase of the project an illustrative scenario was created that balanced the critical advantages of the initial three scenarios with the campus and program goals of the project. The illustrative scenario follows the same standard program and size assumptions as the initial scenario while placing a strong emphasis on enhancing connectivity, accommodating a variety of housing types, and creating a central open space for the campus.

Illustrative Scenario

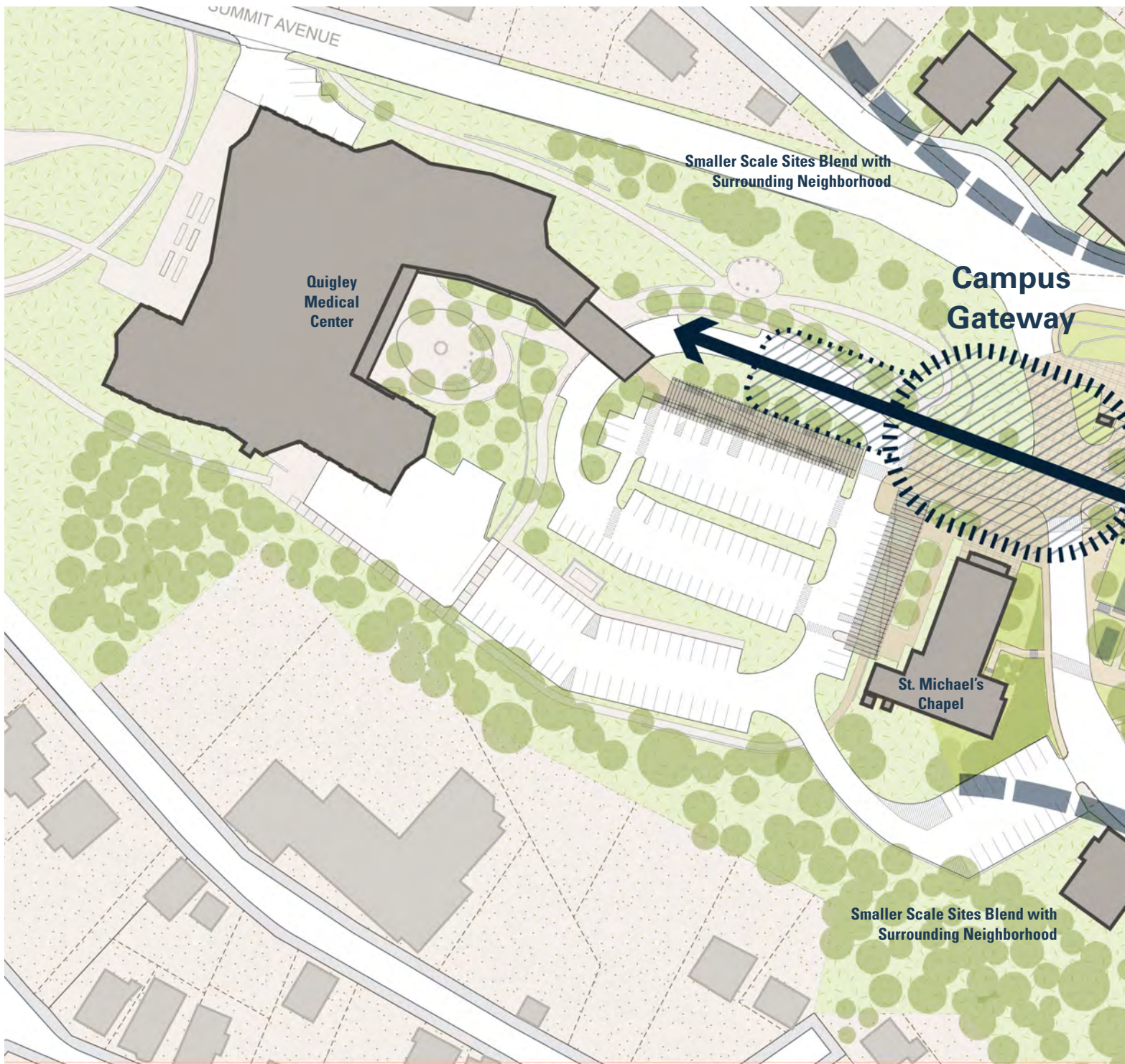
Total Units	315 units
Total GFA	268,250 sq. ft.
Avg. Unit Size	800 net sq. ft.
Advantages	<ul style="list-style-type: none">▶ Matches existing bed count.▶ Accommodates many types of veterans housing.▶ Increases connectivity north-south between facilities.▶ Creates a central open space for residents.
Disadvantages	<ul style="list-style-type: none">▶ May provide more veteran housing units than desired/required or meets demand.



Scenario Comparison

	Replacement	Additional Program	Full Build-Out	Illustrative
Matches existing bed count	●	●	●	●
Requires least intervention with maximum impact	●●		●	●
Flexibility in phasing	●●●		●●	●●
Enhanced North-South connectivity between phases	●●		●	●●●
Distinctive Central Open space for residents and larger community	●●●		●	●●●
Maintains Headquarters as campus center		●		
Accommodates wider variety of Veterans Housing types	●	●	●●●	●●●
Maximizes residential density			●●●	●●
Demo more easily subsidized by new construction			●●	●●
Accommodates complementary non-housing programs		●●●	●	●
Accommodates larger unit types			●	●●

Scenarios are compared on a scale of 0–3 with 3 being the most successful per comparison category.



Illustrative Scenario

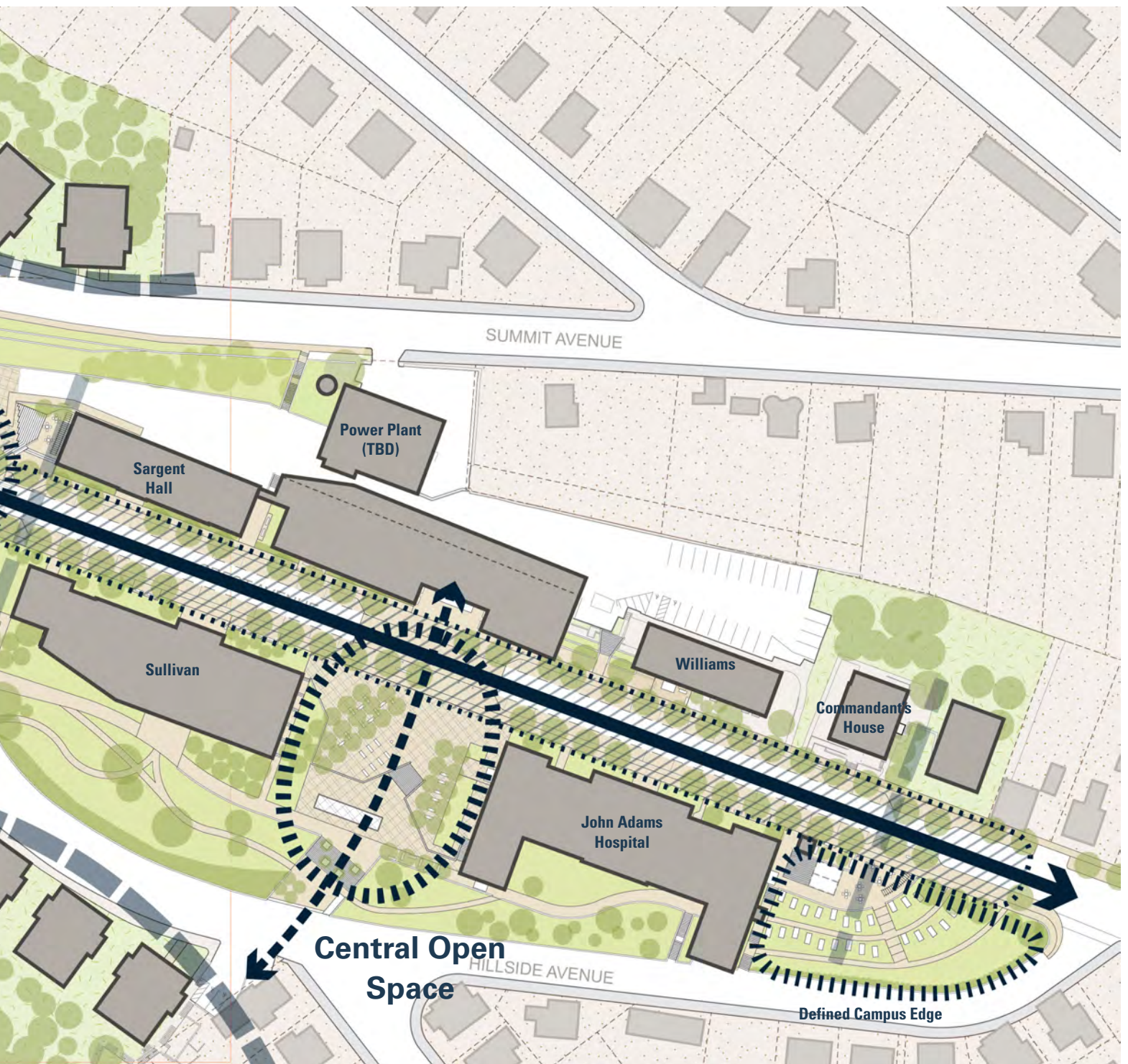
Campus gateway and central
open space character.

Right University Circle Plaza,
Cleveland, Ohio

Opposite Left Kobmagergade,
Copenhagen

Opposite Right Columbus
Park, Chicago, Illinois





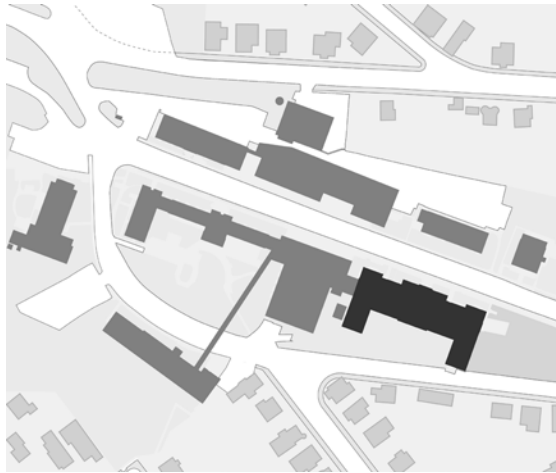
Step 1

Renovate Sargent Hall,
replace Laundry Building with
new construction.



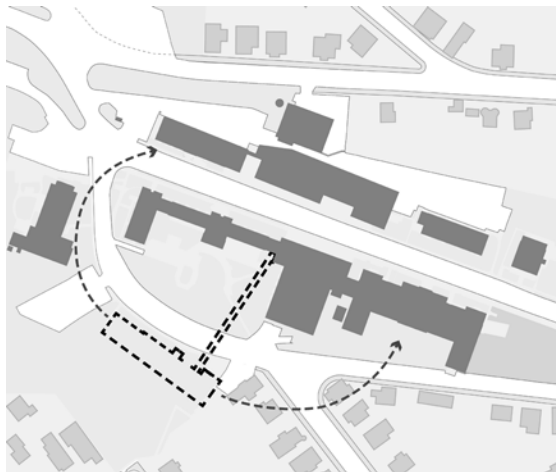
Step 2

Relocate support spaces
and renovate John Adams
Hall.



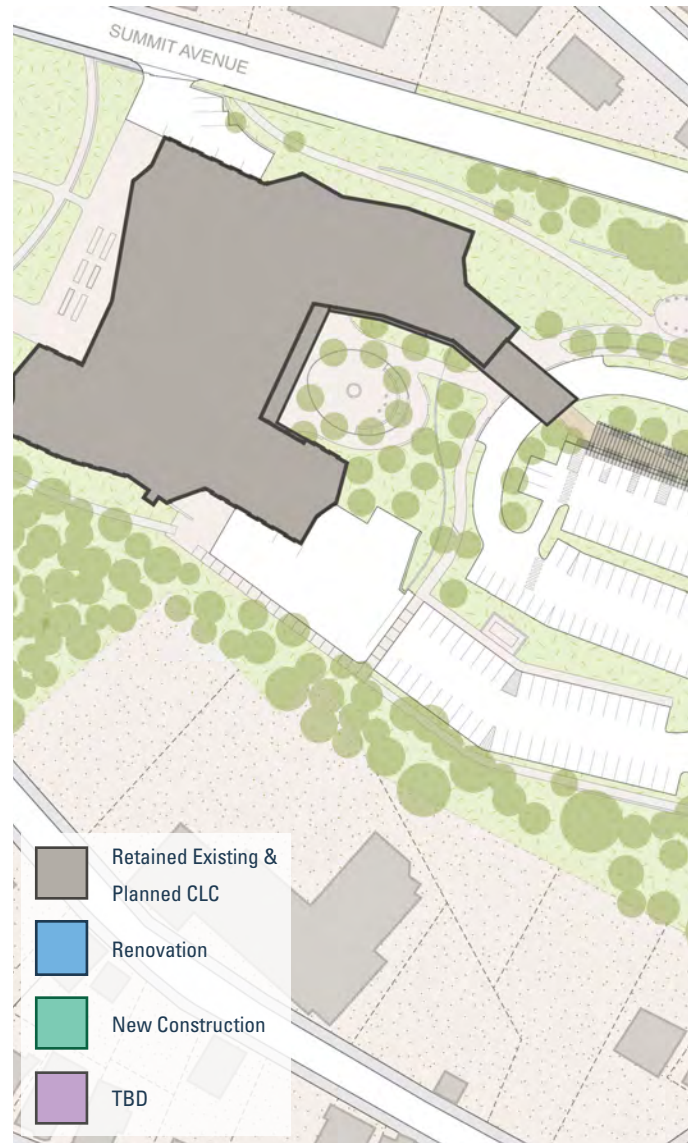
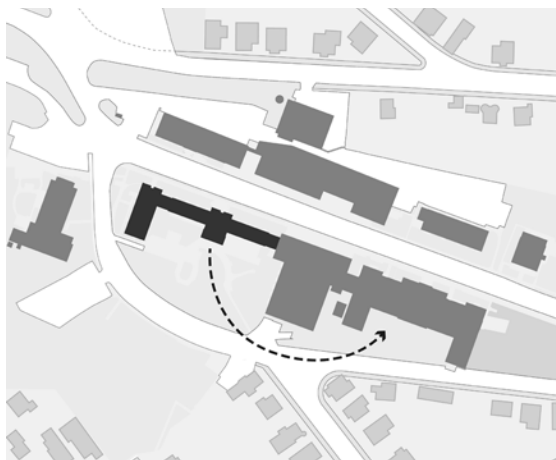
Step 3

Relocate residents and
demolish Keville Hall.



Step 4

Relocate Sullivan Hall resi-
dents & renovate or replace
Sullivan Hall.



Scenario Total Yield

315 total units

268,250 sq.ft. total

800 net sq. ft. average apartment
size

85 off-street parking spots*

Could keep the Summit Avenue site
as parking and gain 39 spots if nec-
essary)

105 on-street parking spots*

**Does not include CLC parking*



Building Yields

Sullivan Hall
New Construction
54,550 sq. ft.
70 units

Williams Hall
Renovation or
no changes
17,350 sq. ft.
51 SROs

Keville Site
New Construction
25,600 sq. ft.
18 units

Commandant's
& Crest Avenue
Site
Renovation +
new construction
14,750 sq. ft.
Group home or
12 units

Summit Avenue
Site
New Construction
34,000 sq. ft.
24 units

Sargent Hall &
Laundry Site
Renovation +
new construction
68,000 sq. ft.
85 units

John Adams
Hospital
Renovation
54,000 sq. ft.
55 units




Future Planning at the CLC

Although outside the scope of this study, the illustrative scenario also envisions a strengthened connection between the new CLC and St. Michael's Chapel. In the illustrated proposal landscaping and covered walkways act as extensions of the plaza. They urbanistically connect both sides of the campus and provide an enhanced pedestrian connection from the entrance of the new CLC to St. Michael's Chapel.



Illustrative Scenario



-  Renovation
-  New Construction
-  TBD

Financial Implementation

In order to be financially viable, affordable housing needs adequate funds both for construction and for ongoing operations, including the supportive services that a particular resident population may require. Numerous projects for veterans have been developed around the country using the range of capital financing tools that are generally available for affordable housing; and such an approach would likely lead to success at Chelsea Soldiers' Home, as well. While the constellation of operating subsidies available for veterans' housing is somewhat in flux, there

are several paths to securing both operating and supportive services funding at the Soldiers' Home, and here, too, success is likely across a range of scenarios.

Financial Infeasibility of Assisted Living

The supportive service needs of aging veterans have been a consistent theme in studies of the Chelsea Soldiers Home site. The 2016 PCG study proposed the development of an Assisted Living Facility (ALF) as a means to meet these needs.

There are, however, substantial obstacles to financial feasibility for an ALF at the Chelsea Soldiers' Home site. ALFs, licensed by the state Executive Office of Elder Affairs, are required to provide substantial services, including, for example, meals services, assistance with activities of daily living and medication self-management, and 24-hour emergency response staff. Thus, operating costs for ALFs are much higher than costs for operating conventional affordable housing. Successful ALF operators have found that high occupancy rates are essential to covering these costs.

However, maintaining high occupancy for ALFs is always challenging. It is difficult to maintain a wait-list, because potential occupants often make the move to an ALF in response to unplanned health events or family crises. Crucially, operators of successful ALFs with affordable units have found that a flexible unit mix is key to maintaining high occupancy. It is helpful to have a mix of market-rate and affordable units, so that residents with homes or other assets can move in despite the fact that their assets might initially disqualify them from an affordable unit; but

View to east along Crest Avenue. Photo courtesy of Ganesh Ramachandran.



over time, as they spend down their assets and qualify for greater subsidy, they are able to transition their payment sources to meet their changing financial condition.

A facility built to benefit veterans by definition has much less flexibility in its pool of potential residents; a facility built primarily to benefit low-income veterans has less flexibility still. In order to qualify for the sources of subsidy that might cover ALF costs for low-income veterans (such as Group Adult Foster Care or the VA's Aid and Attendance program), potential residents must meet a very specific set of criteria regarding disabilities and service needs. An operator of an ALF for low-income veterans would face the very high fixed operating costs of all ALFs, without the flexibility in resident selection needed to maintain the high occupancy that would cover those costs.

As an alternative, this report recommends the development of flexible housing that can accommodate seniors, with services provided through partnerships to enable seniors to age in place. This alternative model will be described in more detail below.

Development Financing

Housing for veterans, like other affordable housing in relatively costly markets such as Eastern Massachusetts, is typically developed using a layered set of financing tools, including equity (provided in exchange for tax credits), “soft loans” from federal and state sources, and in some (but not all) cases, commercial first mortgage debt. Some veterans’ housing projects have successfully raised funds from private philanthropic sources, and from such quasi-public institutions as the Federal Home Loan Bank (through their Affordable Housing Program).

The attached financial projections test feasibility across a range of development scenarios, all described in the redevelopment scenario section of this report. The full range of financial assumptions is shown in Appendix A along with the projections. Key assumptions include the following:

- ▶ Typically, the land is provided to the developers via ground lease for no up-front consideration; acquisition costs are shown at \$0.

- ▶ Each phase applies for, and receives, maximum allowable 9% Low Income Housing Tax Credits (LIHTC) and soft loans from the Commonwealth, along with state LIHTC, to the extent needed, subject to the limitations in the most recent funding Notice of Funding Availability (NOFA) (Winter 2018 competition). Projects with fewer than 15 units are not modeled using LIHTC financing.
- ▶ All phases that involve the renovation of existing buildings qualify for, and receive, both federal and state historic tax credits (this will require taking the necessary steps to add the buildings or the site to the Register of Historic Places).
- ▶ Tax credit pricing reflects current market conditions following the passage of the 2017 federal Tax Cuts and Jobs Act, which had a significant impact on federal historic credit and federal LIHTC pricing (although it should be noted that in the spring of 2018, this market is still in flux, and further changes are likely).

- ▶ Mortgage debt is calculated at a maximum of \$10,000 per unit for studio/1BR phases, and \$60,000 per unit for family housing.

Sources of funds allocated to housing production can only pay for residential uses; so any non-residential redevelopment will need to find other funding sources. In the attached models, the sources of funds for such non-residential buildings are shown as coming only from the sale of historic tax credits (where applicable); other sources will need to be found to pay for the relevant development costs.

Funding shortfalls are also apparent for larger phases (such as the 70-unit redevelopment of the Sullivan building, or the 85-unit Sargent Hall), due to per-project caps on tax credit and soft loan awards. These gaps could be solved by breaking the redevelopment into

separate phases (for example, separating the Sullivan rehab and new construction into separate projects), or by raising other dedicated state and/or philanthropic sources.

The “Illustrative Scenario” involves creating alternative group home-style residences on Crest Ave and in the Commandant’s House. While renovation of the Commandant’s House could qualify for small amounts of state and federal historic credits, the remainder of the funding for the alternative housing models in these two buildings would likely need to be found outside the pool of resources generally dedicated to the creation of more traditional affordable housing models.

It is worth noting that several factors will make development at CHE relatively expensive. It is a complex site, and demolition or renovation of historic structures can be costly. The relocation of current residents

as development proceeds will need to be accommodated. Finally, a number of possible sources of financing for the redevelopment of the site (including the use of project-based Veteran’s Affairs Supportive Housing vouchers, described below) would entail compliance with prevailing wage rates.

Exceptional Site Costs

The overall redevelopment plan for the campus goes beyond the amenities generally covered in individual housing developments. While housing sources are usually sufficient to cover the costs associated with site work directly connected to residential developments, including parking and the immediately surrounding landscaping, the redevelopment plan for the Chelsea Soldiers’ Home site is considerably more ambitious. Costs such as decommissioning and demolition of the power plant, demolition of buildings that are not replaced (like the Headquarters building in the Illustrative scenario), regrading and re-routing streets, and creation of new public plazas would likely go beyond what residential funding could accommodate. Such uses would require additional resources beyond the housing subsidies included in the financial model provided with this report. An instructive precedent is the Bedford Green Apartments

View of Sargent Hall at the western entrance to campus.
Photo courtesy of Ganesh Ramachandran.



housing complex on the Bedford Veterans Administration campus; in that case, the VA itself contributed \$2.4 million for site work.

Operating Funds

With operating expenses at \$10,000 or more per unit for rental properties in the greater Boston area, it is apparent that rents affordable to very low-income households may not be sufficient to cover a property's operating expenses. While income information about the veterans currently in residence at CHE is not available, it emerged from survey responses that CHE's housing affordability is a key motivator for many of the vets now in the Domiciliary—an indication that their incomes are modest. The property will almost certainly continue to be home to a significant number of veterans with very low incomes and will likely need operating subsidies to serve them well.

The HUD-Veterans Affairs Supportive Housing (VASH) program was designed to enable homeless veterans to find stability in permanent housing. The VASH program provides Section 8 operating subsidies, paired with case management provided through the VA, for eligible veterans. VASH vouchers can be either mobile (moving with residents) or project-based. Many veterans' housing developments have relied on project-based VASH as a critical element of their financing strategies, ensuring that sufficient funds will be available both for operating expenses and for a robust program of supportive services.



As recently as 2016, HUD invited veterans' housing developments to compete directly at the national level for an allocation of project-based vouchers. This process enabled such veterans' developments as Bedford Green and Pleasant Street (Beverly) to secure direct, long-term allocations of project-based VASH, providing a stable financial base to leverage other funding. HUD's 2017 VASH competition did not include the opportunity for direct project-based awards. HUD allows all mobile VASH vouchers to be converted to project-based vouchers at any time without further federal review. However, the process of securing a commitment to project-base mobile VASH is likely to be more complex and uncertain than the direct award protocol. The future direction of these policies is unknown.

Another source of operating funds is the Grants Per Diem program, which currently provides a subsidy of \$45.79 per day (or \$1,375 per month) for VA-eligible veterans. CHE now receives this

Existing open space and community garden at the eastern end of the campus. Photo courtesy of Ganesh Ramachandran.

subsidy for a significant portion of its residents. The Grants Per Diem program has also been changing in recent years. An earlier program that awarded capital funds through Grants Per Diem has been eliminated. While previously limited to funding for residents in occupancy for two years or less, the VA is reportedly moving to a shorter-term focus for their Grants Per Diem program, designing it as a more actively transitional resource, intended to provide veterans with a shorter-term bridge to permanent housing.

It is worth noting that VASH is designed to serve homeless veterans. It is not clear whether veterans who have been living at CHE would qualify; although those who have brought mobile vouchers to the site would clearly remain eligible. A further limitation of both VASH and Grants Per Diem is that both resources are only available to veterans who qualify as such under federal rules. CHE currently serves a broader range of veterans, including some who qualify under state but not federal definitions. Such veterans could potentially be served through more general rent subsidies, including Section 8 or the state's Massachusetts Rental Voucher Program.

Use Restrictions

With the exception of historic tax credits, all of the capital and oper-

ating subsidy sources included in this feasibility analysis require some degree of means testing for residents. Some require resident rent that is calculated as a percentage of income; nearly all would require (for most residents) a greater rent contribution than the daily care charge currently in place at CHE. This occupancy cost increase will be an adjustment for the veterans now living at the property.

Veterans-Only versus Veterans-Preferred Housing

The CHE property is limited by state law to veteran occupancy. This provision could have a negative impact on financial feasibility for redevelopment of the site, particularly given the uncertainty around the future of federal resources like VASH and Grants Per Diem, as well as changes in the veteran population (which has been decreasing). Anyone investing major resources in the redevelopment of the site will want assurance that they will have the flexibility to keep operating successfully for the long term, even if the federal subsidy picture changes, or the veterans' population shifts so that veteran demand is insufficient to keep the property fully occupied. The goal of serving veterans could be equally well-served with a policy of veteran preference, rather than

exclusivity, along with a legislative change that would permit leasing to non-veterans if, in future years, veteran demand declines, or if veteran-specific operating subsidies were to be eliminated.

Supportive Services

A central recommendation of this master plan involves creating flexible housing into which supportive services can be integrated, with services changing over time to meet the needs of an evolving population of veterans.

Initially, two categories of services have been identified:

- ▶ Services to help veterans experiencing homelessness or other acute crises to find stability in permanent housing; and
- ▶ Services to enable seniors to age in place.

Support services for homeless veterans

Both of the federal sources of operating subsidy for VA-eligible veterans described above, VASH and Grants Per Diem, provide funding for supportive services targeted at homeless veterans. VASH funds case management services and connects the veterans with VA-provided medical care. Grants Per Diem also provides operating funds that

are intended to be used, in part, to provide supportive services. As mentioned earlier, neither of these resources address the needs of state- but not federally-qualified veterans. The state currently provides operating support to CHE that covers the full range of needs of all resident veterans. The state could also choose to meet those service needs in the future through funding programs aimed at the needs of the general homeless population, or through the Department of Veterans' Services program of support for homeless outreach and services.

Support services for veterans aging in place

Forty percent of the CHE veterans answering the survey conducted for this study are seventy-one years old or older; seventy-five percent of current residents are sixty-one years or older. Support services for veterans aging in place has long been identified as a priority at CHE.

Fortunately, the state has an excellent model in the State Supportive Services program, a partnership between the Department of

Housing and Community Development (DHCD) and local housing authorities operating state-funded public housing, along with the Executive Office of Elder Affairs (EOEA). Through this partnership, EOEA is able to efficiently provide services to enable seniors living in participating state public housing developments to age in place. The services are funded by Medicaid and the Commonwealth's Home Care program and coordinated through existing Aging Service Access Points (ASAPs). The ASAP for CHE is Chelsea-Winthrop-Revere Elder Services. Through the State Supportive Services program, participating public senior housing properties are typically served by an on-site social worker who coordinates in-home care for residents as needed, plus social activities and

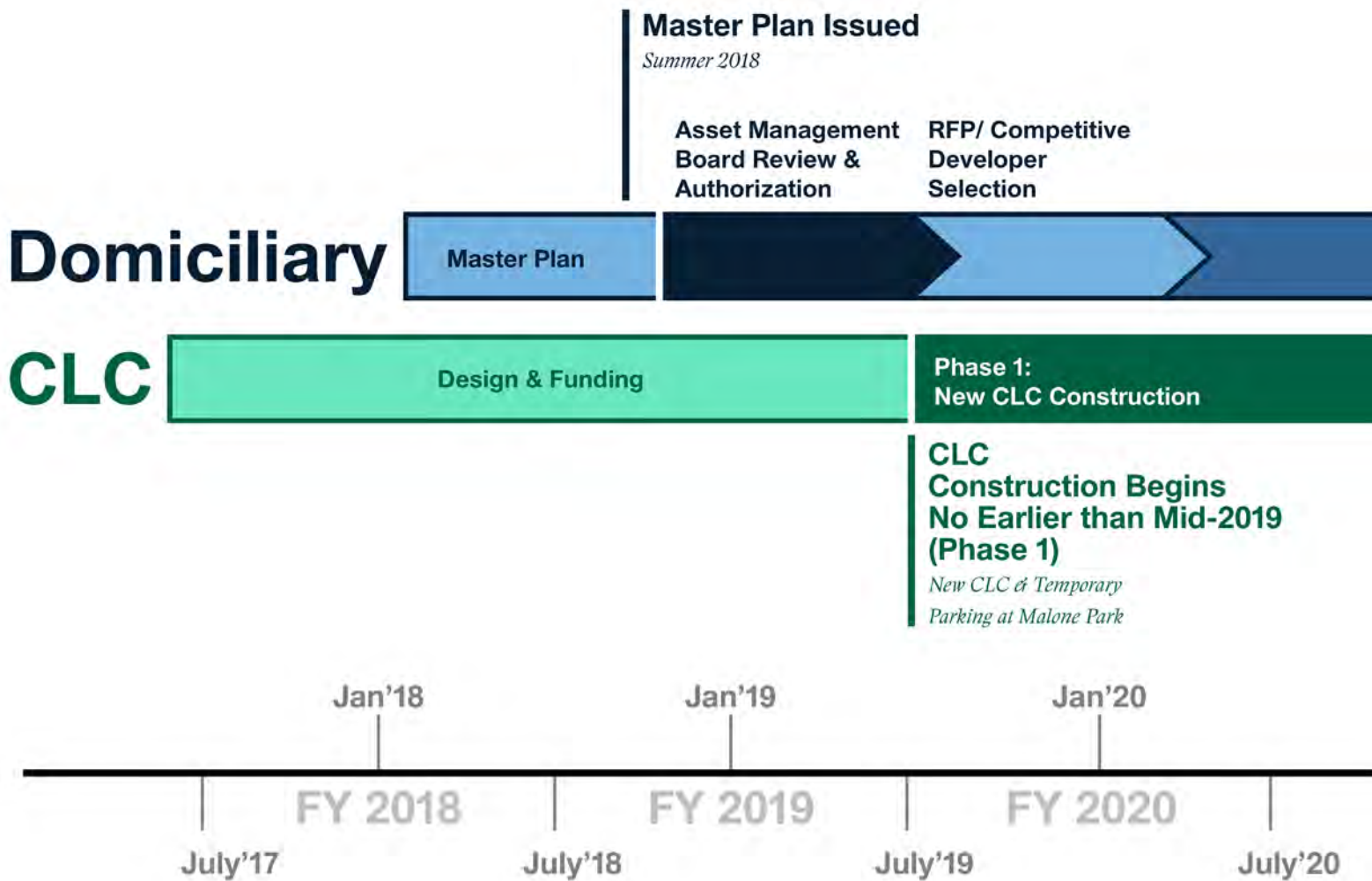
sometimes meals services. The concentration of eligible seniors in a single location makes it efficient for the ASAP to provide on-site case management and deliver on-site services to those who need them.

While it would require some negotiation and operational coordination, this kind of EOEA partnership could be replicated at CHE to enable senior veterans to age in place at the site. Further, the campus presence of the CLC provides the opportunity for a smooth transition to more extensive care for veterans who over time may need a higher level of services.



View towards the harbor from Crest Avenue. Photo courtesy of Ganesh Ramachandran.

Draft Project Timeline



The construction schedules for the new Community Living Center (CLC) and the redevelopment of domiciliary campus are likely to be staggered due to earlier start of new CLC construction, thereby avoiding major construction overlap.

Redevelopment efforts for the Domiciliary portion of the campus will commence with the Asset Management Board (AMB) review and authorization process. Upon AMB authorization, a competitive developer selection process will ensue, followed by a permitting/

financing/design phase by the selected development team. Construction phase for new/replacement veterans' housing is expected to begin no earlier than Fall 2021.

Permitting, Financing,
and Design by the
selected team

Housing construction in phases

Phase 1:
Quigley Demolition: Transition to new CLC occupancy

Phase 3:
Restoration of Malone Park

**CLC
Phase 2 Begins**

*Quigley Demolition
Transition to New CLC*

**CLC
Phase 3 Begins**

*Parking Lot & Restoration
of Malone Park*

**CLC
Construction
Complete**

Jan'21

Jan'22

Jan'23

Jan'24

FY 2021

FY 2022

FY 2023

FY 2024

July'21

July'22

July'23

A photograph of a classical building with a portico and columns, partially obscured by a large white number 5. The building has a brick base with arched doorways and a white upper section with columns. A large tree is on the left side of the building.

5

References

Project References

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Appendix

Scenario Proformas

The financial models included in this report cover four different development scenarios for the Chelsea Soldiers' Home:

- ▶ The "Replacement" scenario involves a minimal level of site redevelopment, including enough housing units to accommodate the number of veterans currently living at the facility. The Headquarters and Keville buildings would be demolished and not replaced. Williams and the Adams Hospital would be renovated to include 22 and 55 units, respectively. Both Sullivan and Sargent would be rebuilt with a mix of renovation and new construction, to include, respectively, 50 and 85 units. All of the units rebuilt on the site would be either 1BRs or SROs.
- ▶ The "Additional Program" scenario involves the renovation of the Headquarters building as a clinic or other programmatic (non-residential) facility. Sullivan would be demolished and rebuilt to include 70 units. Sargent would still be rebuilt with a mix of renovation and new construction, but with fewer new units, for a total of

47 units. The Commandant's House would be renovated as a 6-person group home. As in the Replacement scenario, all of the units would be either 1BRs or SROs.

- ▶ The "Full Build-out" scenario incorporates the likely maximum number of unit in the rebuilding of Sullivan, Adams, Sargent, Williams, and the Commandant's House. The Headquarters building would be redeveloped to include 64 units. In addition to all of these studios/1BR units, family-sized units would be built as well: 32 on the side of the Keville building, 38 on Summit Avenue, and 18 on Crest Avenue.
- ▶ The "Illustrative" scenario also includes new-construction, family-sized units, 18 on the site of the current Keville building, and 24 on Summit Avenue. Crest Avenue would see the production of six new, studio/1BR units. Sullivan, Adams, Sargent, Williams and the Commandant's House would all be rebuilt as in the Maximum scenario. The headquarters building would be demolished and left as open space.

Financing and cost assumptions are consistent across all scenarios. Demolition, new construction and structured parking costs are based on Utile's per square foot estimates. Rehab costs are based on the development costs of similar veterans' housing developments, inflated over time. Importantly, the costs shown in these models are only the direct costs of developing the buildings themselves; broader site development and costs such as demolition of the power station are not estimated here. (As indicated in the body of the report, such extraordinary site costs will likely require resources beyond the scope of the funds usually available to finance affordable housing development.) Financing terms and public resources are based on market conditions and Massachusetts housing programs as of the spring of 2018.

Replacement Scenario

	Headquarters	Keville Site	Sullivan Dorm	Adams Hospital
Demolition GFA	42,279	40,300		
Renovation GFA			36,797	54,020
New construction GFA			15,048	
Units produced				
Single	-	-	50	55
Family				
Hard costs				
Demo	845,580	806,000	-	-
Rehab			8,856,302	13,001,534
New			3,536,280	-
Est. hard costs	845,580	806,000	12,392,582	13,001,534
Construction contingency	84,558	80,600	1,239,258	1,300,153
Total soft costs	232,535	221,650	3,407,960	3,575,422
Fee	-	-	2,129,975	2,234,639
Reserves	-	-	-	-
Total development budget	1,162,673	1,108,250	19,169,775	20,111,747
per unit	N/A	N/A	383,396	365,668
Historic basis			12,420,963	18,234,651
Federal historic credits			2,484,193	3,646,930
State historic credits			2,111,564	3,099,891
LIHTC basis			15,854,892	15,593,308
Federal LIHTC			1,000,000	1,000,000
Max state LIHTC credits			700,000	700,000
Total Sources				
Federal historic credit equity			2,111,564	3,099,891
State historic credit equity			1,794,829	2,634,907
Federal LIHTC equity			9,300,000	9,300,000
State soft funding			3,500,000	3,500,000
First mortgage debt			500,000	550,000
State LIHTC equity (as needed, up to max)			1,963,382	1,026,950
GAP: Other state, philanthropy, FHLB	1,162,673	1,108,250	-	-
Total sources:	1,162,673	1,108,250	19,169,775	20,111,747

The “Replacement” scenario involves a minimal level of site redevelopment, including enough housing units to accommodate the number of veterans currently living at the facility. The Headquarters and Keville buildings would be demolished and not replaced. Williams and the Adams Hospital would be renovated to include 22 and 55 units, respectively. Both Sullivan and Sargent would be rebuilt with a mix of renovation and new construction, to include, respectively, 50 and 85 units. All of the units rebuilt on the site would be either 1BRs or SROs.

Sargent Hall	Williams	Total
13,860		
22,547	17,351	130,715
45,415		60,463
85	22	212
277,200	-	
5,426,612	4,176,039	
10,672,525	-	
16,376,337	4,176,039	47,598,071
1,637,634	417,604	
4,503,493	1,148,411	
2,814,683	717,757	
-	-	
25,332,146	6,459,810	73,344,401
298,025	293,628	
7,610,823	5,856,894	
1,522,165	1,171,379	
1,293,840	995,672	
22,407,335	5,008,506	
1,000,000	496,539	
1,000,000	400,000	
1,293,840	995,672	
1,099,764	846,321	
9,300,000	4,617,817	
3,500,000	-	
850,000	-	
3,950,000	-	
5,338,542	-	
25,332,146	6,459,810	73,344,401

Total GFA
199,000*
Total Units
212

*Total GFA includes no investment or change in Commandant's House at 7,822 SF.

Additional Program Scenario

	Headquarters and Laundry Parking	Keville Site	Sullivan Dorm	Adams Hospital
Demolition GFA	-	40,300	36,797	
Renovation GFA	42,279	-	-	54,020
New construction GFA		-	54,548	
Structured Parking GFA	8,580	-		
Units produced				
Single	-	-	70	55
Family				
Hard costs				
Demo	-	806,000	735,940	-
Rehab	10,175,710	-	-	13,001,534
New	1,136,850	-	12,818,780	-
Est. hard costs	11,312,560	806,000	13,554,720	13,001,534
Construction contingency	1,131,256	80,600	1,355,472	1,300,153
Total soft costs	3,110,954	221,650	3,727,548	3,575,422
Fee	1,944,346	-	2,329,718	2,234,639
Reserves	-	-	-	-
Total development budget	17,499,116	1,108,250	20,967,458	20,111,747
per unit			299,535	365,668
Historic basis	14,271,433		-	18,234,651
Federal historic credits	2,854,287		-	3,646,930
State historic credits	2,426,144		-	3,099,891
LIHTC basis			19,249,334	15,593,308
Federal LIHTC			1,000,000	1,000,000
Max state LIHTC credits			1,000,000	700,000
Total funds				
Federal historic credit equity	2,426,144		-	3,099,891
State historic credit equity	2,062,222		-	2,634,907
Federal LIHTC equity			9,300,000	9,300,000
State soft funding			3,500,000	3,500,000
First mortgage debt			700,000	550,000
State LIHTC equity (as needed, up to max)			3,950,000	1,026,950
OTHER: Clinic funding, philanthropy, FHLB	13,010,750	1,108,250	3,517,458	-
Total sources:	17,499,116	1,108,250	20,967,458	20,111,747

The “Additional Program” scenario involves the renovation of the Headquarters building as a clinic or other programmatic (non-residential) facility. Sullivan would be demolished and rebuilt to include 70 units. Sargent would still be rebuilt with a mix of renovation and new construction, but with fewer new units, for a total of 47. The Commandant’s House would be renovated as a 6-person group home. As in the Replacement scenario, all of the units would be either 1BRs or SROs.

Sargent Hall	Commandant's House	Total
13,860		
22,547	7,822	126,668
15,328		69,876
		8,580
47	6	229**
277,200	-	
5,426,612	1,882,599	
3,602,080	-	
9,305,892	1,882,599	49,863,304
930,589	188,260	
2,559,120	517,715	
1,599,450	323,572	
-	-	
14,395,052	2,912,145	76,993,767
306,278	485,358	
7,610,823	2,640,345	
1,522,165	528,069	
1,293,840	448,859	
11,944,181	2,257,883	
1,000,000	-	
700,000	-	
1,293,840	448,859	
1,099,764	381,530	
9,300,000	-	
2,701,448	600,000	
-	-	
-	-	
-	1,481,757	
14,395,052	2,912,145	76,993,767

Total GFA
222,500*
Total Units
229**

*Total GFA includes no investment or change in Williams at 17,351 SF.

**Total Units includes 51 existing SRO units in Williams

Full Build-out Scenario

	Headquarters	Sullivan Dorm	Adams Hospital	Sargent Hall
Demolition GFA	42,279	36,797	-	13,860
Renovation GFA		-	54,020	22,547
New construction GFA	45,021	54,548		45,415
Units produced				
Single	64	70	55	85
Family				
Hard costs				
Demo	845,580	735,940	-	277,200
Rehab	-	-	13,001,534	5,426,612
New	10,579,935	12,818,780	-	10,672,525
Est. hard costs	11,425,515	13,554,720	13,001,534	16,376,337
Construction contingency	1,142,552	1,355,472	1,300,153	1,637,634
Total soft costs	3,142,017	3,727,548	3,575,422	4,503,493
Fee	1,963,760	2,329,718	2,234,639	2,814,683
Reserves	-	-	-	-
Total development budget	17,673,844	20,967,458	20,111,747	25,332,146
per unit		299,535	365,668	298,025
Historic basis	-	-	18,234,651	7,610,823
Federal historic credits	-	-	3,646,930	1,522,165
State historic credits	-	-	3,099,891	1,293,840
LIHTC basis	15,977,839	19,249,334	15,593,308	22,407,335
Federal LIHTC	1,000,000	1,000,000	1,000,000	1,000,000
Max state LIHTC credits	1,000,000	1,000,000	700,000	1,000,000
Total funds				
Federal historic credit equity	-	-	3,099,891	1,293,840
State historic credit equity	-	-	2,634,907	1,099,764
Federal LIHTC equity	9,300,000	9,300,000	9,300,000	9,300,000
State soft funding	3,500,000	3,500,000	3,500,000	3,500,000
First mortgage debt	640,000	700,000	550,000	850,000
State LIHTC equity (as needed, up to max)	3,950,000	3,950,000	1,026,950	3,950,000
GAP: Other state, philanthropy, FHLB	283,844	3,517,458	-	5,338,542
Total sources:	17,673,844	20,967,458	20,111,747	25,332,146

The “Full Build-out” scenario incorporates the likely maximum number of unit in the rebuilding of Sullivan, Adams, Sargent, Williams, and the Commandant’s House. The Headquarters building would be redeveloped to include 64 units. In addition to all of these studios/1BR units, family-sized units would be built as well: 32 on the side of the Keville building, 38 on Summit Avenue, and 18 on Crest Avenue.

Williams	Commandant's House	Keville Site	Summit Ave Site	Crest Ave plus Power Plant Site	Total
17,351	7,822	40,300	-	6,138	
		-	-	-	101,740
		37,028	49,759	19,583	251,354
22		-	-	-	296
	6	32	38	18	94
-	-	806,000	-	122,760	
4,176,039	1,882,599	-	-	-	
-	-	8,701,580	11,693,365	4,602,005	
4,176,039	1,882,599	9,507,580	11,693,365	4,724,765	86,342,453
417,604	188,260	950,758	1,169,337	472,477	
1,148,411	517,715	2,614,585	3,215,675	1,299,310	
717,757	323,572	1,634,115	2,009,797	812,069	
-	-	294,970	350,276	165,920	
6,459,810	2,912,145	15,002,007	18,438,450	7,474,541	134,372,149
293,628	485,358	468,813	485,222	415,252	
5,856,894	2,640,345	-	-	-	
1,171,379	528,069	-	-	-	
995,672	448,859	-	-	-	
5,008,506	-	13,183,133	17,304,353	6,856,878	
496,539	-	1,000,000	1,000,000	646,380	
400,000	-	400,000	400,000	400,000	
995,672	448,859	-	-	-	
846,321	381,530	-	-	-	
4,617,817	-	9,300,000	9,300,000	6,011,334	
-	600,000	3,200,000	3,500,000	1,463,207	
-	-	1,920,000	2,280,000	-	
-	-	582,007	1,580,000	-	
-	1,481,757	-	1,778,450	-	
6,459,810	2,912,145	15,002,007	18,438,450	7,474,541	134,372,149

Total GFA
353,094
Total Units
390

Illustrative Scenario

	Headquarters	Sullivan Dorm	Adams Hospital	Sargent Hall
Demolition GFA	42,279	36,797	-	13,860
Renovation GFA		-	54,020	22,547
New construction GFA	-	54,548		45,415
Units produced				
Single	-	70	55	85
Family				
Hard costs				
Demo	845,580	735,940	-	277,200
Rehab	-	-	13,001,534	5,426,612
New	-	12,818,780	-	10,672,525
Est. hard costs	845,580	13,554,720	13,001,534	16,376,337
Construction contingency	84,558	1,355,472	1,300,153	1,637,634
Total soft costs	232,535	3,727,548	3,575,422	4,503,493
Fee	145,334	2,329,718	2,234,639	2,814,683
Reserves	-	-	-	-
Total development budget	1,308,007	20,967,458	20,111,747	25,332,146
per unit		299,535	365,668	298,025
Historic basis	-	-	18,234,651	7,610,823
Federal historic credits	-	-	3,646,930	1,522,165
State historic credits	-	-	3,099,891	1,293,840
LIHTC basis	-	19,249,334	15,593,308	22,407,335
Federal LIHTC	-	1,000,000	1,000,000	1,000,000
Max state LIHTC credits	-	1,000,000	700,000	1,000,000
Total funds				
Federal historic credit equity	-	-	3,099,891	1,293,840
State historic credit equity	-	-	2,634,907	1,099,764
Federal LIHTC equity	-	9,300,000	9,300,000	9,300,000
State soft funding	-	3,500,000	3,500,000	3,500,000
First mortgage debt	-	700,000	550,000	850,000
State LIHTC equity (as needed, up to max)	-	3,950,000	1,026,950	3,950,000
GAP: Other state, philanthropy, FHLB	1,308,007	3,517,458	-	5,338,542
Total sources:	1,308,007	20,967,458	20,111,747	25,332,146

The “Illustrative” scenario also includes new-construction, family-sized units, 18 on the site of the current Keville building, and 24 on Summit Avenue. Crest Avenue would see the production of six new, studio/1BR units. Sullivan, Adams, Sargent, Williams and the Commandant’s House would all be rebuilt as in the Maximum scenario. The headquarters building would be demolished and left as open space.

Commandant's House	Keville Site	Summit Ave Site	Crest Ave	Total
7,822	40,300	-	-	
	-	-	-	84,389
	25,600	34,000	6,933	166,496
6	-	-	6	222
-	18	24	-	42
-	806,000	-	-	
1,882,599	-	-	-	
-	6,016,000	7,990,000	1,629,255	
1,882,599	6,822,000	7,990,000	1,629,255	62,102,025
188,260	682,200	799,000	162,926	
517,715	1,876,050	2,197,250	448,045	
323,572	1,172,531	1,373,281	280,028	
-	165,920	221,227	-	
2,912,145	10,718,702	12,580,758	2,520,254	96,451,217
485,358	595,483	524,198	420,042	
2,640,345	-	-	-	
528,069	-	-	-	
448,859	-	-	-	
-	9,208,894	11,823,952	-	
-	646,380	861,840	-	
-	400,000	400,000	-	
448,859	-	-	-	
381,530	-	-	-	
-	6,011,334	8,015,112	-	
600,000	1,800,000	2,400,000	600,000	
-	1,080,000	1,440,000	-	
-	1,580,000	725,646	-	
1,481,757	247,368	-	1,920,254	
2,912,145	10,718,702	12,580,758	2,520,254	96,451,217

Total GFA
268,236*
Total Units
315**

*Total GFA includes no investment or change in Williams at 17,351 SF.

**Total Units includes 51 existing SRO units in Williams

Assumptions

	Low	High	Used in model (average)
New construction psf			
Demolition psf	20		20.00
Renovation psf	222	259	240.68
New construction psf	220	250	235.00
Structured parking psf	130	135	132.50
Construction contingency	10%		
Soft costs as pct of construction	25%		
Fee as pct of hard + soft	12.5%		
Reserves	-	per unit	1/2 of one yr's operations plus debt service
State soft funds per unit	100,000		
Max state soft funds per project	3,500,000		
LIHTC pricing	\$ 0.930		
State LIHTC pricing	\$ 0.79		
Federal historic credit pricing	\$ 0.85		
State historic credit pricing	\$ 0.85		
Operating costs/unit (singles)	10,000		
Max debt/unit (singles)	10,000	5.50%	interest
		30	amort
Percentage of hard costs qualifying for historic credits			95%
Percentage of soft costs qualifying for historic credits			80%
Percentage of hard costs qualifying for LIHTC basis			100.0%
Percentage of soft costs qualifying for LIHTC basis			85%
Federal credits at			20% of basis
State credits at			20% of basis
State historic credits awarded at			85% of maximum

Financing and cost assumptions are consistent across all scenarios. Demolition, new construction and structured parking costs are based on Utile's per square foot estimates. Rehab costs are based on the development costs of similar veterans' housing developments, inflated over time. Importantly, the costs shown in these models are only the direct costs of developing the buildings themselves; broader site development and costs such as demolition of the power station are not estimated here. (As indicated in the body of the report, such extraordinary site costs will likely require resources beyond the scope of the

funds usually available to finance affordable housing development.) Financing terms and public resources are based on market conditions and Massachusetts housing programs as of the spring of 2018.

Assumes all units receive LIHTC or VASH rents.

State and fed LIHTC maxed at \$1MM per building

Census Tract: 1606.01 Suffolk County

QCT: No

DDA: Yes, per DHCD designation (listed in 2018 QAP)
130%

State LIHTC

Per QAP and 2018 NOFA

Max units

1	0
40	400,000
60	700,000
99	1,000,000
150	1,500,000

Federal LIHTC

Cost limit

Credits per unit

Urban small unit (new)	379,000	34,110
Urban supportive (new)	259,000	23,310
Urban preservation (small)	299,000	26,910
Urban large (new)	399,000	35,910

Family unit operations

11,250

Avg rent, family properties

1,396	2 BR LIHTC limit
1,326	.95 of 2BR LIHTC
1,276	115 utility allowance
15,314	annual revenue
4,064	debt service

Family unit max debt/per unit

60,000 5.50% interest

Family unit reserves/per unit

9,218 30 amort

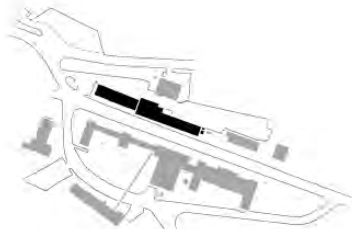
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Appendix

Architectural Redevelopment Studies

Sargent Hall & Laundry Site

Pairing the redeveloping the Laundry Site with a renovation of Sargent Hall makes both sites more viable.



Renovation

Units

24 units

GFA

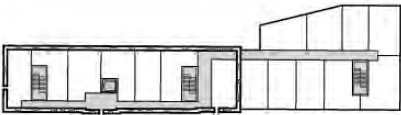
22,500 sq.ft.

Advantages

No additional investment in new construction.

Disadvantages

Not optimal size for redevelopment.



Renovation with Small Addition

Units

47 units

GFA

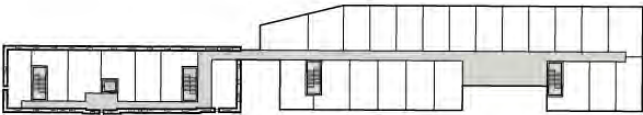
37,900 sq.ft.

Advantages

Can accommodate parking for a clinic.

Disadvantages

Not optimal size for redevelopment.



Renovation with Large Addition

Units

85 units

GFA

68,000 sq.ft.

Advantages

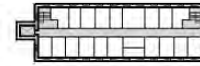
Optimal size for redevelopment.

Disadvantages

-

Williams & Commandant's

Williams is an extremely efficient dormitory building. The Commandant's House is inflexible for conversion and could work well as a group home.



Williams



Commandant's

Existing Building

Units

51 beds

GFA

17,400 sq.ft.

Advantages

Extremely efficient dormitory building with recent investment and semi-private bathrooms.



Williams



Commandant's

Williams Renovation

Units

22 units

GFA

17,400 sq.ft.

Advantages

Preserves existing character.

Disadvantages

Not optimal size for redevelopment.
Inefficient & produces small units.

Commandant's Renovation

Units

6 units

GFA

7,800 sq.ft.

Advantages

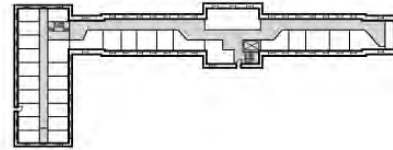
Preserves existing character.

Disadvantages

Not optimal size for redevelopment.
Inefficient & produces small units.

Sullivan Dormitory

The depth of the existing building makes renovation challenging when converting to studio apartments.



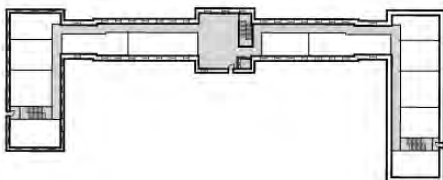
Existing Dormitory

Units

47 beds

GFA

36,800 sq.ft.



Renovation

Units

50 units

GFA

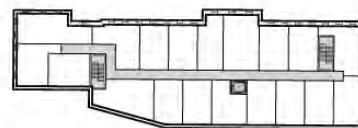
51,800 sq.ft.

Advantages

Preserves existing character & façade. Eligible for historic tax credits.

Disadvantages

Not optimal size for redevelopment. Difficult to retrofit (small units & inefficient layout).



New Construction

Units

70 units

GFA

54,600 sq.ft

Advantages

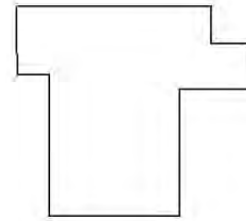
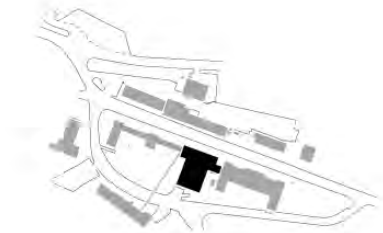
Optimal size for redevelopment. Opportunity to redefine campus entrance.

Disadvantages

Difficult to maintain historic character/façade.

Headquarters

Renovated Headquarters is reliant on a change of use other than housing. Housing can only be accommodated through new construction.



Existing Building

Units

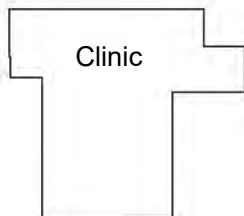
N/A

GFA

42,300 sq.ft.

Disadvantages

Difficult to convert to other uses or to justify cost of maintaining existing program. In conflict with flexible decentralized model.



Renovation (Clinic)

Units

N/A (Clinic)

GFA

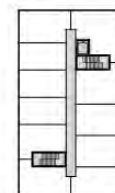
42,300 sq.ft.

Advantages

Preserves existing character & façade.
Accommodate clinic in a central location.

Disadvantages

Not appropriate for residential conversion.
Viability reliant on outside programming.



New Construction (Residential)

Units

85 units

GFA

68,000 sq.ft.

Advantages

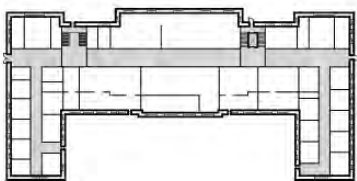
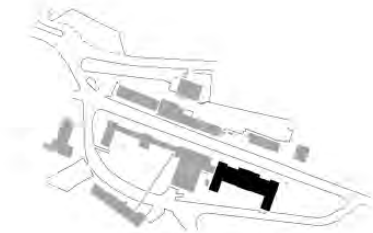
Optimal size for redevelopment.

Disadvantages

Replaces historic “center” of campus. Must be completed in the final phase.

John Adams

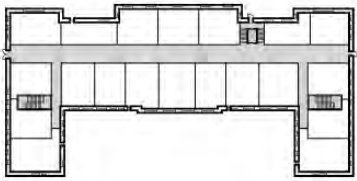
This building is extremely well suited for renovation and conversion to studio and/or one-bed apartments.



Existing Hospital

Units
145 beds (includes wards)

GFA
54,000 sq.ft.



Renovation

Units
55 units

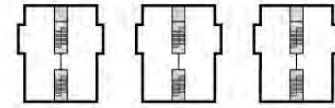
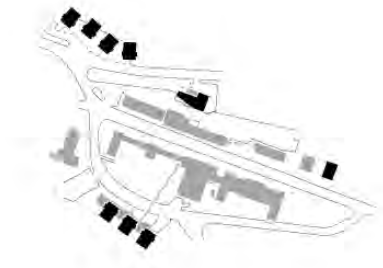
GFA
54,000 sq.ft.

Advantages
Preserves existing character & façade. Optimal project size. Eligible for historic tax credits.

Disadvantages
-

Other New Construction

Sites on Crest & Summit Avenues are appropriate for 2–3 bedroom family housing and should blend into the neighborhood context. Topographic conditions may make larger projects more difficult.



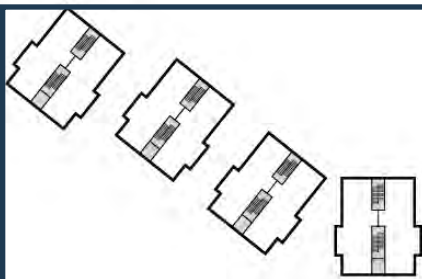
Keville Site

Units
18 units

GFA
25,600 sq.ft.

Advantages
Appropriate for family housing.

Disadvantages
Site slope constrains development.



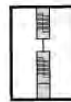
Summit Ave Site

Units
24 units

GFA
34,100 sq.ft.

Advantages
Appropriate for family housing.

Disadvantages
Site slope constrains development.



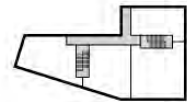
Crest Ave Site

Units
6 units

GFA
6,900 sq.ft.

Advantages
-

Disadvantages
Relatively small site with little impact on the total unit count.



Power Plant Site

Units
12 units

GFA
12,700 sq.ft.

Advantages
-

Disadvantages
Must be completed in the final phase.
Constrained by site depth.

APPENDIX F: FORM OF PROVISIONAL DESIGNATION AGREEMENT

THIS IS A NON-NEGOTIABLE DCAMM FORM

PROVISIONAL DESIGNATION AGREEMENT FOR THE DOMICILIARY CAMPUS AT THE SOLDIERS' HOME IN CHELSEA

WHEREAS, pursuant to the Asset Management Board Action dated January 14, 2020 ("**Board Action**"), the Commonwealth of Massachusetts, acting by and through the Division of Capital Asset Management and Maintenance ("**DCAMM**"), on behalf of the Department of Veterans' Services, issued a Request for Proposals dated _____, 2020 ("**RFP**") for the lease and redevelopment of a portion of the Soldiers' Home in Chelsea ("**SHC**") known as the Domiciliary Campus as further described in the RFP ("**Domiciliary Campus**");

WHEREAS, in response to and in accordance with the RFP, _____ ("**Designated Developer**") submitted a proposal dated _____, 20____ ("**Proposal**") to lease and redevelop the Domiciliary Campus or portions thereof ("**Lease Area**") as set forth in the Proposal, which is attached as **Attachment A**;

WHEREAS, Section 6 of the RFP sets forth requirements for the legal documents ("Legal Documents") that will be required for the lease and redevelopment of the Domiciliary Campus; and

WHEREAS, in accordance with the RFP, based on an evaluation of the Proposal and all other properly submitted responses, DCAMM has decided to provisionally designate the Designated Developer as the master developer of the Lease Area, subject to the terms and conditions of this Provisional Designation Agreement ("**PDA**").

NOW, THEREFORE, the Commissioner of DCAMM hereby declares:

1. The Designated Developer is provisionally designated to lease and redevelop the Lease Area identified in the Proposal, subject to full compliance and fulfillment of the terms and conditions set forth in this PDA and the RFP, with time being of the essence.
2. The Designated Developer shall, at its sole cost and expense, develop the Lease Area substantially in accordance with the RFP, the Proposal, the terms and conditions of this PDA, and the terms and conditions of the Legal Documents (as specified in the RFP) for the uses, programs, buildings and improvements described in the Proposal (the "**Project**"). In furtherance, and not in limitation, of the foregoing:

(a) The Project consists of:

Redevelopment Program Summary		
Baseline Residential Program		

Baseline Services Program		
Additional Program Elements		
Other Public Benefits		
Infrastructure and Utilities		

(b) The Board Action authorizes a long-term lease of 99 years. However, if the Project includes a phased approach with multiple leases, all ground leases shall expire on the same date.

(c) The Designated Developer shall ensure that 100% of the residential units, including any market rate housing, will be offered with a Veterans' preference.

(d) The Designated Developer shall ensure that all program elements support the primary purpose of the redevelopment program which is to serve Veterans and their families.

3. The Designated Developer paid a \$10,000 Proposal Deposit at the time of submission of the Proposal pursuant to the RFP. The Designated Developer acknowledges and agrees that upon execution of this PDA, the Proposal Deposit is **nonrefundable**.
4. Simultaneously with execution of this PDA, the Designated Developer shall pay to DCAMM the amount of \$100,000 ("**PDA Deposit**") to be applied to DCAMM's costs and expenses related to the administration, implementation and completion of the requirements of the RFP, Selection Process, this PDA, and the negotiation and execution of the Legal Documents ("**Project Expenses**"). Project Expenses shall include all of DCAMM's out-of-pocket costs including, but not limited to, work performed by real estate consultants, architects, engineers, and legal advisors, and for all appraisals, surveys, plans, recordings and any other expenses, as shall be deemed reasonably necessary by DCAMM. Subsequent Legal Documents may also require the Designated Developer to be responsible for Project Expenses in excess of \$100,000, as may be deemed reasonably necessary by DCAMM.
5. The Designated Developer must conduct its own investigation, review and analysis of all aspects of the suitability of the Lease Area for its Project, including without limitation, physical and environmental conditions, utilities, access, title, easements, encumbrances, restrictions, zoning, permits and approvals and all other legal considerations, during the period commencing on the date of this PDA and ending at 5:00

p.m. EST on the 90th day thereafter (the “**Due Diligence Period**”). The specific procedures for the title investigation are set forth in paragraph 6 below. The Designated Developer will be required to execute the DCAMM standard license for site assessment purposes in the form attached hereto as **Attachment B (“License”)** prior to accessing or being allowed to perform physical investigations of the Lease Area. The License will require the Designated Developer to provide, as an attachment, a specific scope of work and detailed work plan for all activities to be conducted on or in the Lease Area. Failure to sign the License shall not extend the Due Diligence Period and nothing contained in the License shall be deemed to extend the Due Diligence Period or modify the terms and conditions of this PDA. The Designated Developer may terminate this PDA by written notice to DCAMM prior to the expiration of the Due Diligence Period. In the event of a termination of this PDA prior to the expiration of the Due Diligence Period, and in accordance with the terms of this PDA, then, following a final accounting by DCAMM, so much of the Project Expenses as remain unspent or unallocated, if any, shall be returned to the Designated Developer. Upon the expiration of the Due Diligence Period, the entire PDA Deposit shall be **nonrefundable**.

6. During the period commencing on the date of this PDA and ending at 5:00 p.m. EST on the 60th day thereafter (“**Title Examination Period**”), the Designated Developer shall be permitted to examine title to the Lease Area. The procedures for reviewing title shall be the following:
 - (a) On or before the expiration of the Title Examination Period, the Designated Developer shall notify DCAMM in writing (“**Title Defects Notice**”) of any matters of record or survey matters disclosed on a current survey of the Lease Area to which the Designated Developer objects, if any (such matters to which the Designated Developer objects are referred to as “**Disallowed Encumbrances**”). If the Designated Developer fails to so notify DCAMM timely with a Title Defects Notice, then this contingency shall be deemed waived by the Designated Developer.
 - (b) All title and survey matters relating to the Lease Area, other than the Disallowed Encumbrances, shall be deemed to have been waived by the Designated Developer, and the Designated Developer shall accept the Lease Area under the Ground Lease(s) (as specified in the RFP) subject to such title exceptions (such title exceptions are referred to as “**Permitted Encumbrances**”). Notwithstanding the foregoing, the Designated Developer shall have the right to run title between the end of the Title Examination Period and the ground lease closing(s) in accordance with the terms and conditions of the Legal Documents.
 - (c) Within 15 days of receipt of a Title Defects Notice (if any), DCAMM shall provide the Designated Developer with notice (“**Commonwealth’s Cure Notice**”), which notice shall indicate the Disallowed Encumbrances that DCAMM intends to cure, if any.
 - (d) In the event the Commonwealth’s Cure Notice does not include all of the Disallowed Encumbrances, the Designated Developer shall have the right by notice to DCAMM within 15 days of receipt by the Designated Developer of the Commonwealth’s Cure Notice to terminate this PDA. In the event the Designated Developer does not elect to terminate this PDA, those Disallowed Encumbrances which were not included in the Commonwealth’s Cure Notice as Disallowed Encumbrances which DCAMM intended to cure shall be deemed for all purposes hereof to be Permitted Encumbrances. In such event, the only title exceptions which shall continue to be deemed Disallowed Encumbrances shall be those matters set forth in the Legal

Documents as Disallowed Encumbrances. Nothing in this PDA shall require DCAMM to make any efforts or to spend any monies to remove any title exception or encumbrance with respect to the Lease Area.

7. The opportunity for the Designated Developer to undertake due diligence during the Due Diligence Period shall not be construed to mean that the Lease Area will be leased in anything other than its "AS IS" "WHERE IS" condition, which the Designated Developer understands and accepts.
8. During the term of this PDA, the Designated Developer and DCAMM shall finalize and execute a Master Disposition Agreement ("MDA") together with related Legal Documents as required by this PDA and the RFP or otherwise required by DCAMM. The MDA will set forth the terms and conditions for the implementation and delivery of the Project including, without limitation, the provisions listed in the Legal Documents section of the RFP and it will:
 - (a) specify closing date(s) for the execution of the ground lease(s) for the Project;
 - (b) require, prior to the ground lease closing(s), further detailed and/or updated Project information and certification by the Designated Developer that information and representations contained in the Proposal remain true, complete, and accurate;
 - (c) require development of the Project in accordance with the RFP, the Proposal, this PDA and the Legal Documents.
9. This PDA shall expire ("**Expiration Date**") at 5 p.m. EST on the date that is 120 days from the execution of this PDA. The Expiration Date may only be extended by written agreement of the parties; DCAMM reserves the right to require the Designated Developer to pay a nonrefundable extension fee of \$10,000 for each 30- day extension agreed to by DCAMM. The parties agree that, on or before the Expiration Date, they will enter into a mutually satisfactory MDA as provided herein and in the RFP. Notwithstanding the foregoing, this PDA is contingent upon the timely and full satisfaction by the Designated Developer of all the terms and conditions set forth in this PDA, the Board Action, and the RFP. If the Designated Developer fails to fulfill any of these terms and conditions, DCAMM shall have the right to terminate this PDA. If the parties have not entered into a mutually satisfactory MDA on or before the Expiration Date, then this PDA will expire on the Expiration Date, unless extended as provided herein. In the event of termination or expiration of this PDA, neither party shall have any rights, obligations or recourse to or against the other under this PDA or the RFP.
10. Upon execution of this PDA and again at execution of the MDA and the ground lease(s) of the Lease Area, in addition to other documents that may be required by the Commonwealth, the Designated Developer shall deliver fully completed and executed originals of the M.G.L. c. 7C Disclosure Statement and MEPA Agreement in the forms attached to this PDA as **Attachments C and D** respectively.
11. Either party exercising any termination rights or fulfilling any other notice requirements set forth in this PDA shall give notice, in writing, to the other party by delivering said notice in person with receipt or by sending by certified mail "return receipt requested", email or by nationally recognized overnight delivery service to the addresses listed below:

If to DCAMM: Division of Capital Asset Management and Maintenance
One Ashburton Place, 15th Floor
Boston, Massachusetts 02108
Attention: Paul M. Crowley,
Deputy Commissioner, Real Estate
Paul.M.Crowley@mass.gov

With a copy to: Division of Capital Asset Management and Maintenance
One Ashburton Place, 15th Floor
Boston, Massachusetts 02108
Attention: Natalie Sawyer, General Counsel
Natalie.Sawyer@mass.gov

If to Designated Developer:

With a copy to:

or at such other address as the party to be notified may have designated hereafter by notice in writing to the other party. Notices that are delivered shall be deemed given when received. Notices sent by certified mail shall be deemed given five (5) days after being deposited in the United States mail, postage prepaid, return receipt requested.

12. No transfer (by assignment or otherwise) of all or part of the Designated Developer's interest in this PDA shall be made without the prior written approval of DCAMM, which approval may be withheld in its sole discretion. DCAMM will have the right to require additional compensation and to impose conditions on any such transfer or assignment.

13. Neither party shall record this PDA and it shall be void if recorded.

14. Only a fully executed and delivered MDA shall constitute a binding agreement by the Commonwealth for the disposition of the Lease Area and serve as DCAMM's formal and final designation of the Designated Developer for the lease and redevelopment of the Lease Area. Upon execution of the MDA, it shall supersede all provisions of this PDA. This PDA shall be governed for all purposes by Massachusetts law, without application to Massachusetts law governing choice of law.

15. Any amendments to this PDA shall be in writing signed by both parties hereto.

Remainder of page intentionally blank. Signatures on following page.

Executed as of this ____ day of _____, 202__.

Carol W. Gladstone
Commissioner, DCAMM

ACCEPTED AND AGREED TO BY THE DESIGNATED DEVELOPER

By: _____

Name: _____

Title: _____

ATTACHMENT A

PROPOSAL

ATTACHMENT B

LICENSE

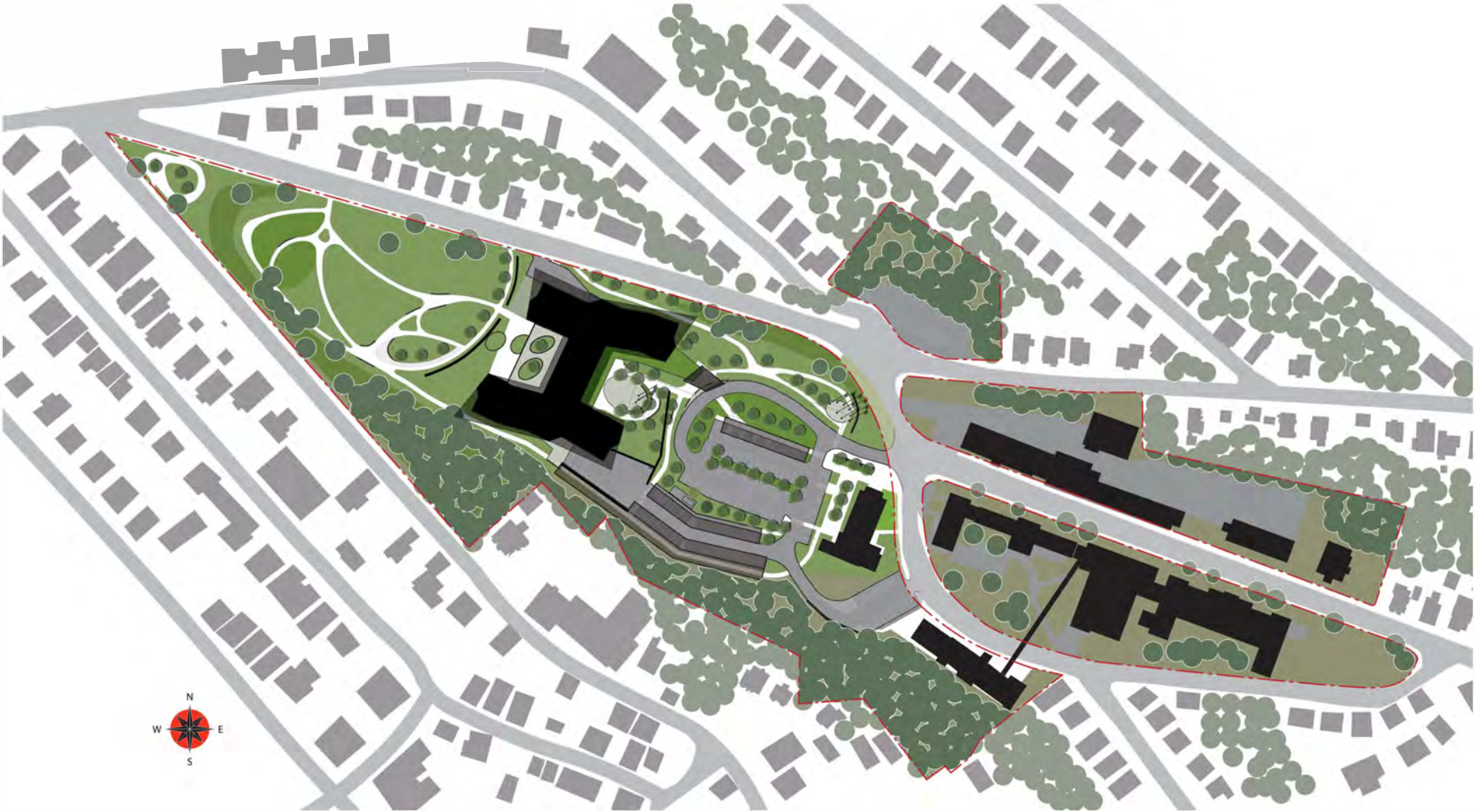
ATTACHMENT C

DISCLOSURE STATEMENT

ATTACHMENT D

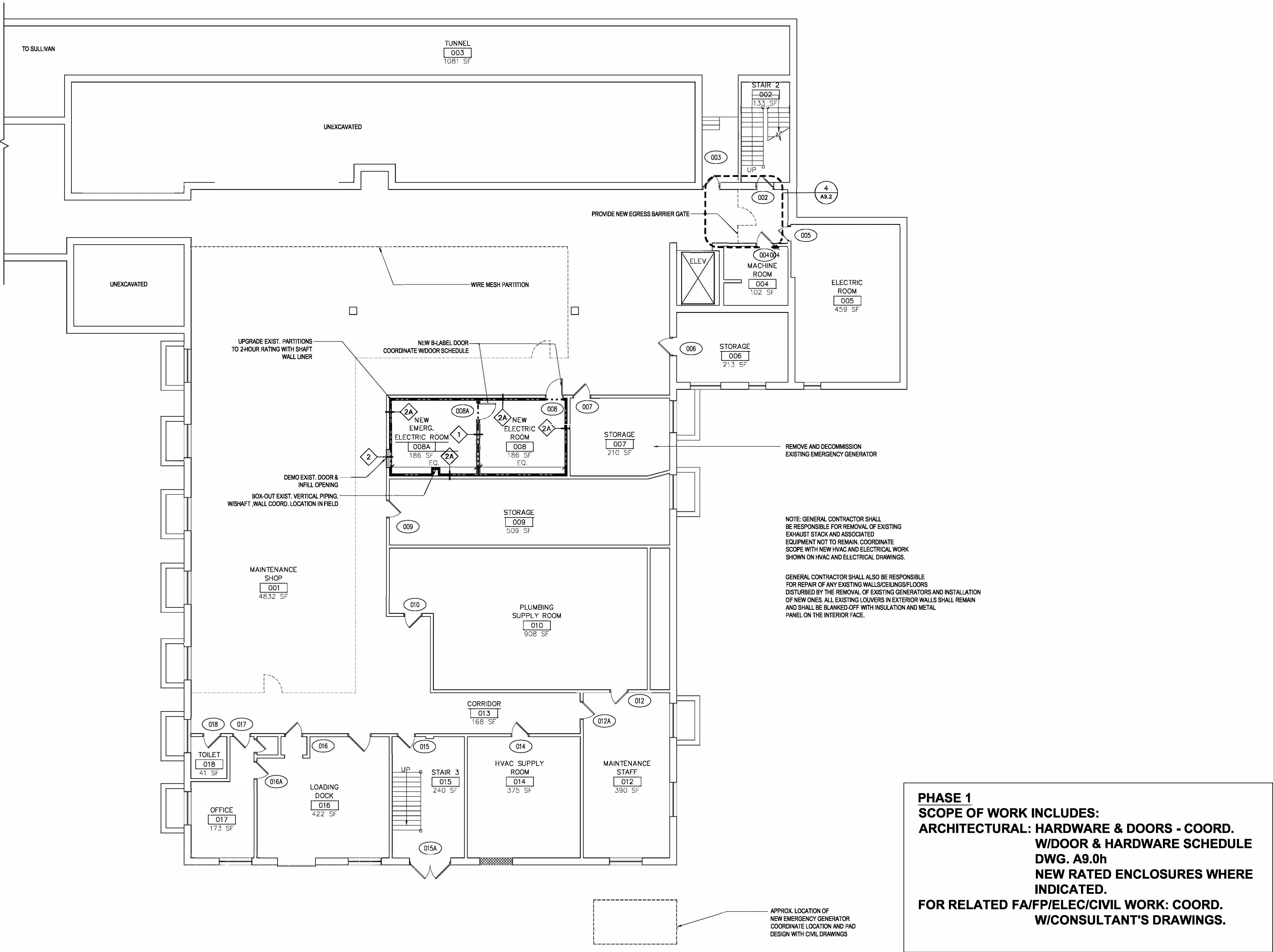
MEPA AGREEMENT

APPENDIX G: CLC SITE PLAN

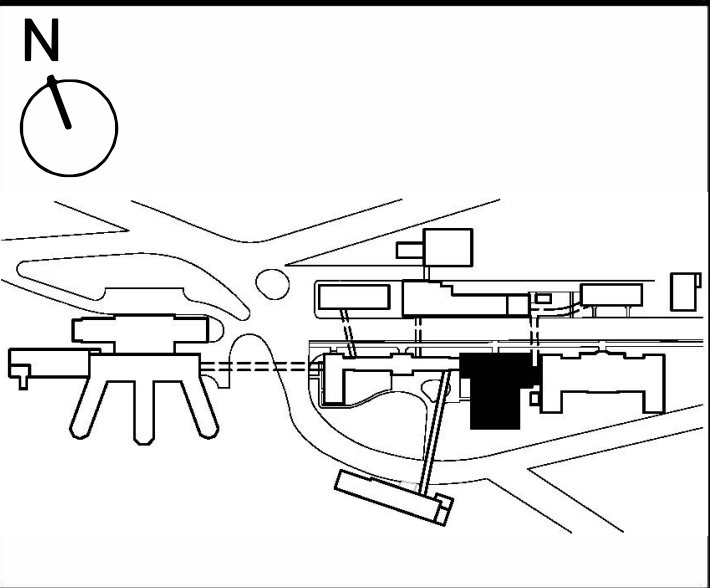


APPENDIX H: BUILDING PLANS

Headquarters Building



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0h
NEW RATED ENCLOSURES WHERE
INDICATED.
FOR RELATED FA/FP/ELEC/CIVIL WORK: COORD.
W/CONSULTANT'S DRAWINGS.



Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
BR
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Waltham, MA 02422-5789
tel 617.254.0016 fax 617.924.9339
www.brcae.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Burlington, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-2371
Website: www.fernandezassoc.com
Civil Engineer:
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472
Nitsch Engineering

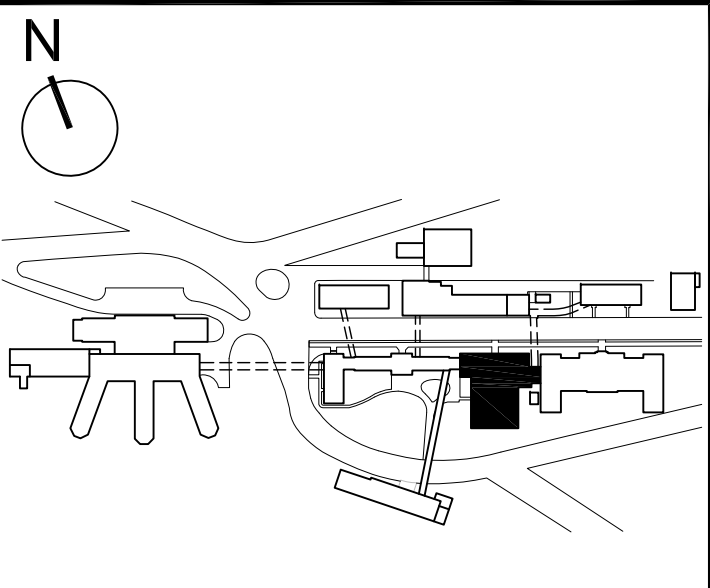
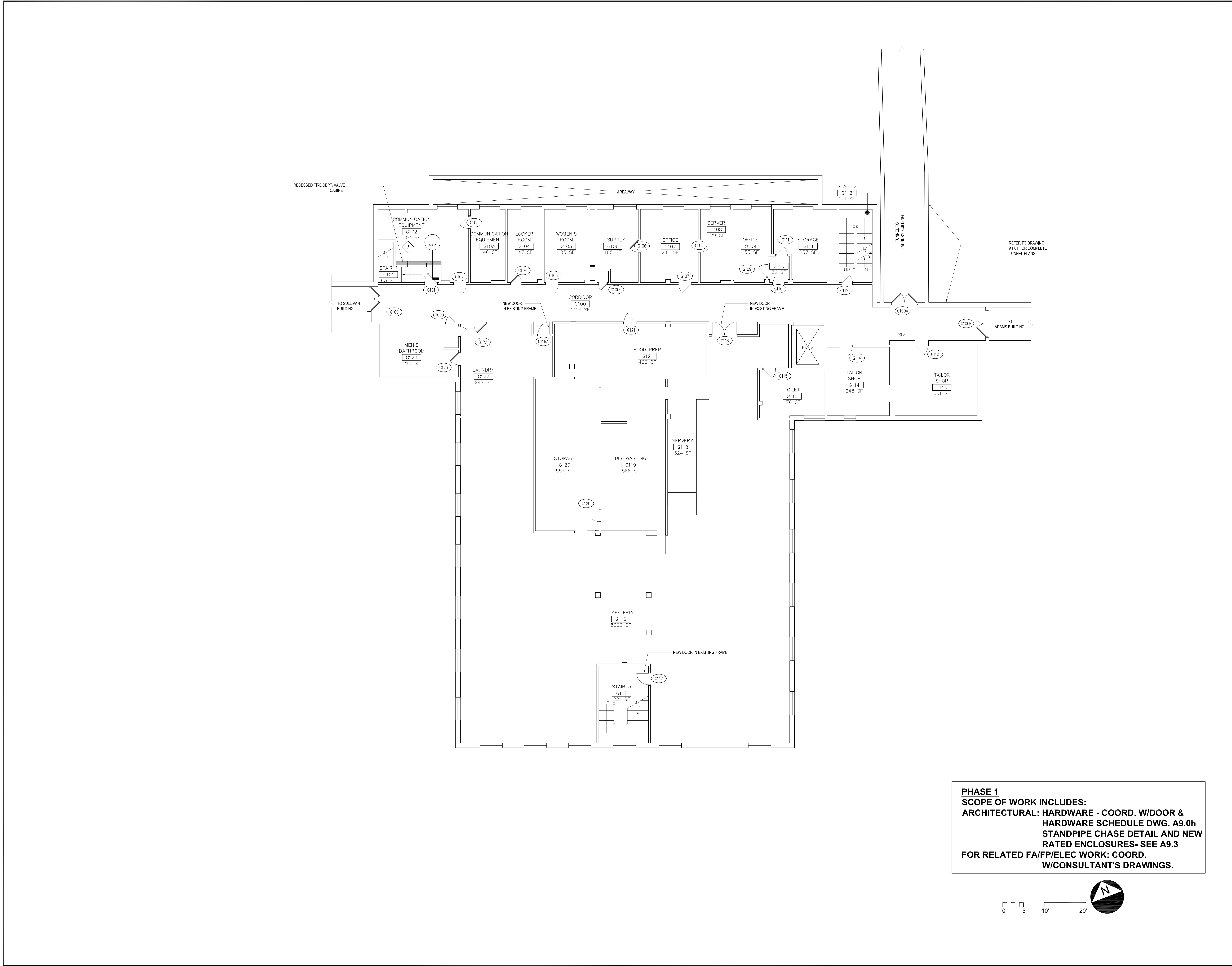
Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
**Basement Plan -
Headquarters
Building**

Drawing Number:
A1.0h
Drawing 020 of 227



Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

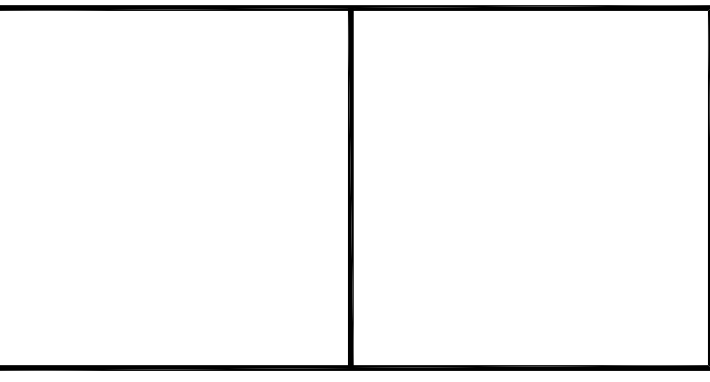
Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
www.erausa.com

Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com

Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0063
F: (617) 338-6472



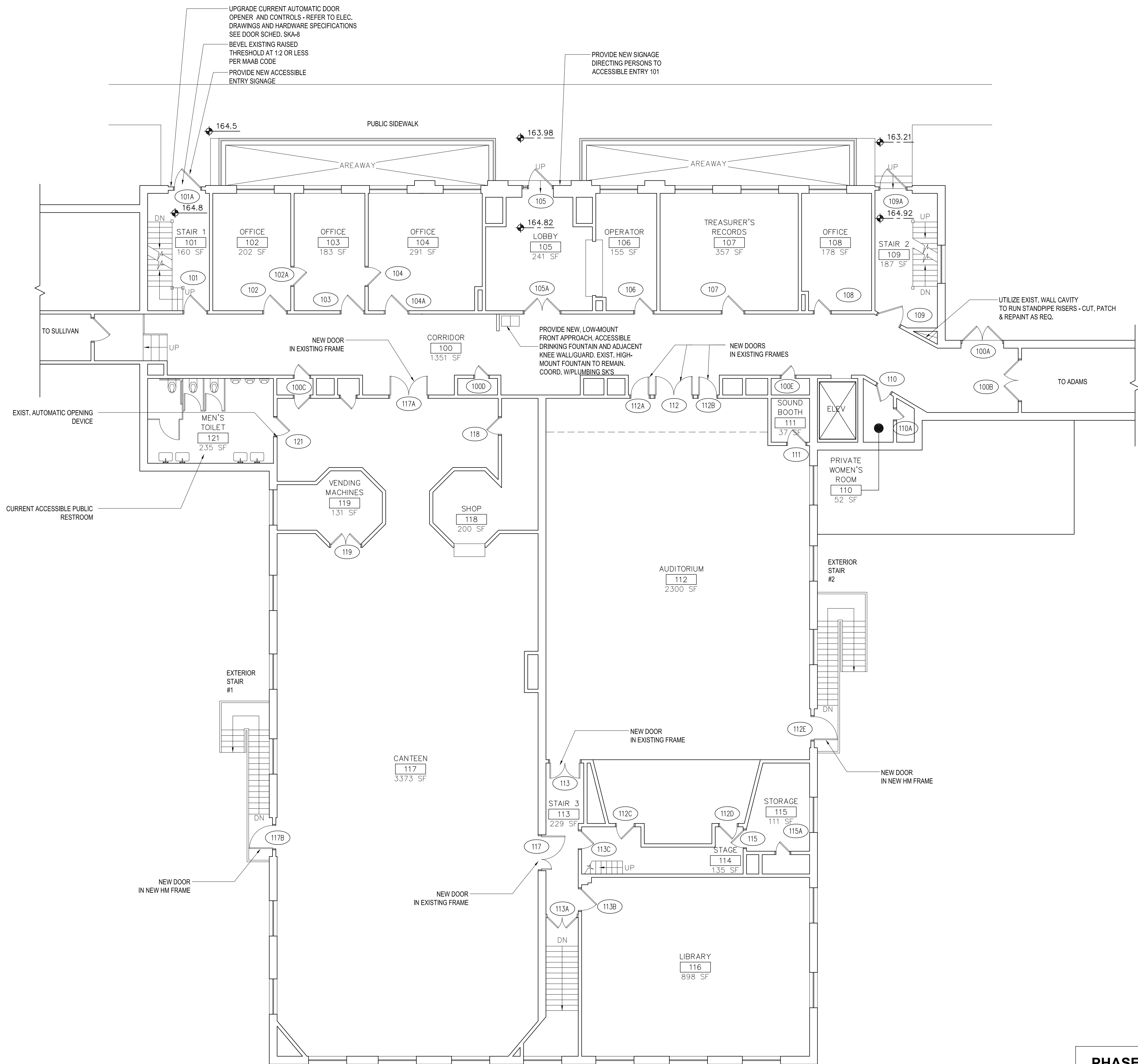
Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

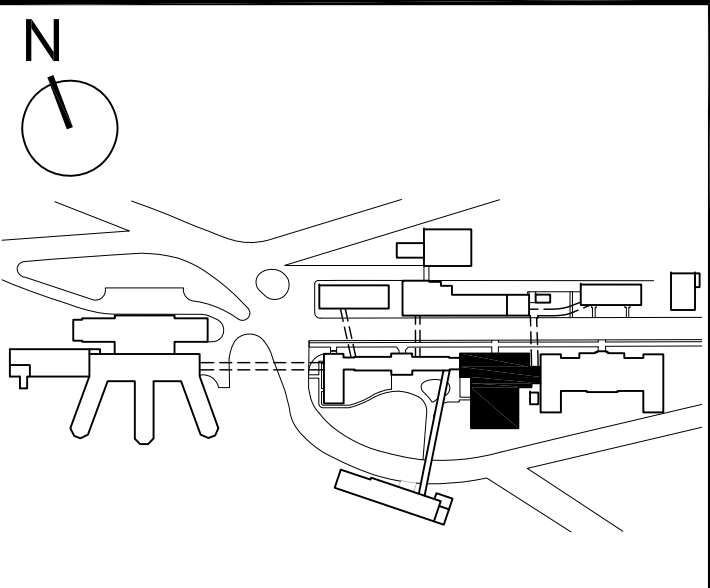
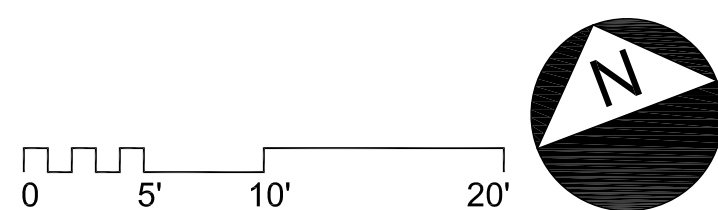
Revisions		
No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:
**Ground Floor Plan
- Headquarters
Building**

Drawing Number:
A1.1h
Drawing 021 of 227



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0h
FOR RELATED FA/FP/ELEC WORK: COORD.
W/CONSULTANT'S DRAWINGS.
NEW ACCESSIBLE PAYPHONE TO BE PROVIDED
AND INSTALLED BY OWNER PER CODE.



Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
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Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
www.erausa.com
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Telephone 978-499-0172
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Website: www.fernandezassoc.com
Civil Engineer:
Nitsch Engineering
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186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0063
F: (617) 338-6472

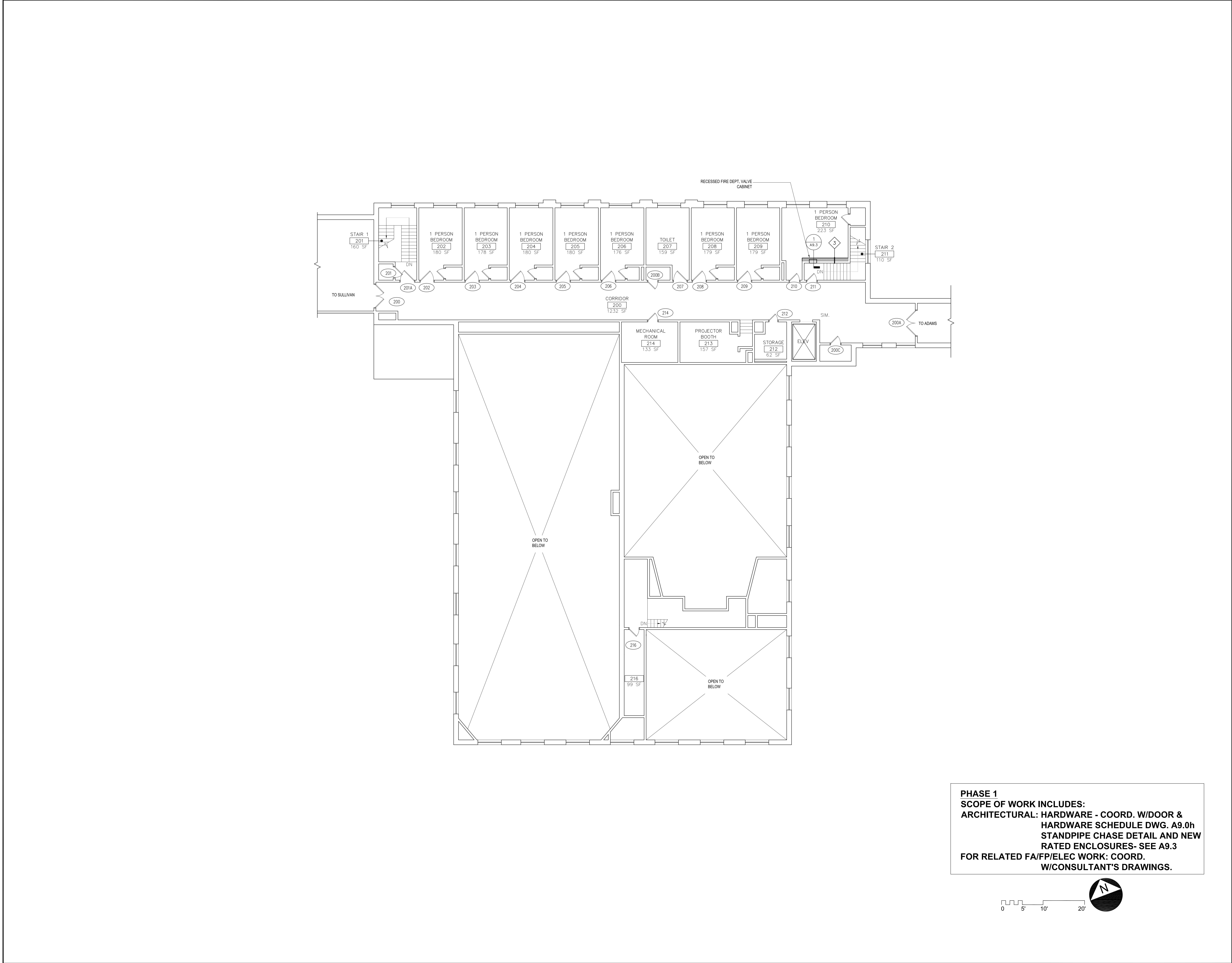
Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
First Floor Plan
- Headquarters
Building

Drawing Number:
A1.2h
Drawing 022 of 227



Division of Capital Asset Management
D · C · A · M
Building for the Commonwealth

Office of Planning
Design and Construction

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam

N

Project Name:

Chelsea
Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:

Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
www.brausa.com

Fire Protection Engineer:

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Telephone 978-499-0172
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Website: www.fernandezassoc.com

Civil Engineer:

www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0083
F: (617) 338-6472

Site Number: CHE00

CAMIS Number: 552CHE0040

Building Number:

Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions

No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:

Second Floor Plan
- Headquarters
Building

Drawing Number:

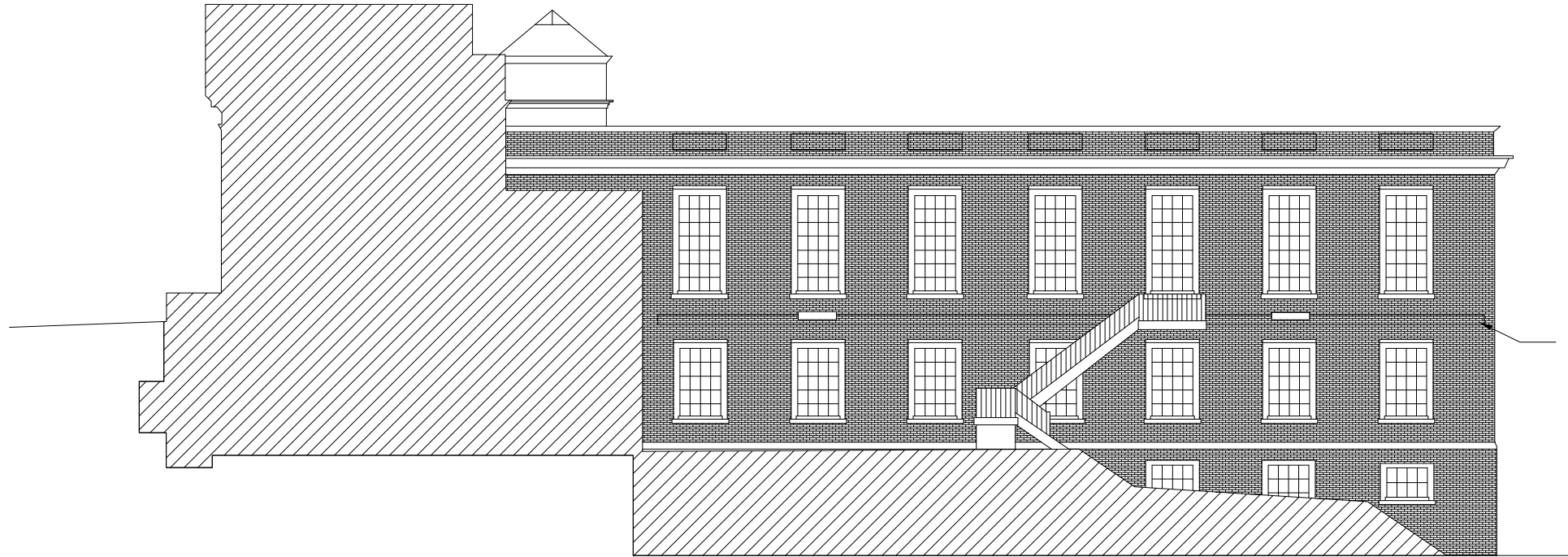
A1.3h
Drawing 023 of 227



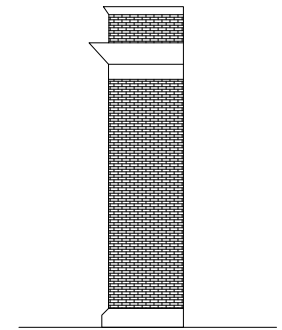
NORTH ELEVATION



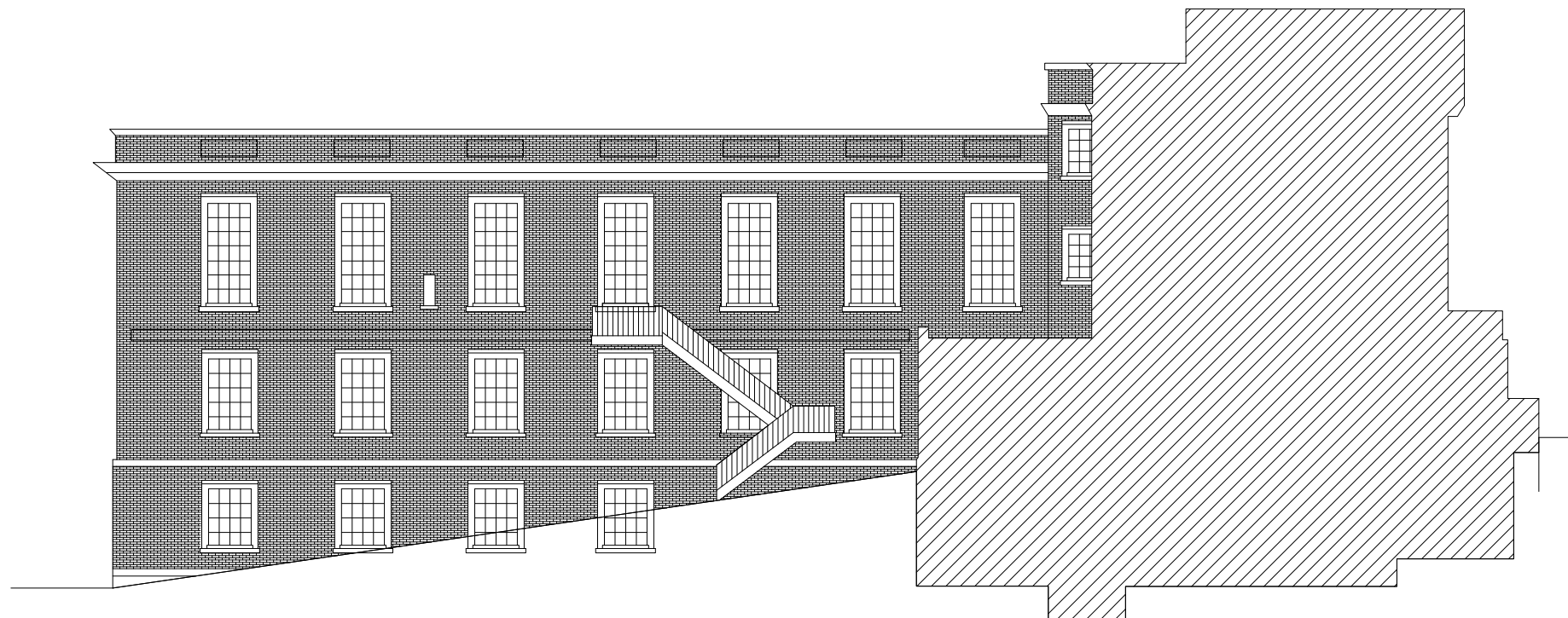
SOUTH ELEVATION



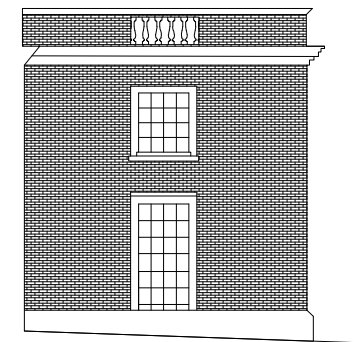
WEST ELEVATION



PARTIAL WEST ELEVATION

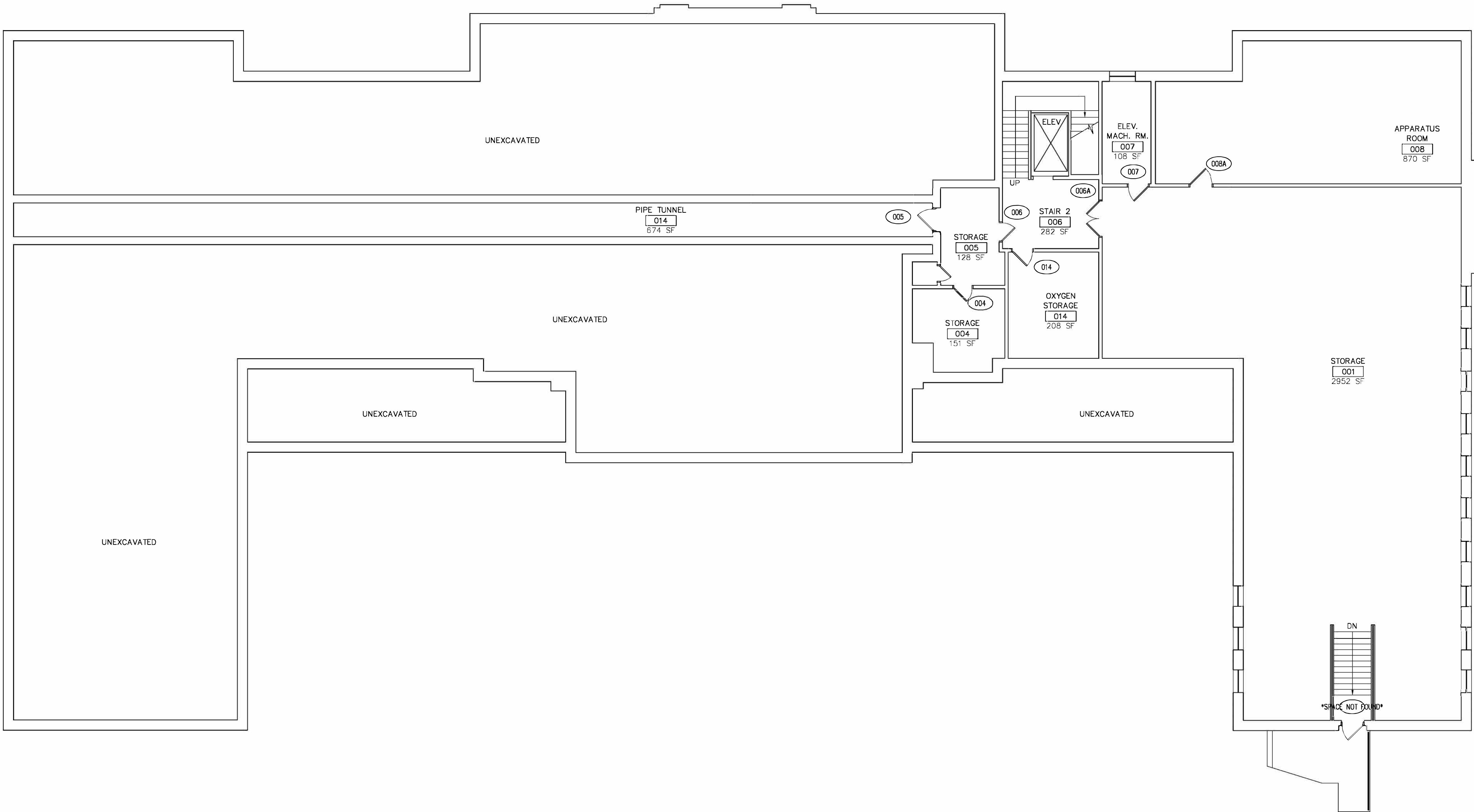


EAST ELEVATION

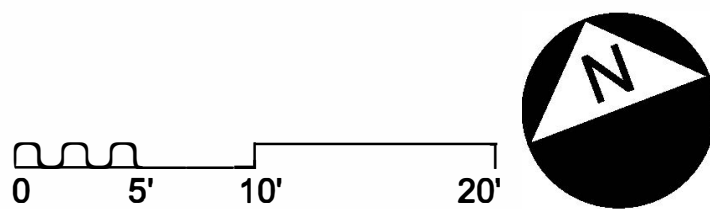


PARTIAL EAST ELEVATION

Adams Building



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0a
FOR RELATED FA/FP/ELEC WORK: COORD.
W/CONSULTANT'S DRAWINGS.



Division of Capital Asset Management
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Building for the Commonwealth

**Office of Planning
Design and Construction**

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam

N

Project Name:

**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:
ERA
Bord, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Waltham, MA 02472-5769
tel 617.254.0016 fax 617.924.9339
www.brdrao.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:
Nitsch Engineering
www.nitscheng.com
188 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

Site Number: CHE00

CAMIS Number: 552CHE0040

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

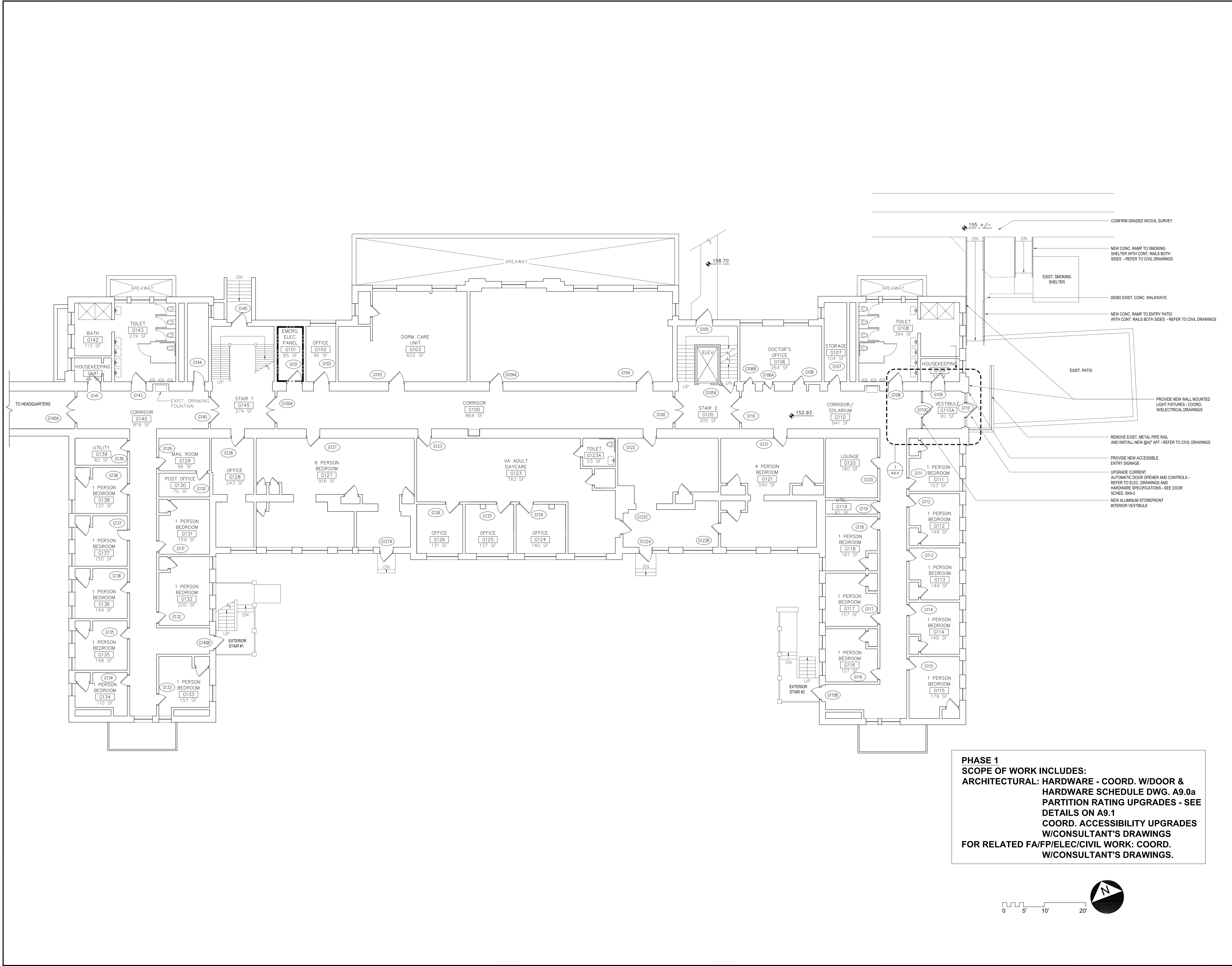
No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:

**Basement Plan -
Adams Building**

Drawing Number:

A1.0a
Drawing 016 of 227



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Building for the Commonwealth

Office of Planning
Design and Construction

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One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam

N

Project Name:

Chelsea
Soldiers' Home

Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:

Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.924.9339
www.bpa.com

Fire Protection Engineer:

FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
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Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com

Civil Engineer:

www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

Site Number: CHE00

CAMIS Number: 552CHE0040

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:

Ground Floor Plan -
Adams Building

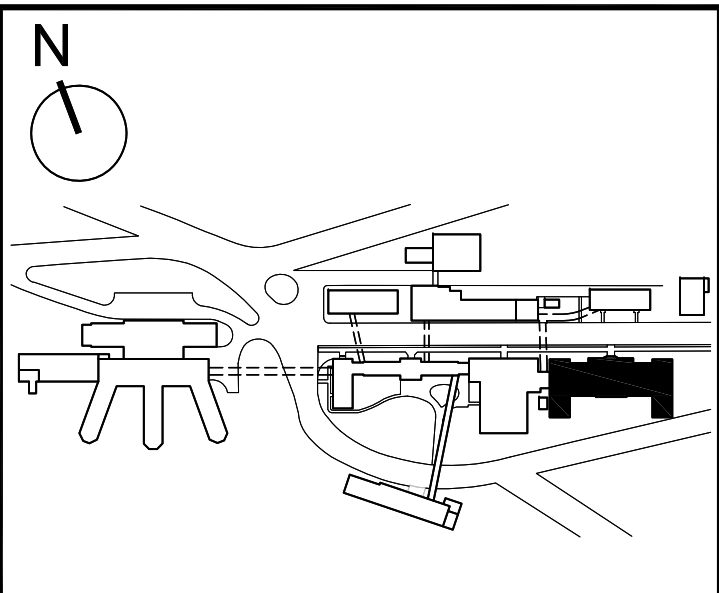
Drawing Number:

A1.1a

Drawing 017 of 227

Office of Planning
Design and Construction

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam



Project Name:
**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
Tel: 617.254.0016 Fax: 617.924.9339
www.erausa.com
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FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
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Bridgewater, Massachusetts 01922
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Fax: 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

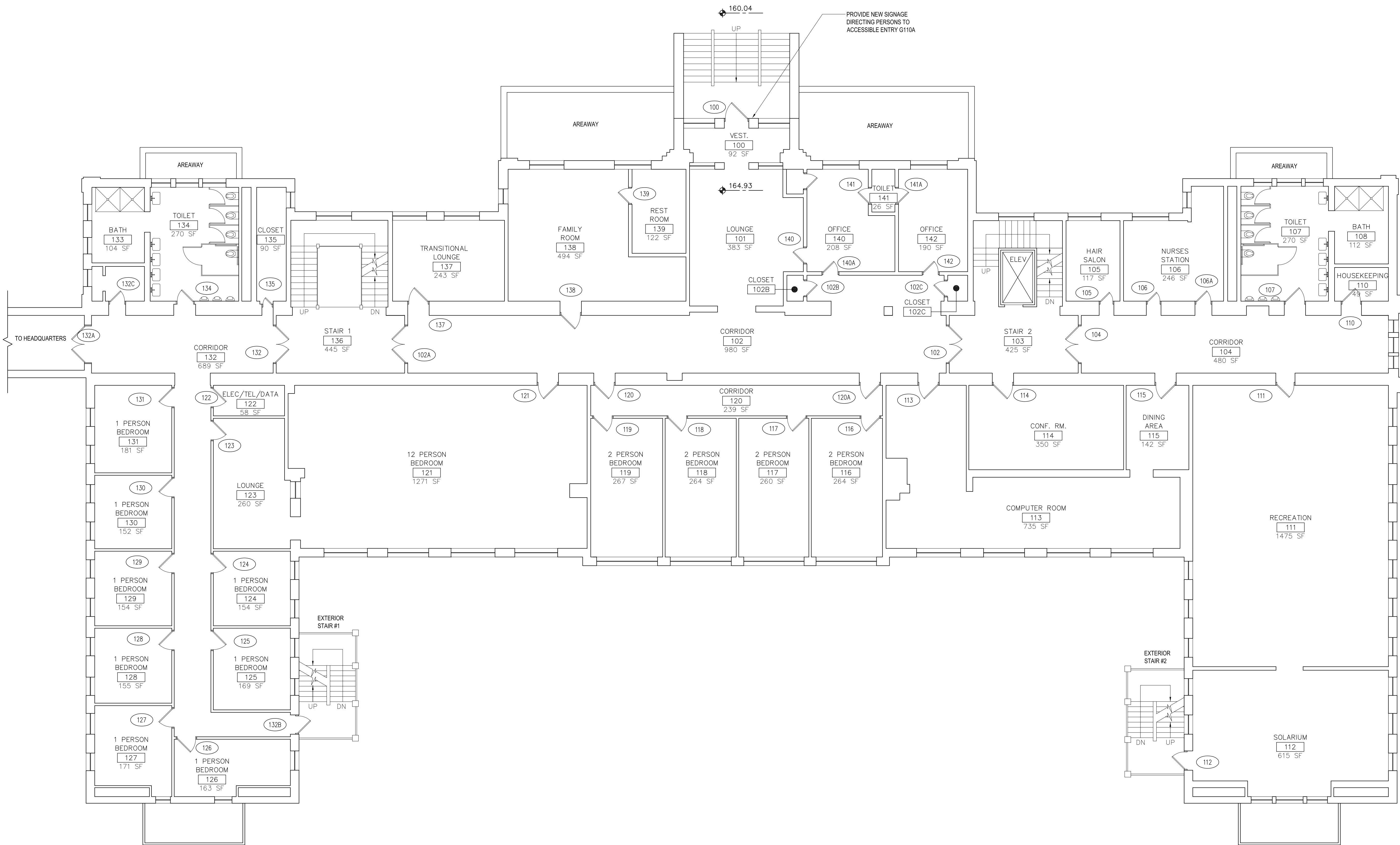
Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
**First Floor Plan -
Adams Building**

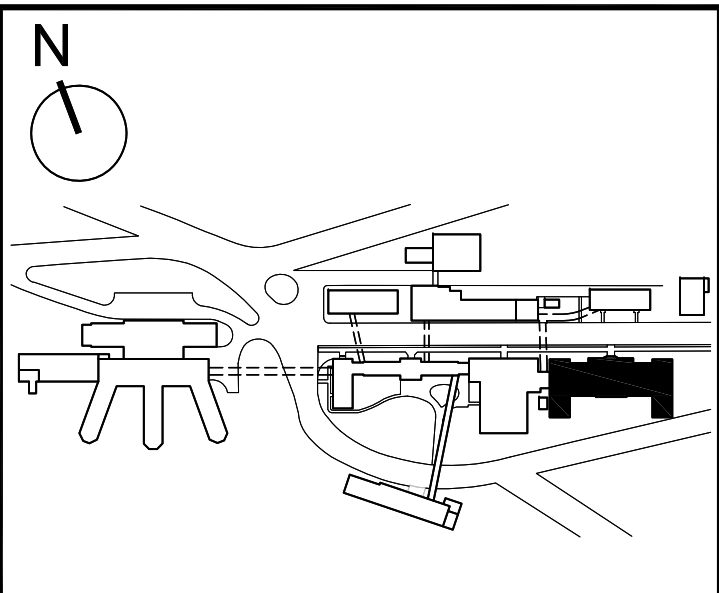
Drawing Number:
A1.2a
Drawing 018 of 227



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0a
STANDPIPE CHASE DETAIL - DWG. A9.2
FOR RELATED FA/FP/ELEC WORK: COORD.
W/CONSULTANT'S DRAWINGS.

Office of Planning
Design and Construction

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam



Project Name:
**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
Tel: 617.254.0016 Fax: 617.924.9339
www.erausa.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone: 978-499-0172
Fax: 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

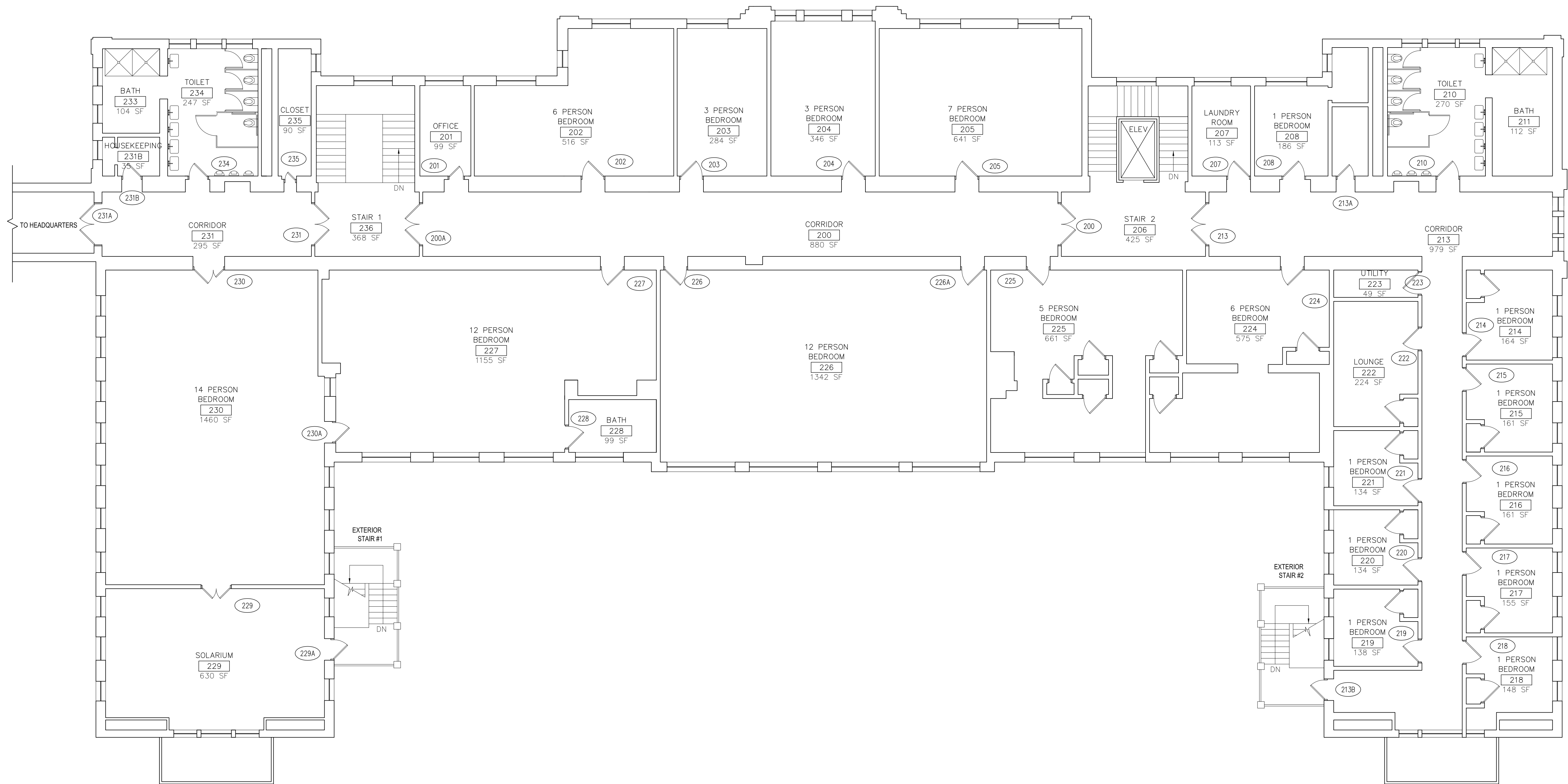
Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

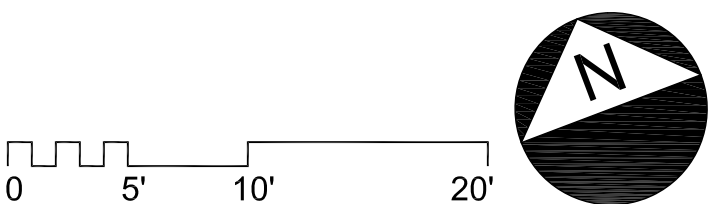
Revisions No.	Description	Date
01	Record Drawings	12/20/16

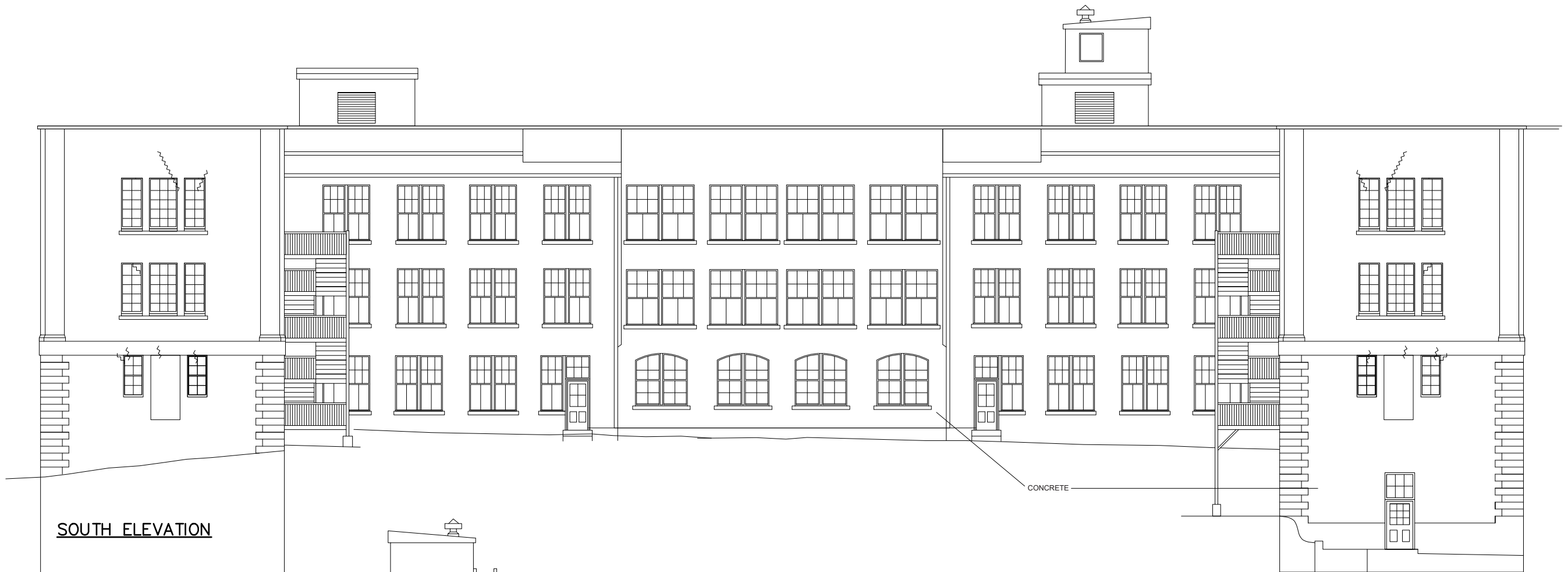
Plan Name:
**Second Floor Plan -
Adams Building**

Drawing Number:
A1.3a
Drawing 019 of 227

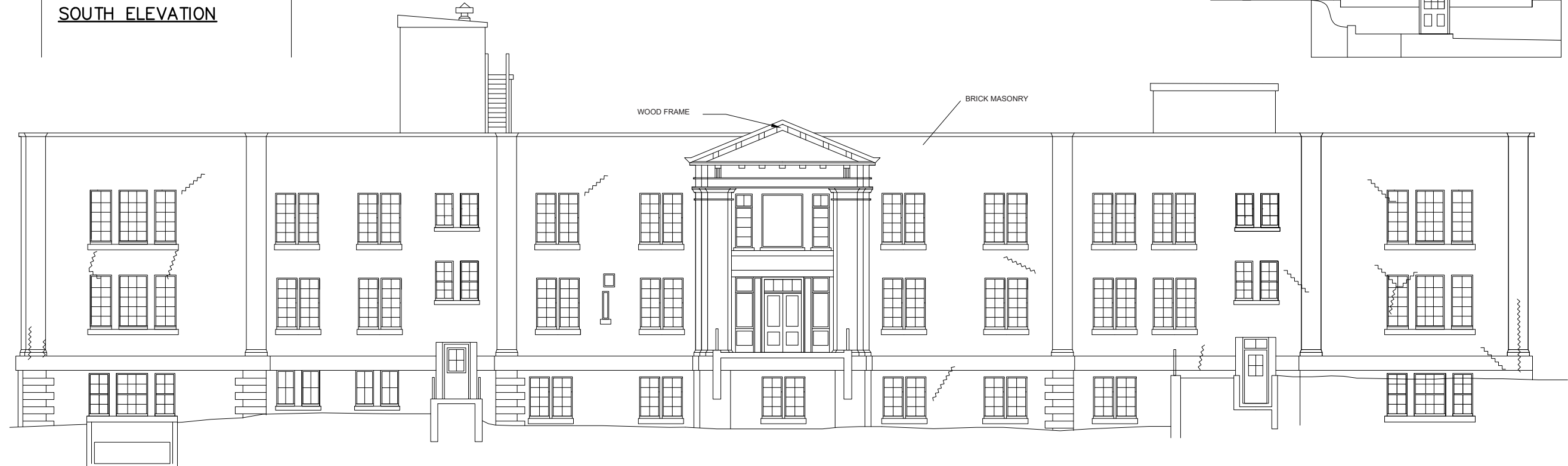


PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0a
STANDPIPE CHASE DETAIL - DWG. A9.2
FOR RELATED FA/FP/ELEC WORK: COORD.
W/CONSULTANT'S DRAWINGS.

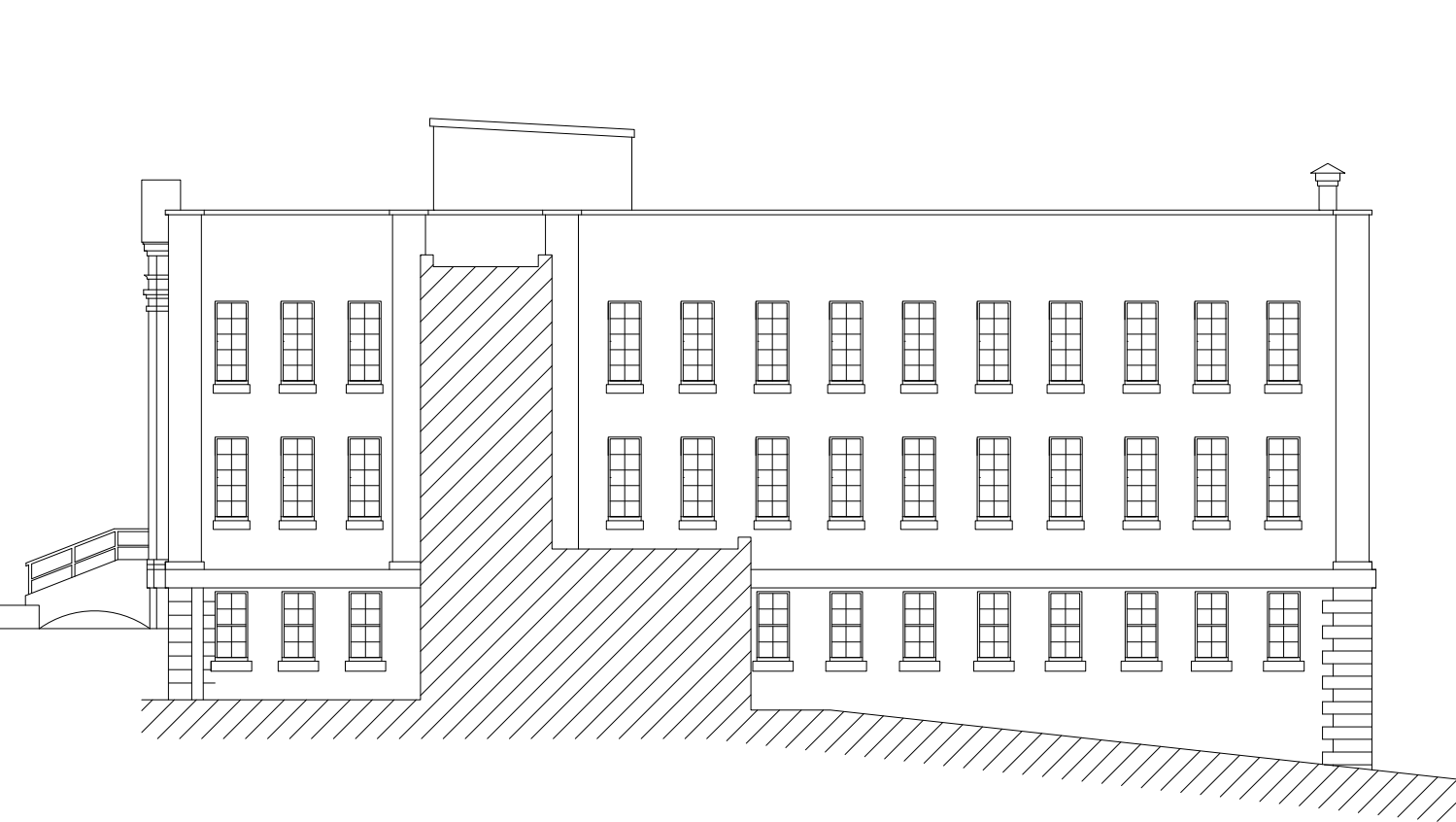




SOUTH ELEVATION



NORTH ELEVATION



EAST ELEVATION



WEST ELEVATION

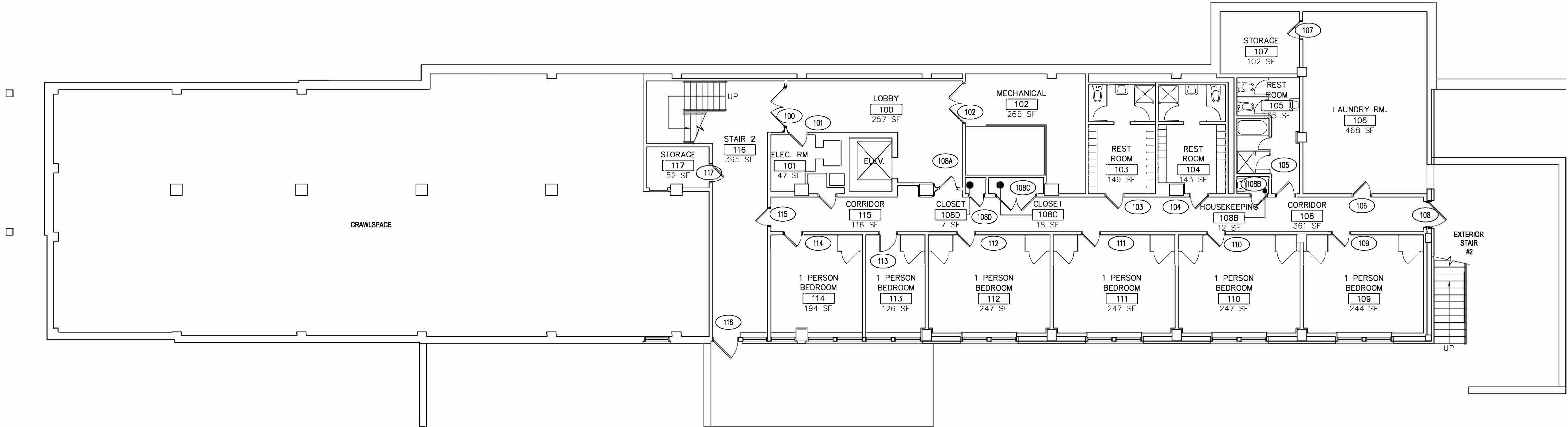


PARTIAL EAST ELEVATION

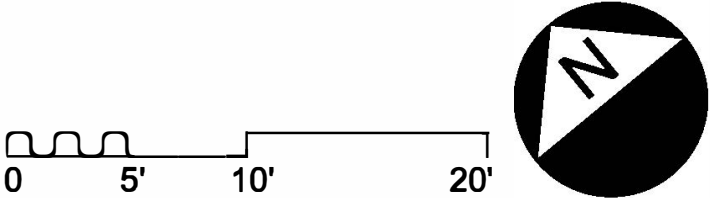


PARTIAL WEST ELEVATION

Keville House



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0k
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



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**Office of Planning
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**McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam**

N

Project Name:

**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:

Bard, Rao & Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Waltham, MA 02422-5789
tel 617.254.0016 fax 617.924.9339
www.bsacorp.com
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Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:

www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

Site Number: CHE00

CAMIS Number: 552CHE0140

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions

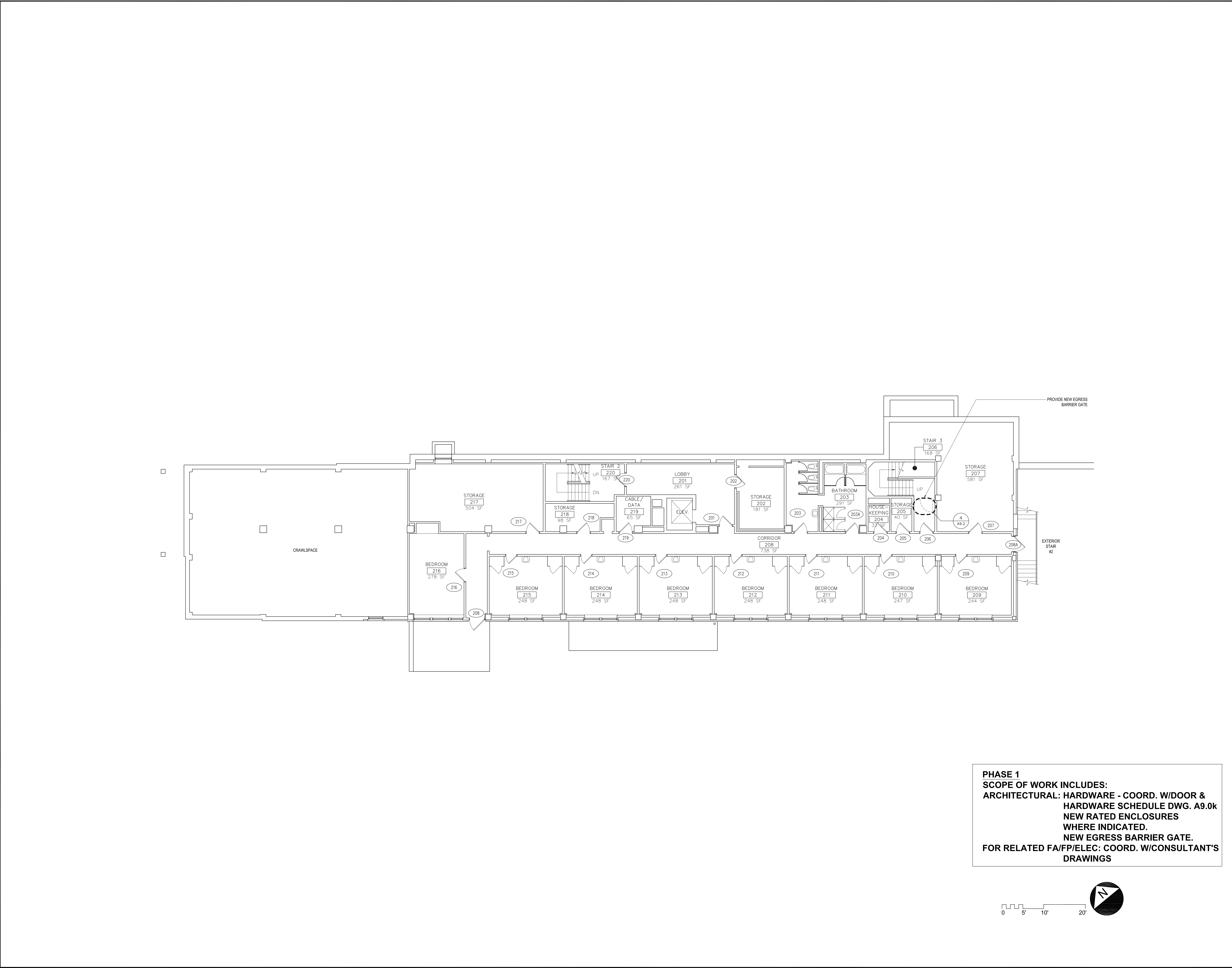
No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:

**First Floor Plan -
Keville House**

Drawing Number:

A1.0k
Drawing 024 of 227



Division of Capital Asset Management
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Building for the Commonwealth

Office of Planning
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Boston MA 02108
617 727 4050
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N

Project Name:

Chelsea
Soldiers' Home

Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Waltham, MA 02422-5789
tel 617.254.0016 fax 617.924.9339
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FIRE PROTECTION ENGINEERS
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Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com

Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0083
F: (617) 338-6472

Site Number: CHE00

CAMIS Number: 552CHE0140

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

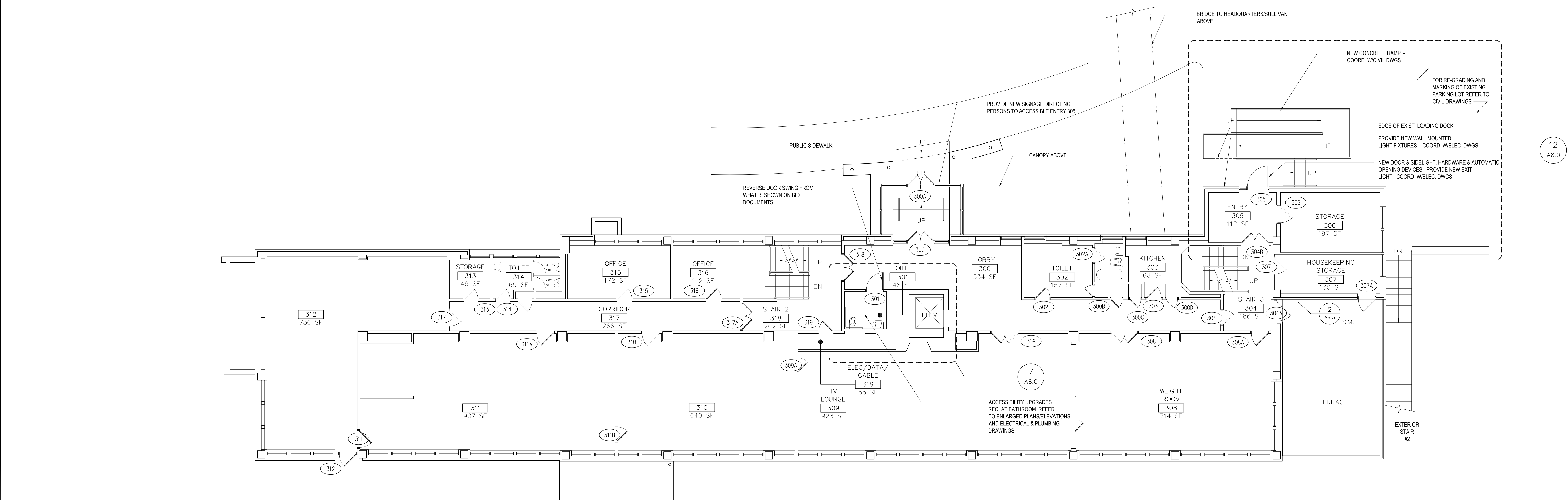
No.	Description	Date
01	Record Drawings	12/20/16

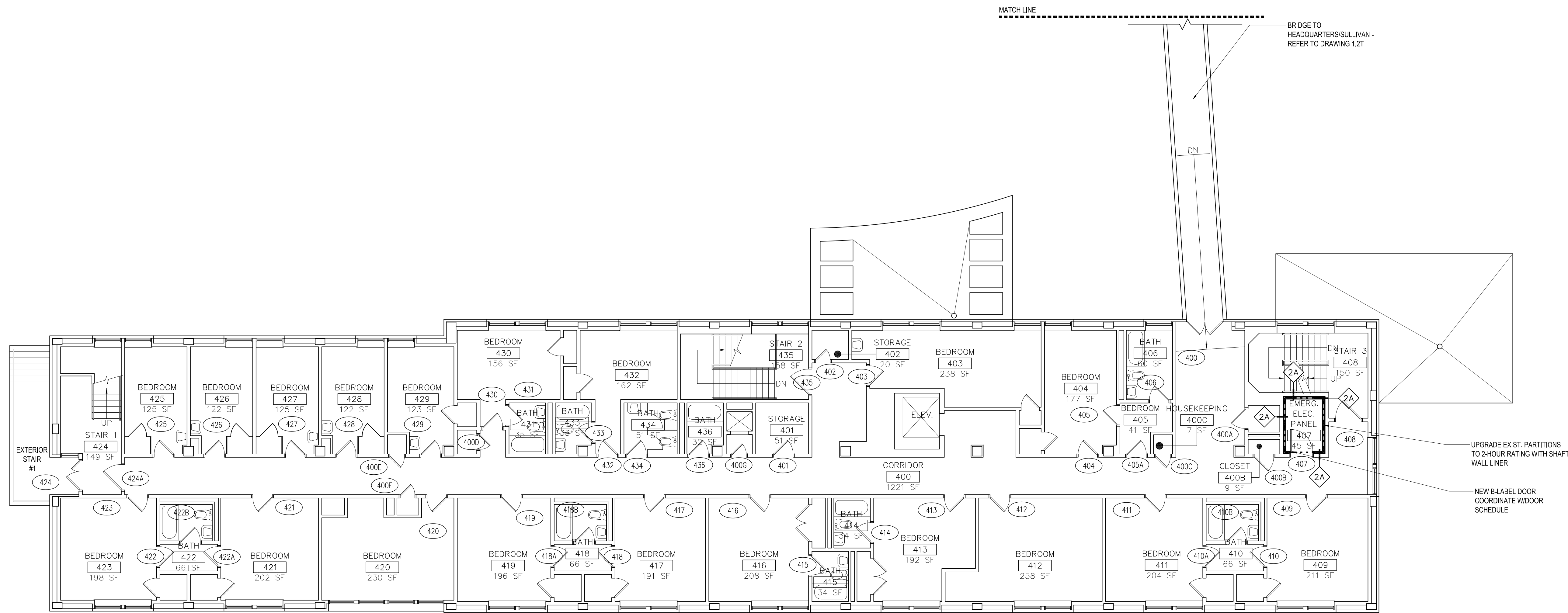
Plan Name:

Second Floor Plan -
Keville House

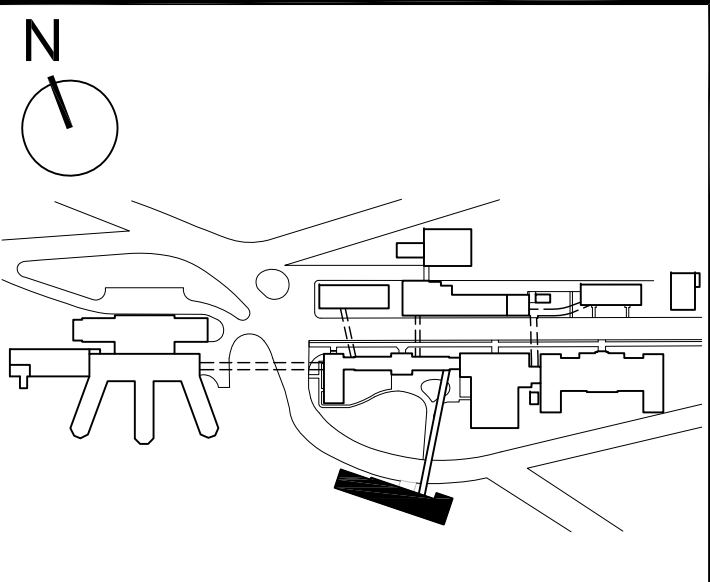
Drawing Number:

A1.1k
Drawing 025 of 227





PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0k
NEW RATED ENCLOSURES WHERE
INDICATED.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
www.erausa.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:
Nitsch Engineering
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186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0063
F: (617) 338-6472

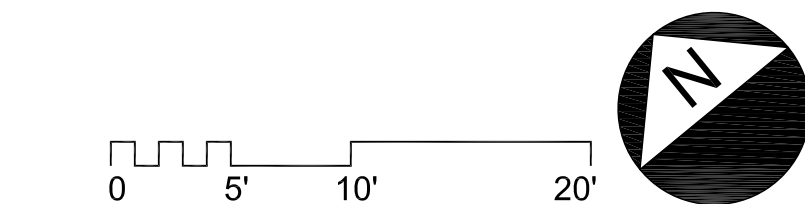
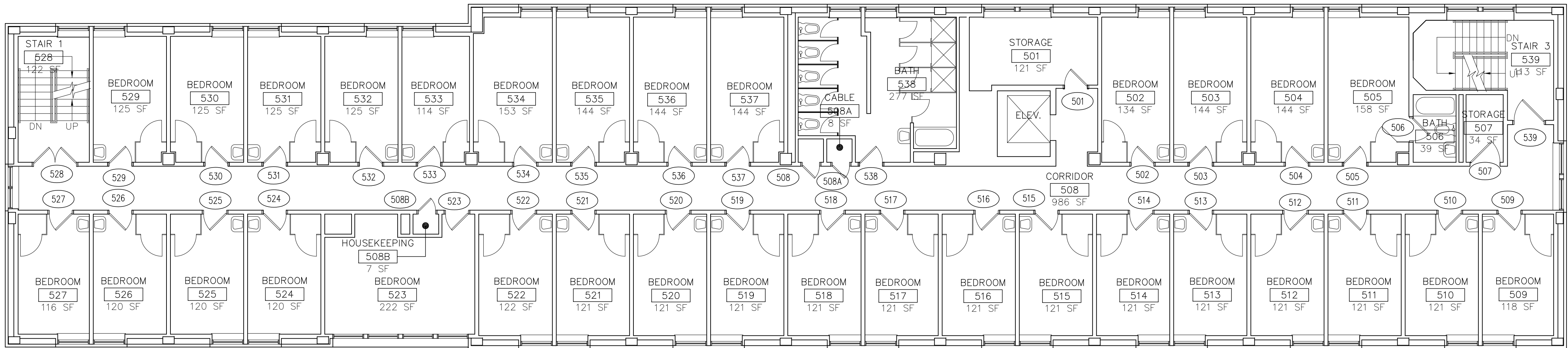
Site Number: CHE00
CAMIS Number: 552CHE0140
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

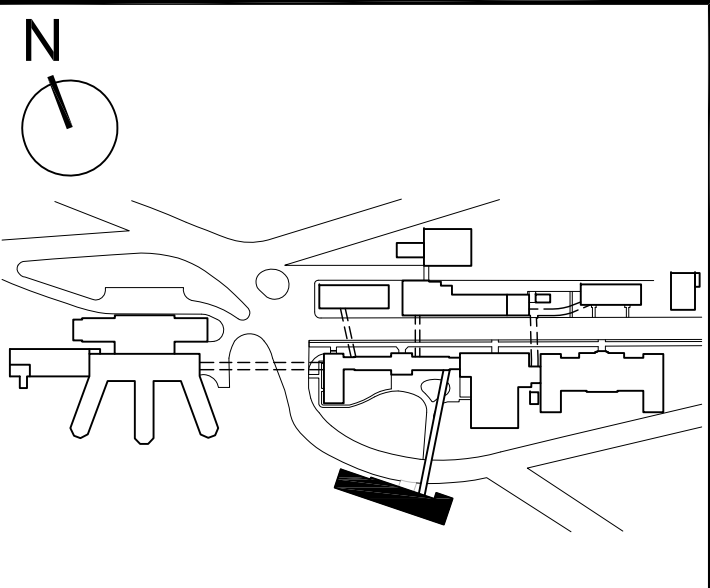
Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
Fourth Floor Plan -
Keville House

Drawing Number:
A1.3k
Drawing 027 of 227



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0k
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
Tel: 617.254.0016 Fax: 617.524.9339
www.era.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
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Telephone: 978-499-0172
Fax: 978-465-1371
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F: (617) 338-6472

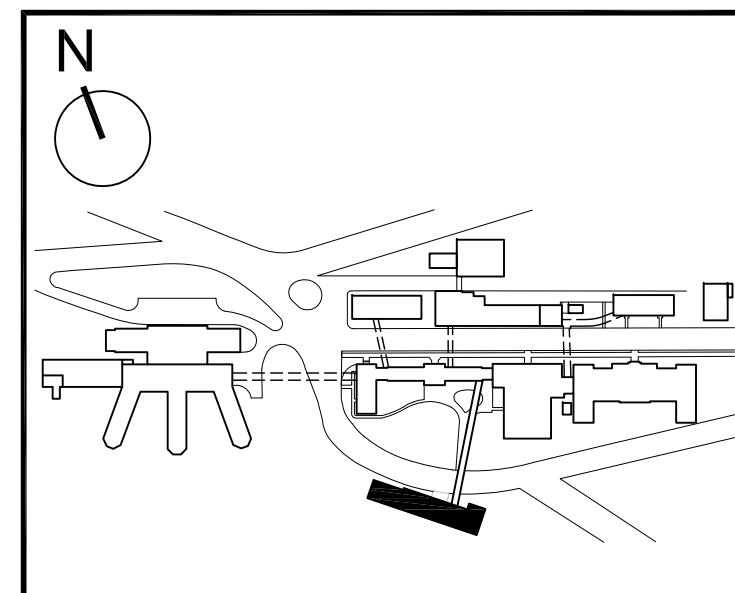
Site Number: CHE00
CAMIS Number: 552CHE0140
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
Fifth Floor Plan -
Keville House

Drawing Number:
A1.4k
Drawing 028 of 227



Project Name:
**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:

ERA

Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
131 Arsenal Street
Watertown, MA 02472-5789
Tel 617.525-0510 fax 617.524.9339
www.brlpusa.com

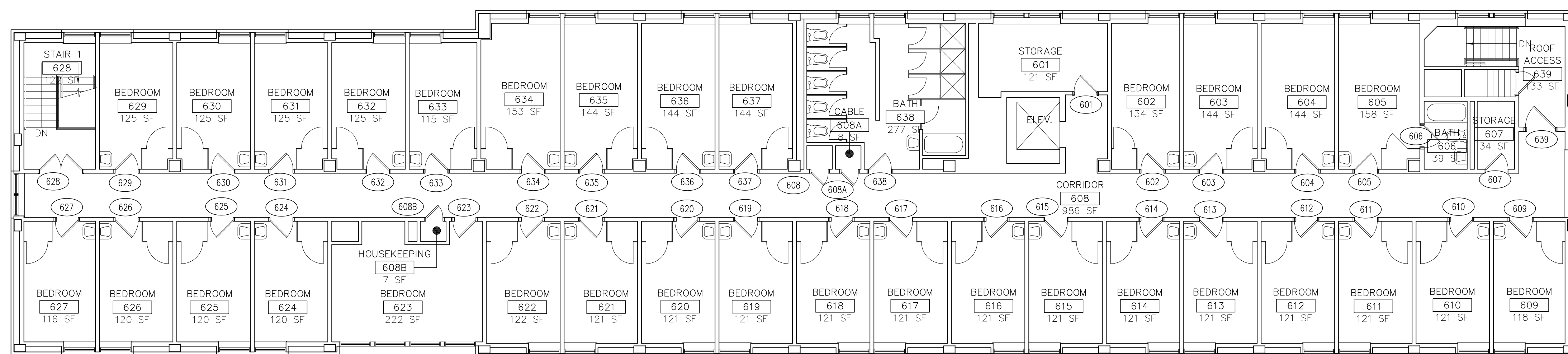
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS

63 Larkin Road
Byfield, Massachusetts 01922
Telephone 978-469-0172
Fax 978-465-2371
www.fernandezrao.com

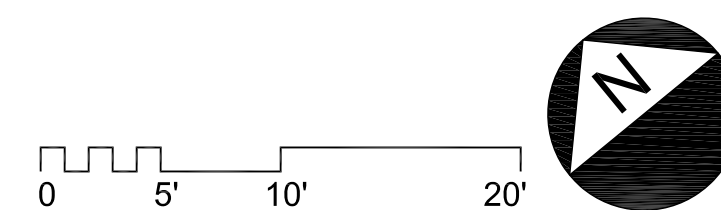
Civil Engineer:

 **www.nitcheng.com**
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0053
F: (617) 338-6472

Nitch Engineering

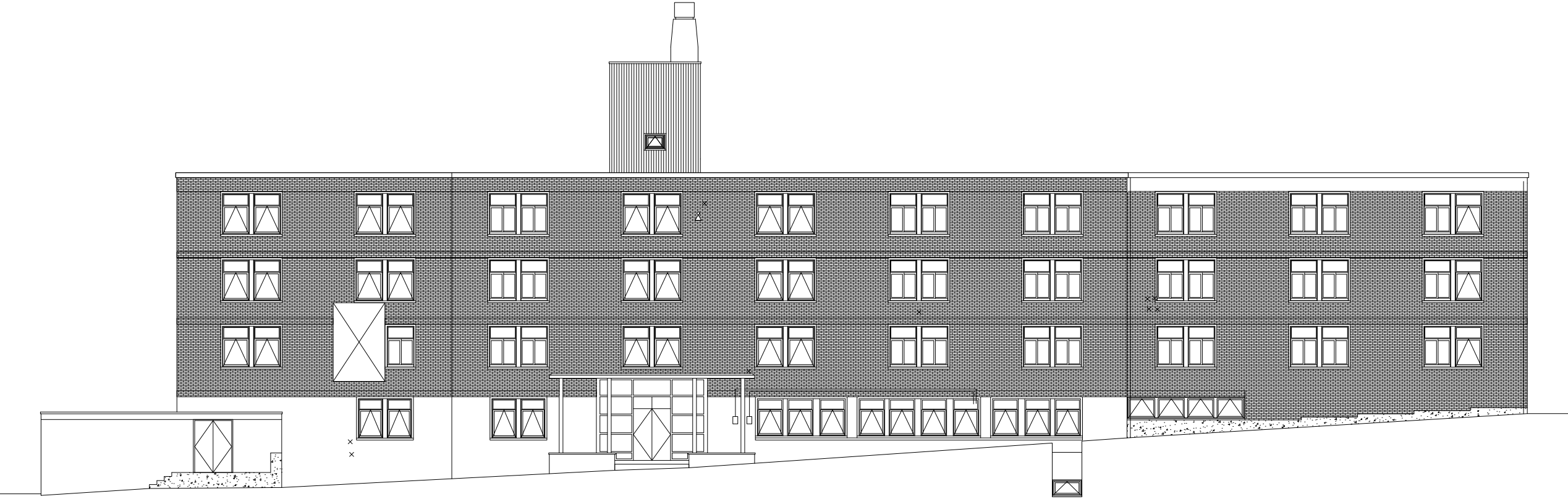


PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0k
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS

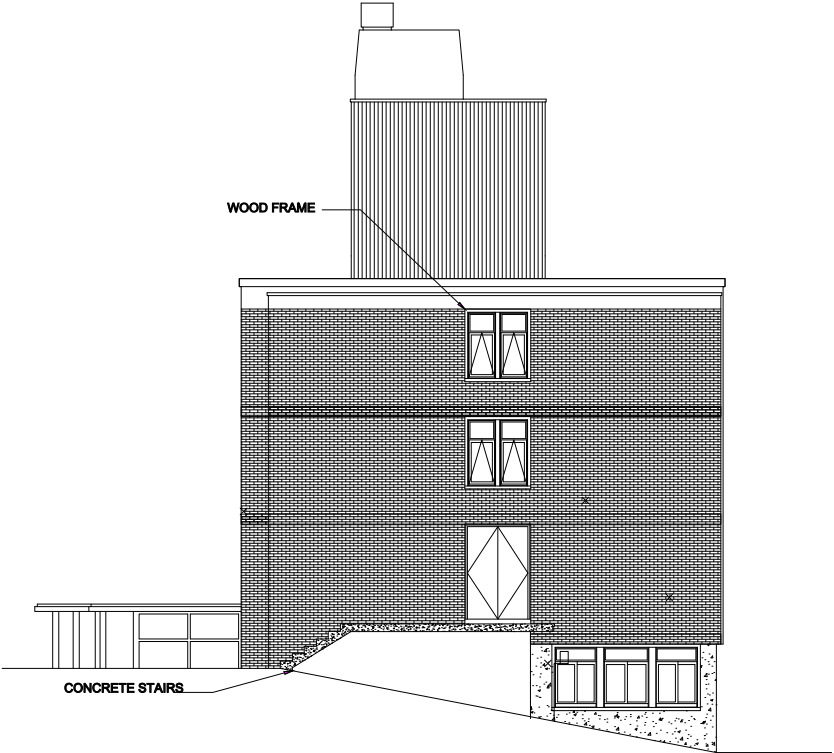


Plan Name: **Sixth Floor Plan - Keville House**

Drawing Number:
A1.5k
Drawing 029 of 227



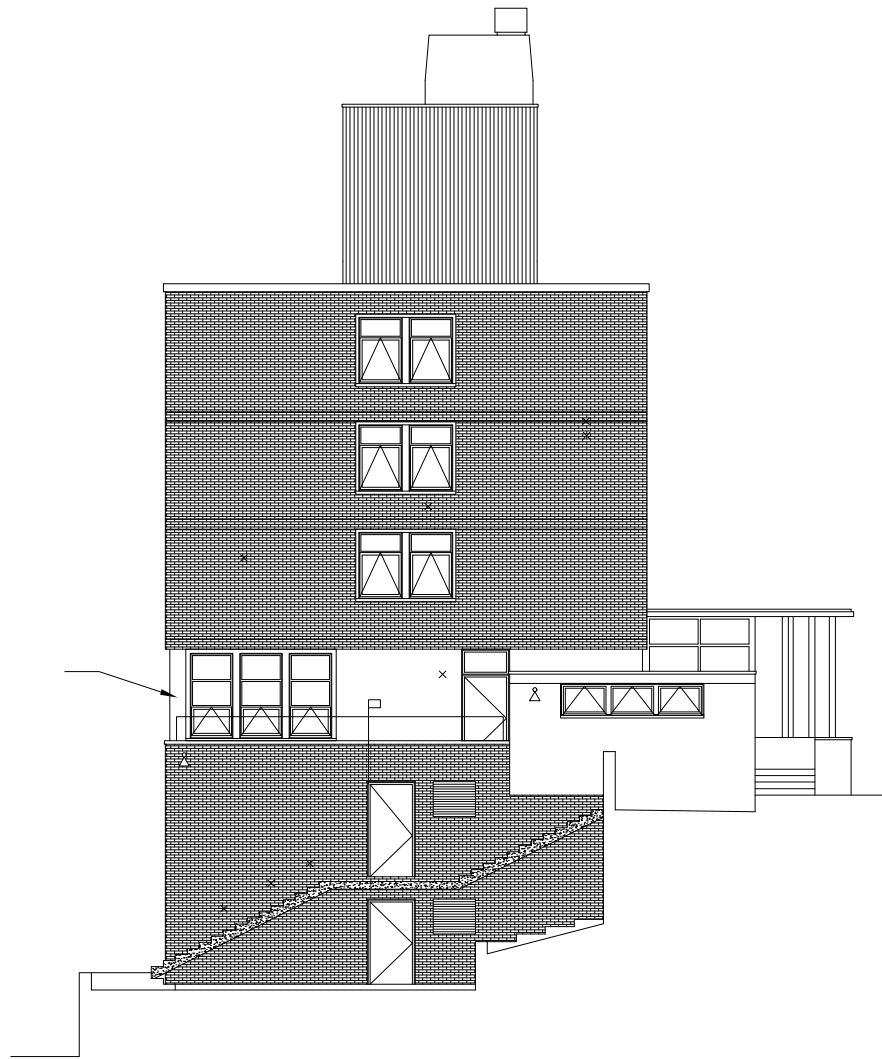
NORTH ELEVATION



WEST ELEVATION

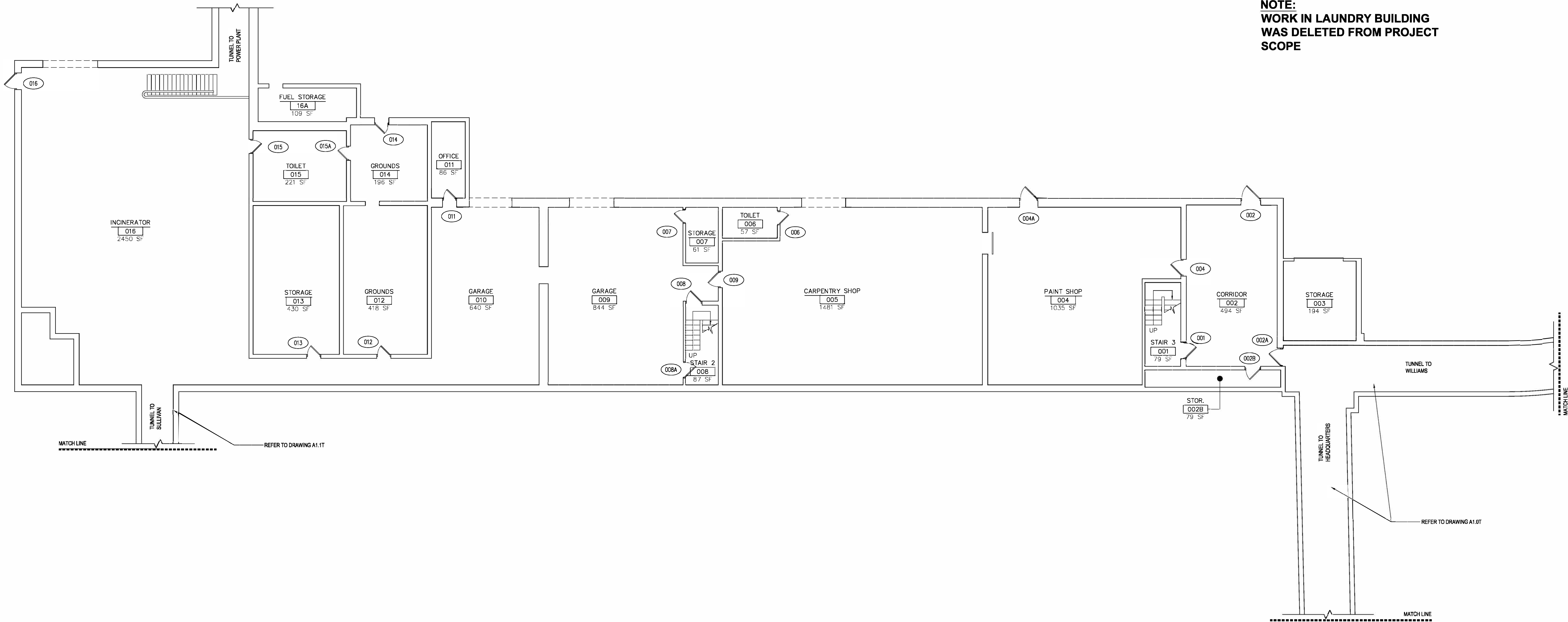


SOUTH ELEVATION

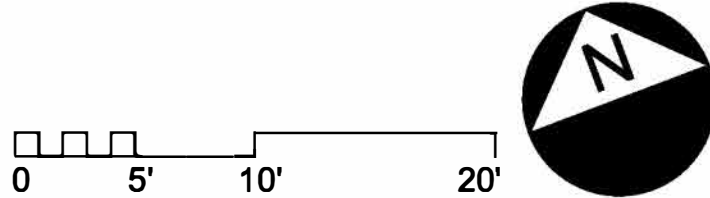


EAST ELEVATION

Laundry Building



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.01
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Division of Capital Asset Management
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Building for the Commonwealth

**Office of Planning
Design and Construction**

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam

N

Project Name:

**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:
BR
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Waltham, MA 02422-5769
tel 617.254.0016 fax 617.924.9339
www.brcae.com

Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
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Burlington, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-2371
Website: www.fernandezassoc.com

Civil Engineer:
Nitsch Engineering
www.nitscheng.com
188 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

Site Number: CHE00

CAMIS Number: 552CHE0050

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

No.	Description	Date
01	Record Drawings	12/20/16

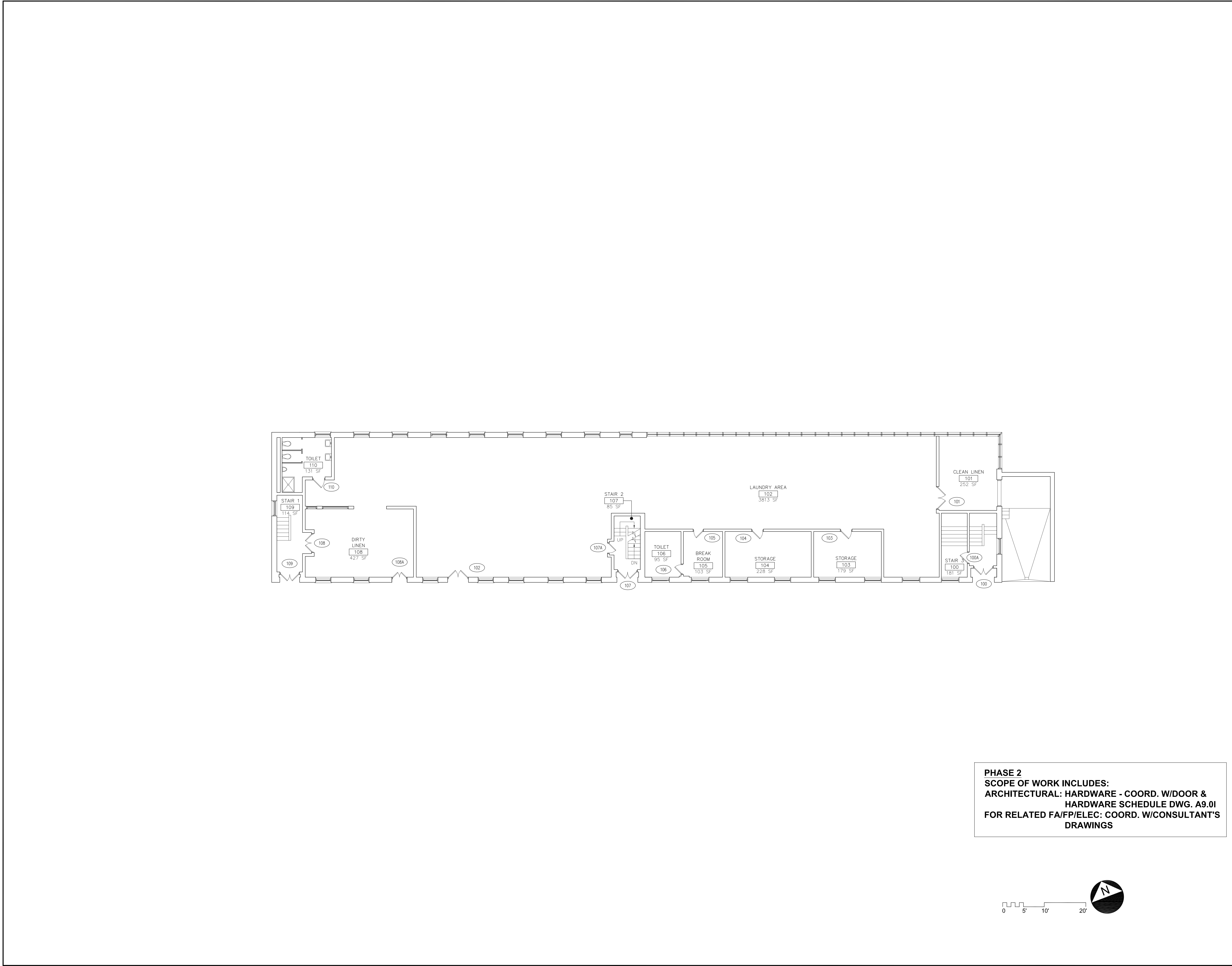
Plan Name:

**Basement Plan -
Laundry Building**

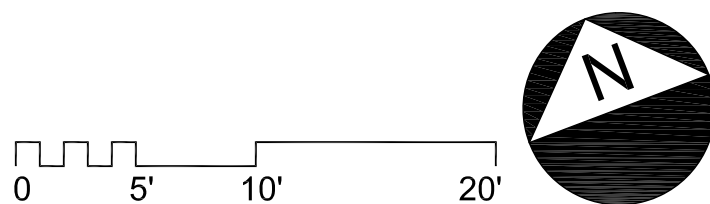
Drawing Number:

A1.01
Drawing 030 of 227

File Path: XXXXXXXXXXXX



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.01
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Division of Capital Asset Management
D · C · A · M
Building for the Commonwealth

**Office of Planning
Design and Construction**

**McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam**

N

Project Name:
**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
FERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
www.brdrao.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0083
F: (617) 338-6472

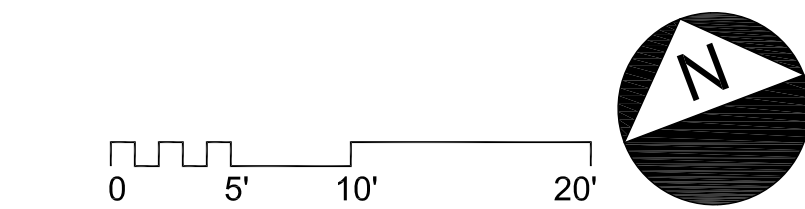
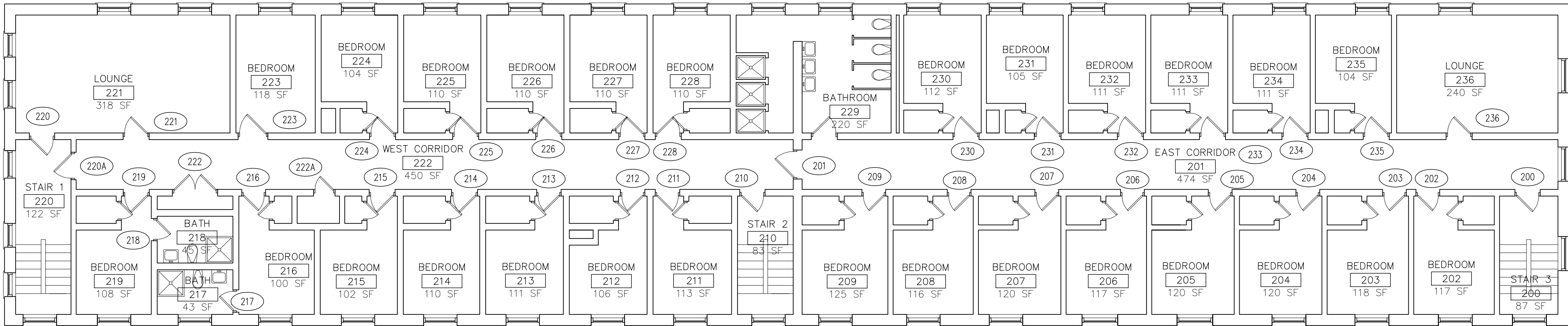
Site Number: CHE00
CAMIS Number: 552CHE0050
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:
**First Floor Plan -
Laundry Building**

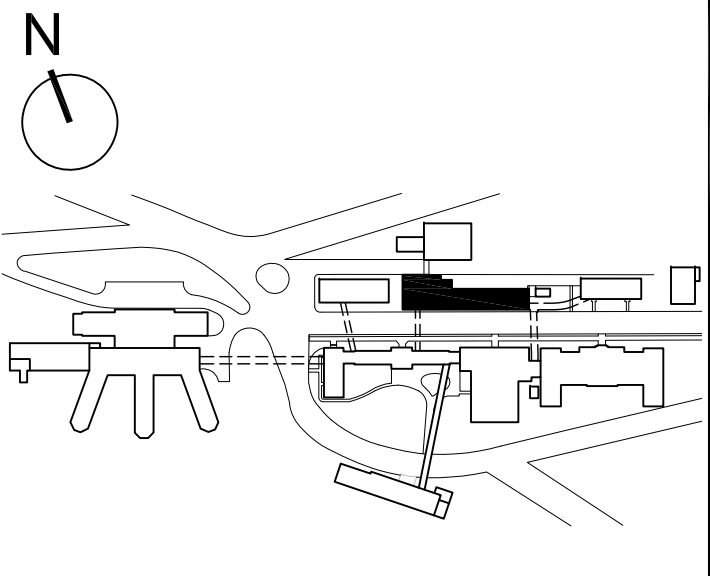
Drawing Number:
A1.11
Drawing 031 of 227



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0I
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS

**Office of Planning
Design and Construction**

**McCormack Building
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Boston MA 02108
617 727 4050
www.mass.gov/cam**



Project Name:
**Chelsea
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Fire Alarm, Life Safety and
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DCAM Project Number
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Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
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Site Number: CHE00
CAMIS Number: 552CHE0050
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:
**Second Floor Plan -
Laundry Building**

Drawing Number:
A1.2I
Drawing 032 of 227



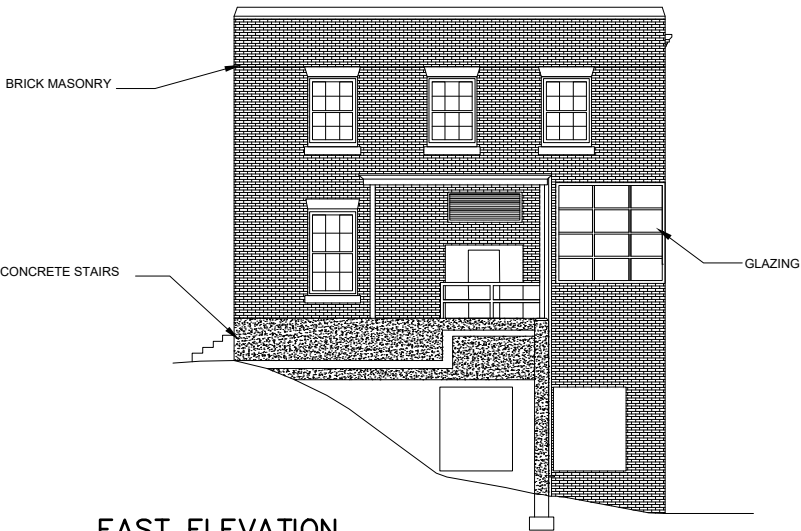
REAR ELEVATION

GARAGE DOOR



FRONT ELEVATION

WOOD FRAME



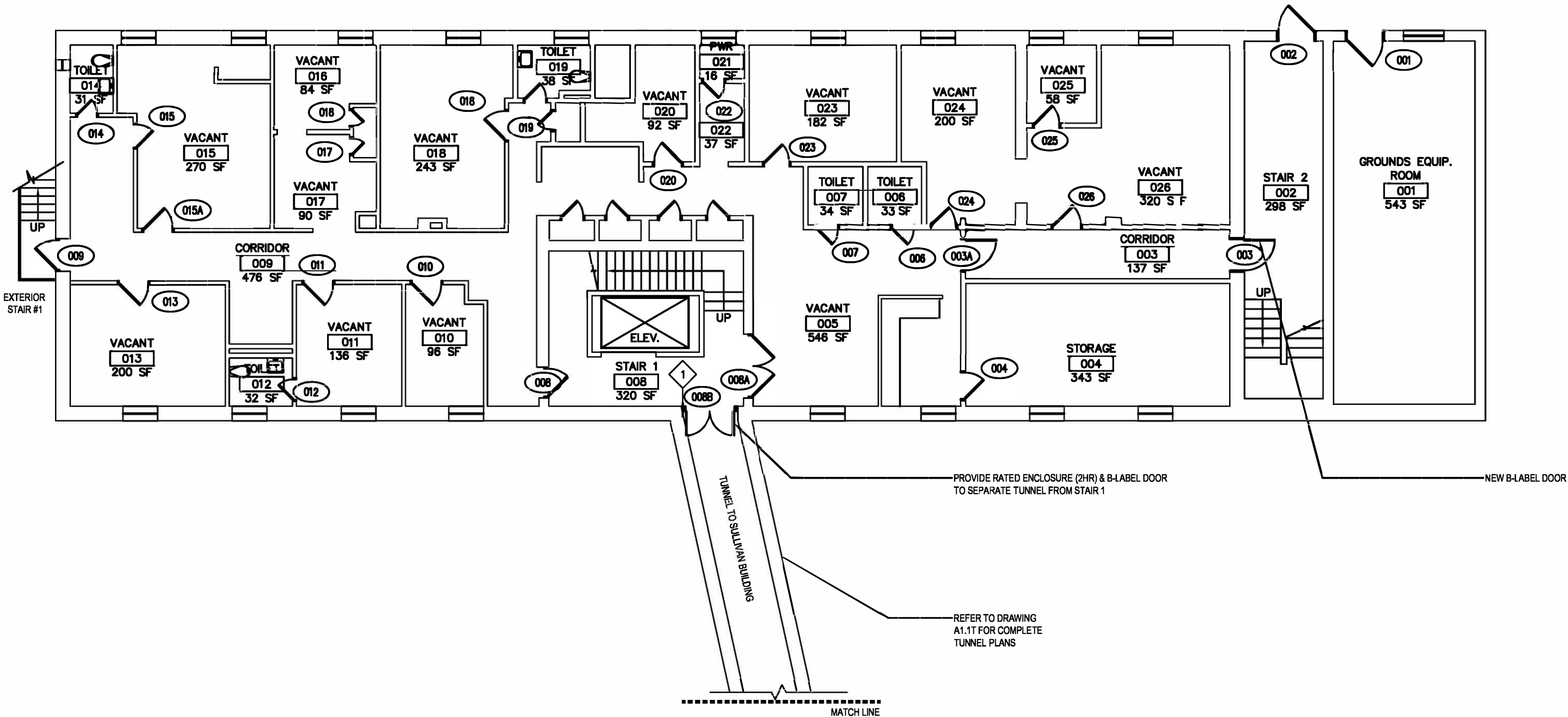
EAST ELEVATION

BRICK MASONRY

CONCRETE STAIRS

GLAZING

Sargent Hall



NOTE
WORK IN SARGENT HALL
WAS DELETED FROM THE
PROJECT SCOPE

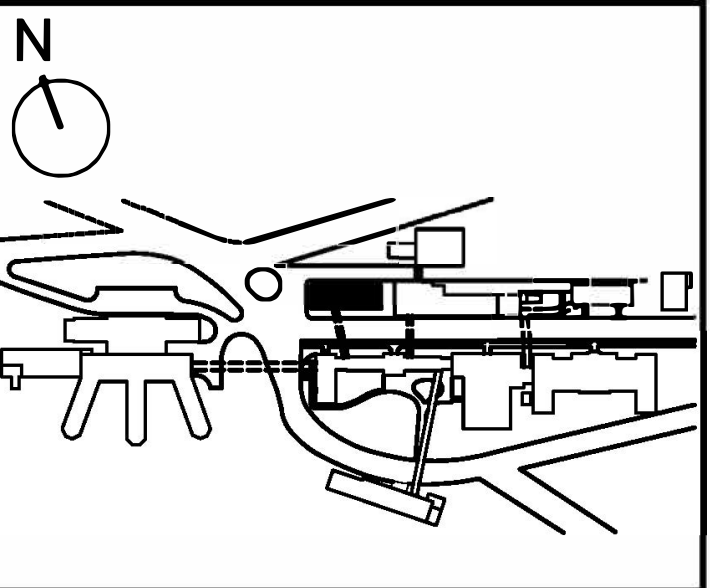


PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0sa
NEW RATED ENCLOSURES WHERE
INDICATED.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS

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Project Name:
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DCAM Project Number
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Project Location
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Waltham, MA 02452-5769
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Civil Engineer:
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188 Lincoln Street, Suite 300
Boston, MA 02111-0408
T: (617) 386-0068
F: (617) 386-0072

Site Number: CHE00
CAMIS Number: 552CHE0070
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions		
No.	Description	Date
1	Addendum #1	02/03/12
2	Addendum #2	02/16/12
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XX	XXXXXXXXXXXXXXXX	MM/DD/YY
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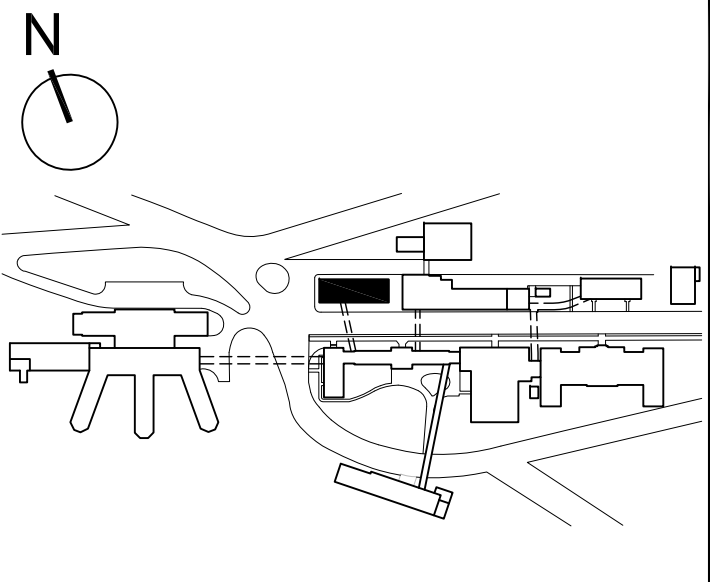
Plan Name:
**Basement Plan -
Sargent Hall**

Drawing Number:
A1.0sa
Drawing 039 of 227

**Office of Planning
Design and Construction**

**McCormack Building
One Ashburton Place
Boston MA 02108**

**617 727 4050
www.mass.gov/cam**



Project Name:
**Chelsea
Soldiers' Home**

Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

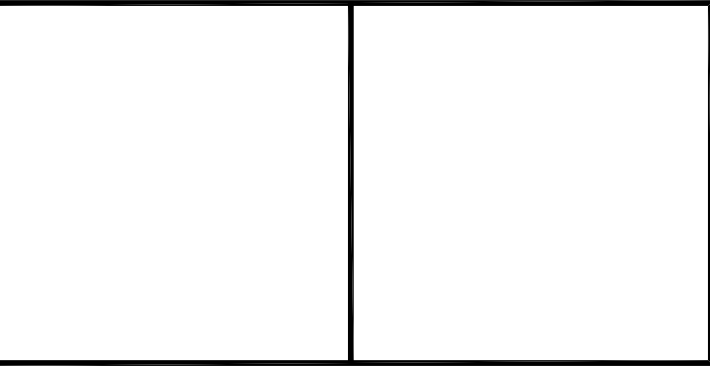
Project Architect

Project No.: 31001.00

Project Consultants
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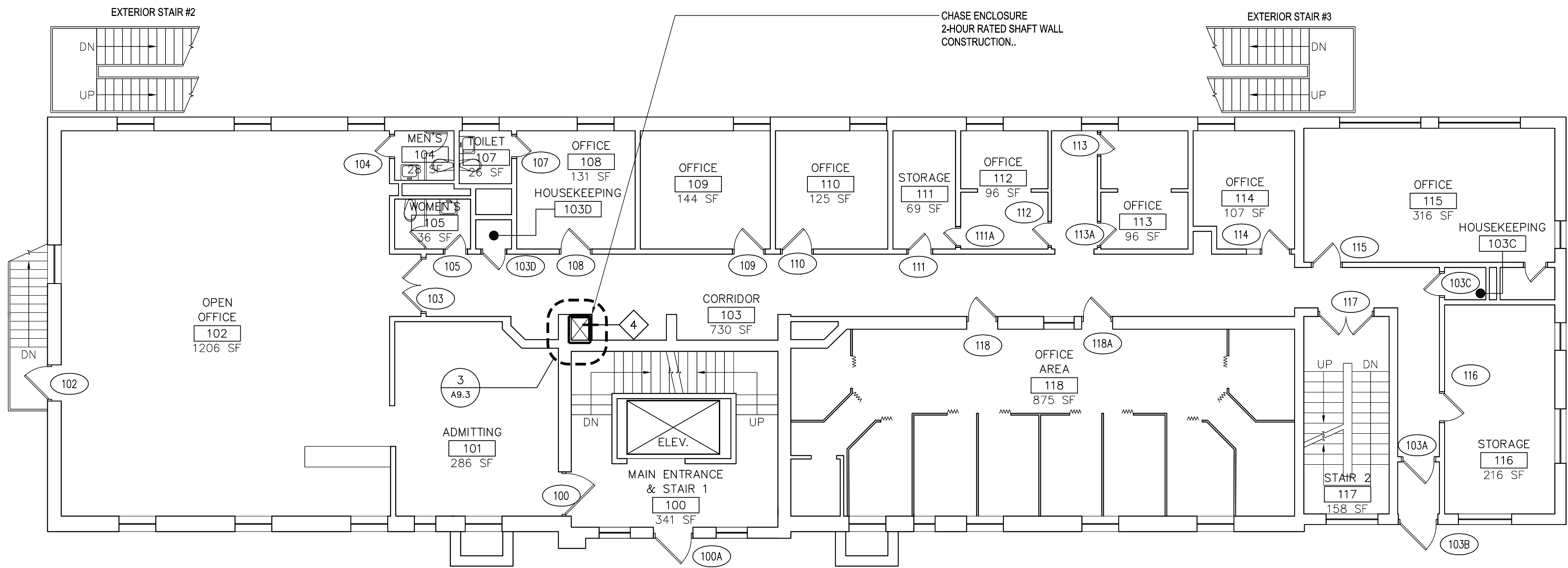
Site Number: CHE00
CAMIS Number: 552CHE0070
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

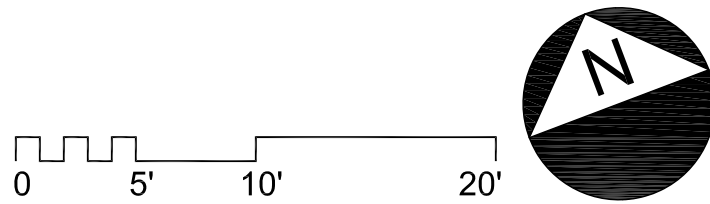
Revisions No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:
**First Floor Plan -
Sargent Hall**

Drawing Number:
A1.1sa
Drawing 040 of 227

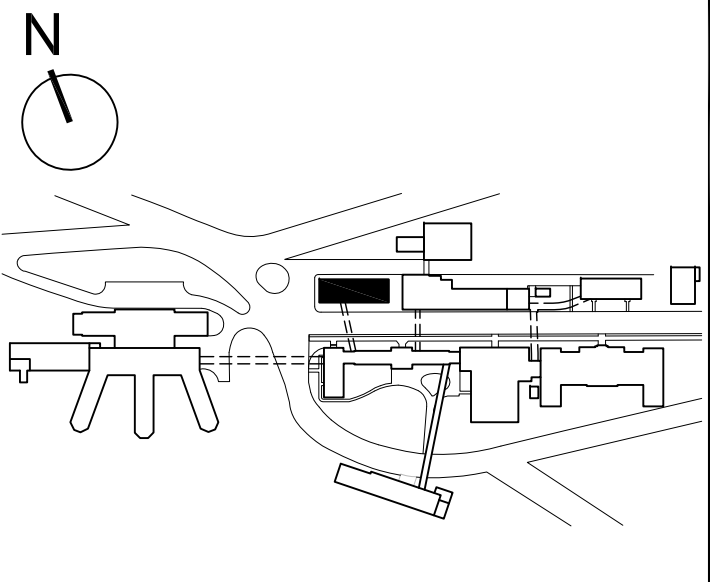


**PHASE 2
SCOPE OF WORK INCLUDES:**
**ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0sa
NEW RATED ENCLOSURES WHERE
INDICATED.**
**FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS**



Office of Planning
Design and Construction

McCormack Building
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Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
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Upgrades

DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

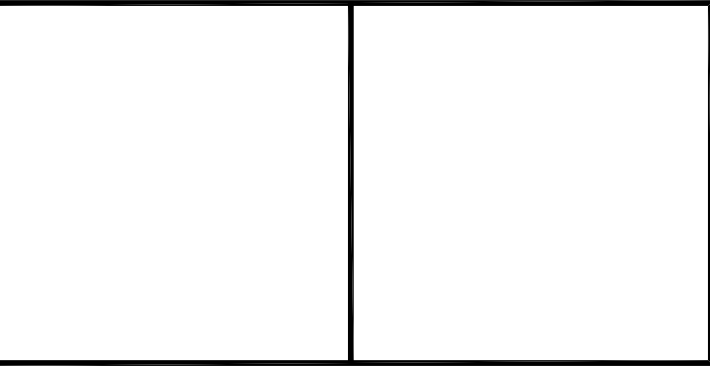
Project Architect

Project No.: 31001.00

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186 Lincoln Street, Suite 200
Boston, MA 02111-2403
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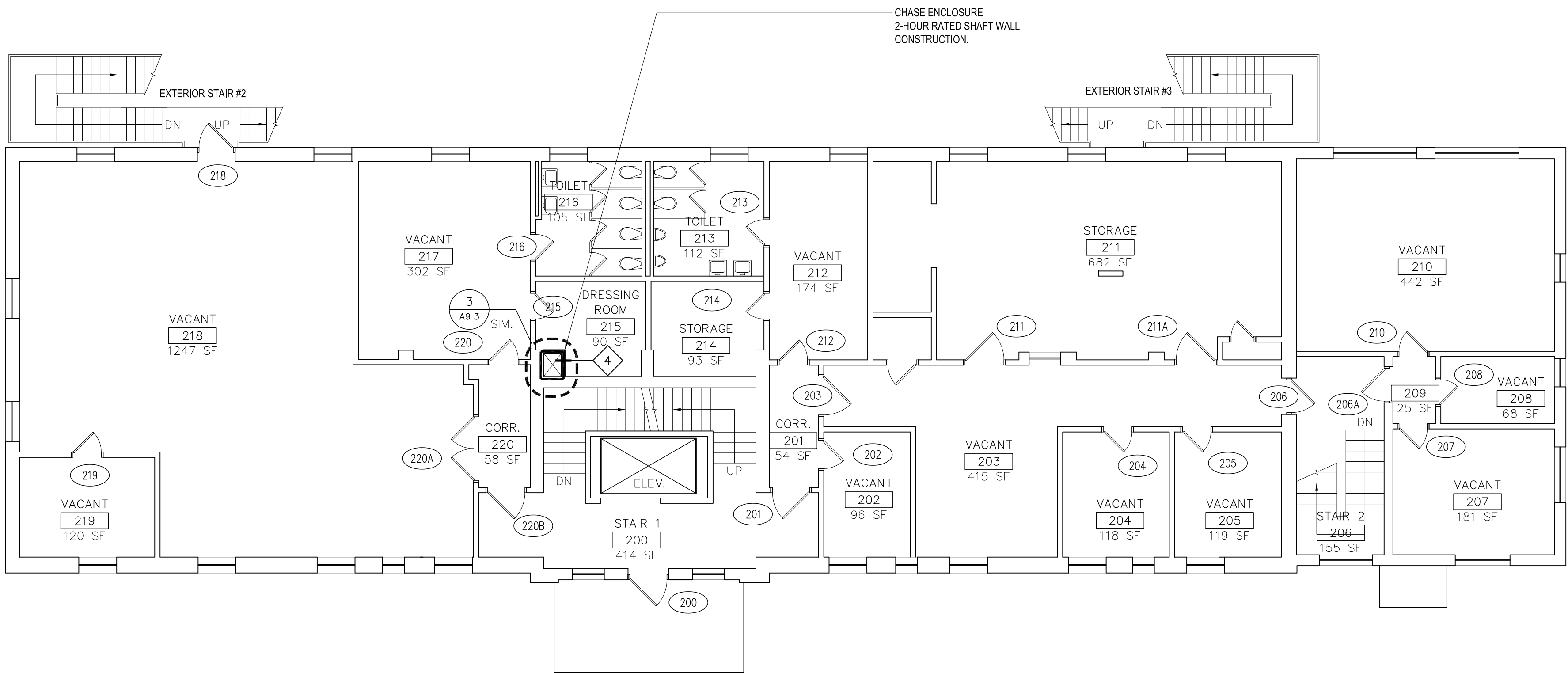
Site Number: CHE00
CAMIS Number: 552CHE0070
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

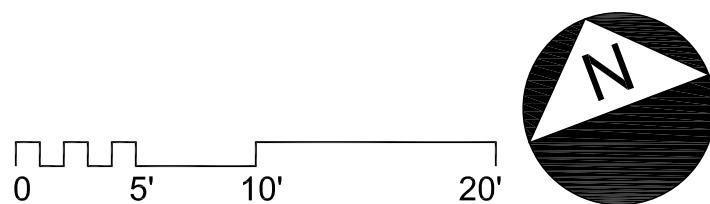
No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:
**Second Floor Plan -
Sargent Hall**

Drawing Number:
A1.2sa
Drawing 041 of 227

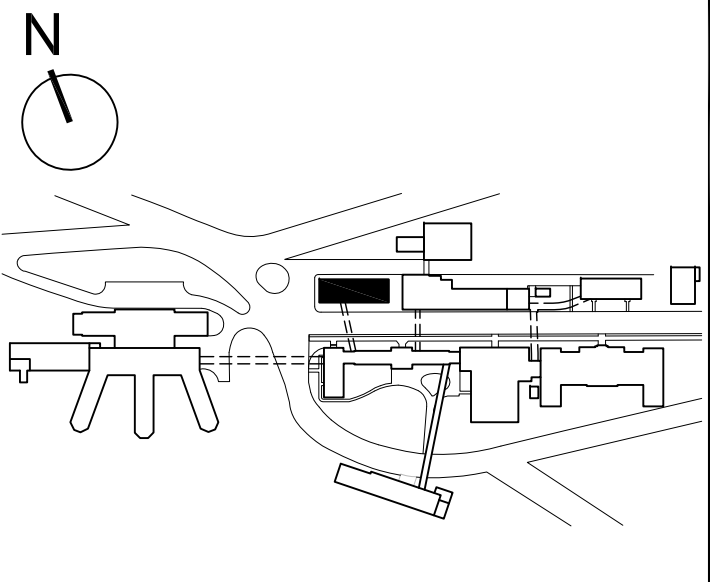


PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE DWG. A9.0sa
NEW RATED ENCLOSURES WHERE
INDICATED.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



**Office of Planning
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Boston MA 02108**
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Project Name:
**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

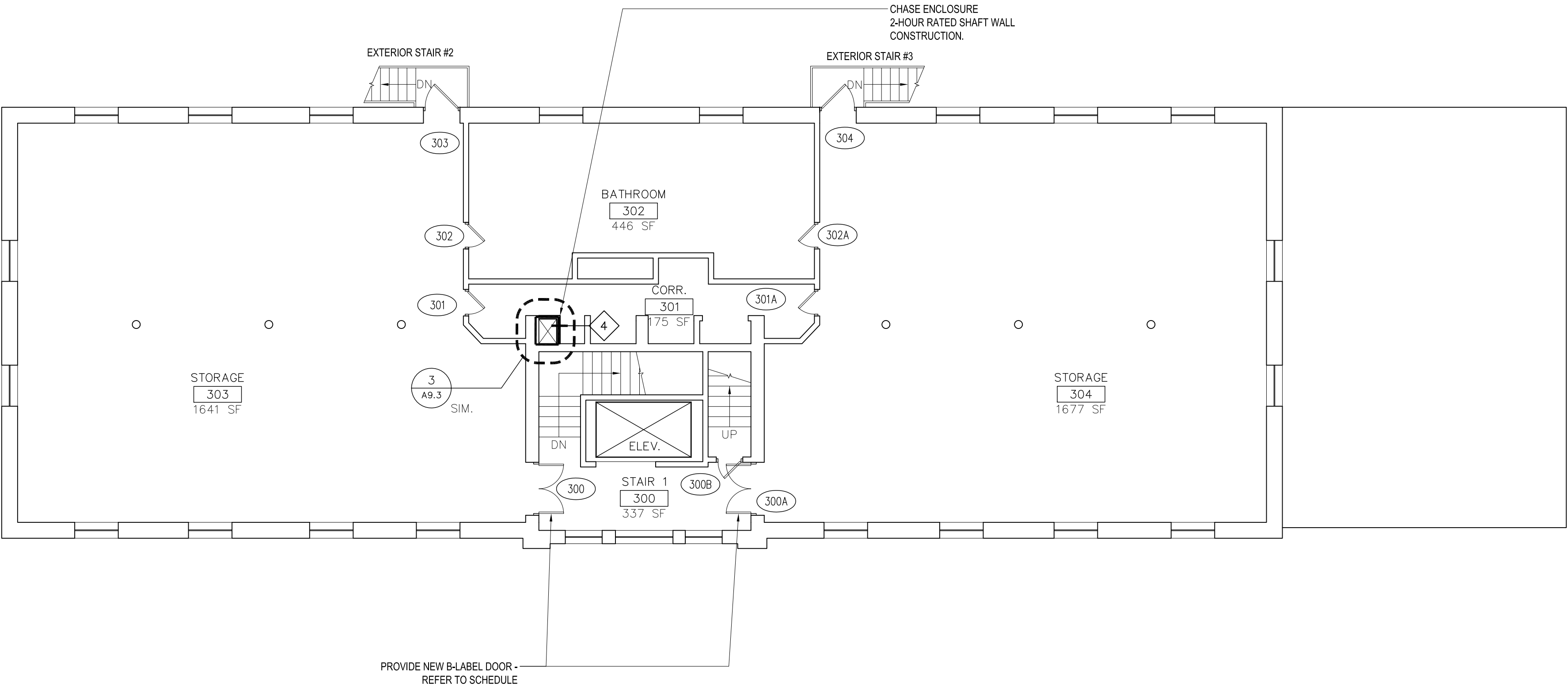
Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
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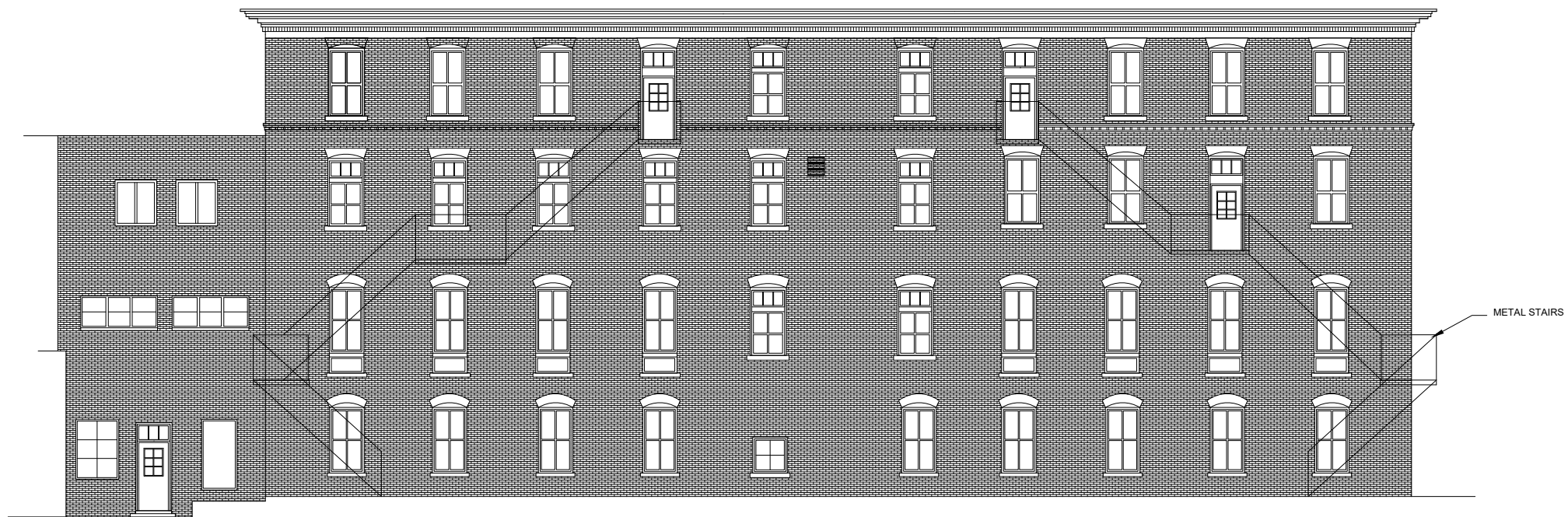
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
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Civil Engineer:
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www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0063
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PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0sa
NEW RATED ENCLOSURES WHERE
INDICATED.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS

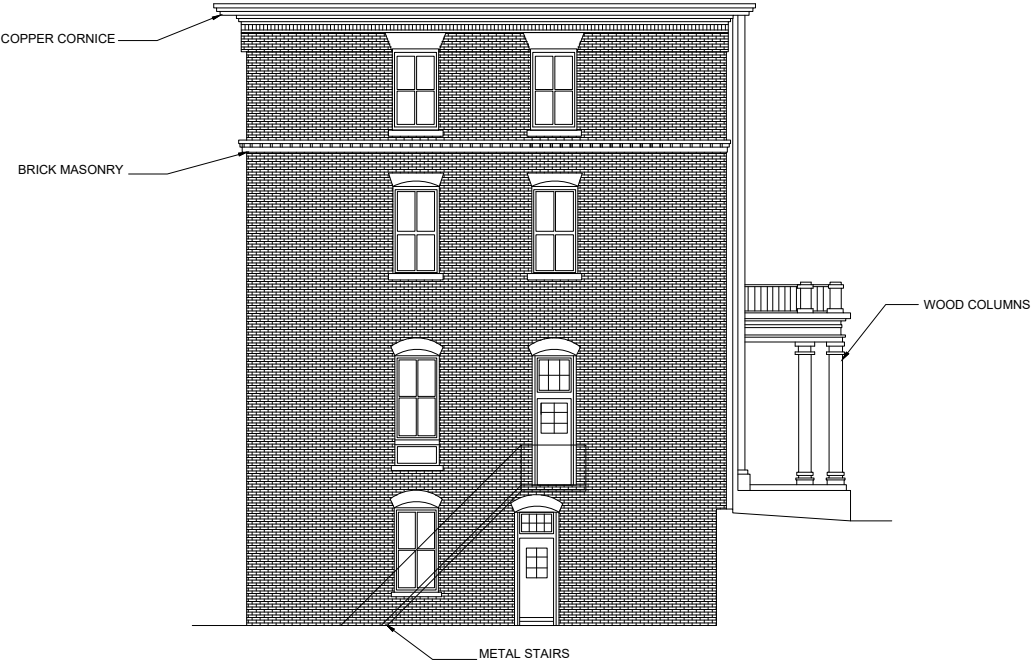




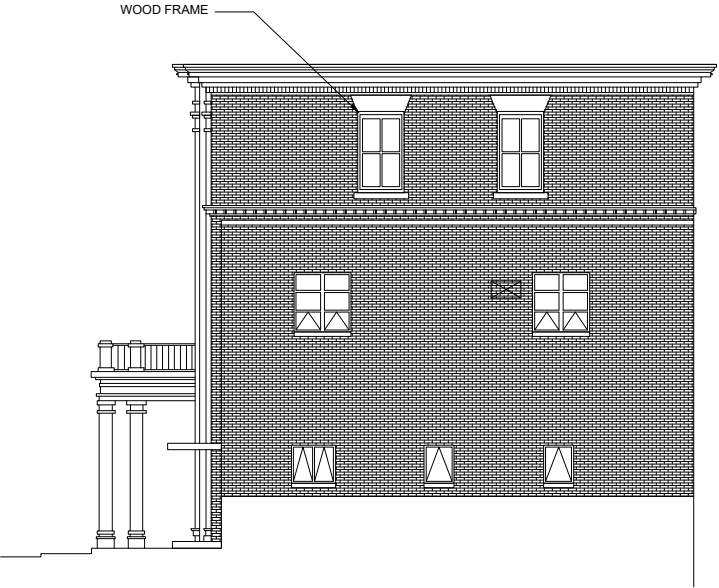
NORTH ELEVATION



SOUTH ELEVATION

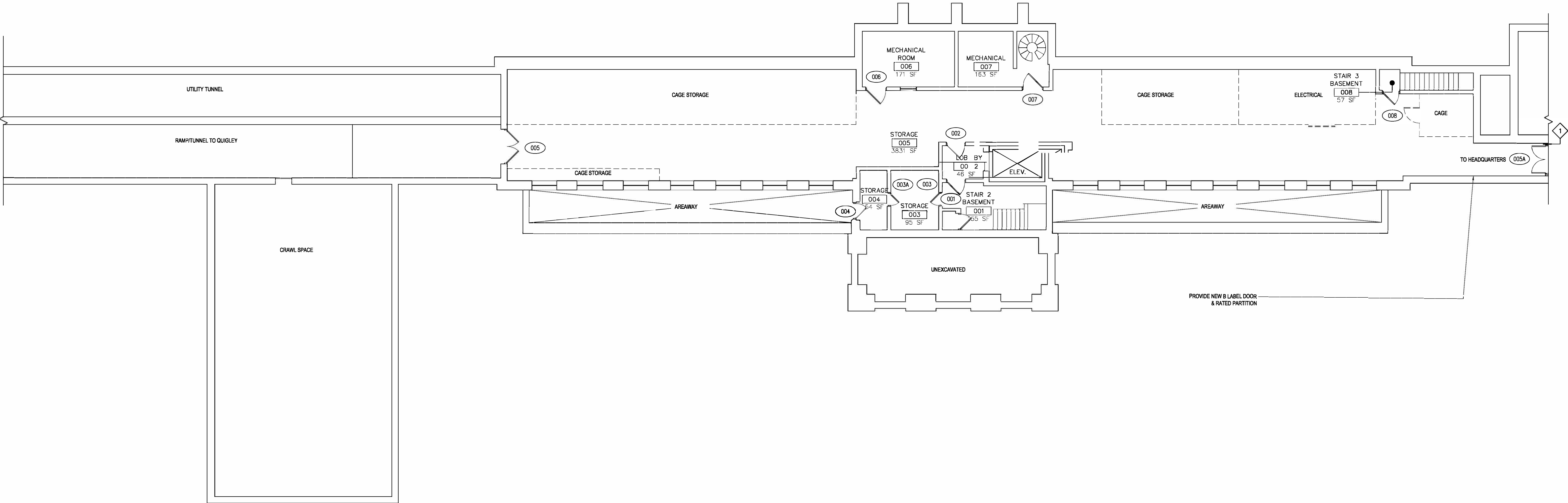


WEST ELEVATION

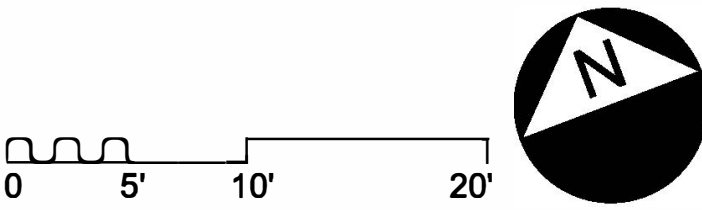


EAST ELEVATION

Sullivan Building



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
A9.0su
NEW RATED PARTITIONS
WHERE INDICATED.
FA/FP/ELEC: COORD. W/CONSULTANT'S DRAWINGS



Division of Capital Asset Management
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Building for the Commonwealth

**Office of Planning
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**McCormack Building
One Ashburton Place
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N

Project Name:

**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:

Bard, Rao + Athanas
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F: (617) 336-6472

Site Number: CHE00

CAMIS Number: 552CHE0040

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

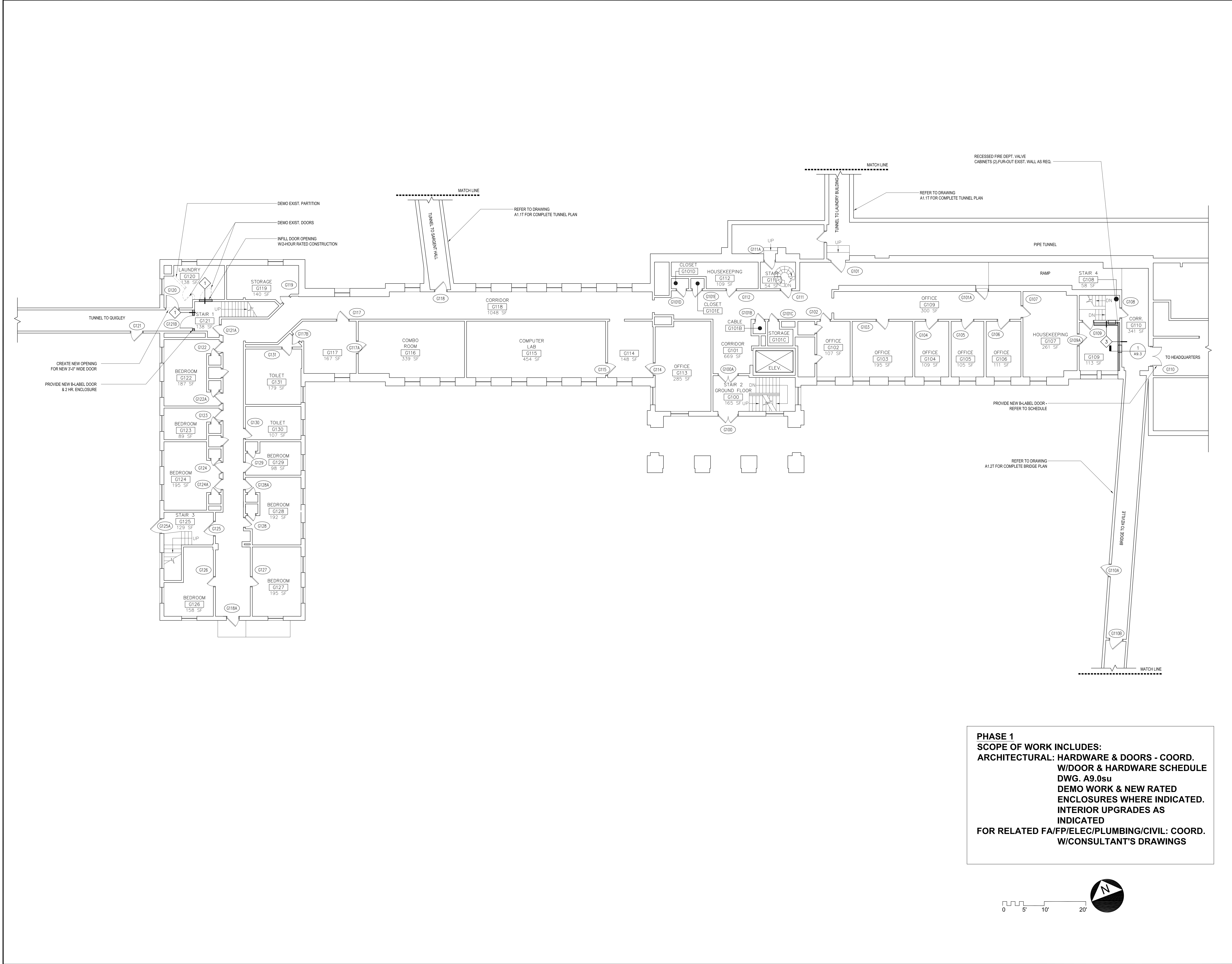
No.	Description	Date
01	Record Drawings	12/20/16

Plan Name:

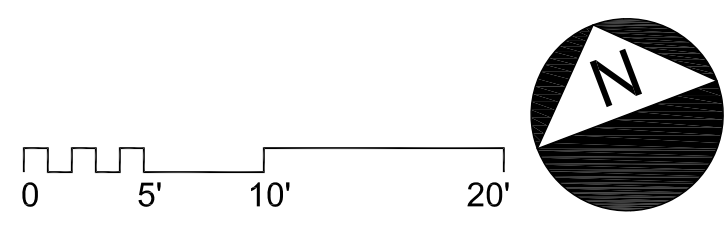
**Basement Plan -
Sullivan Building**

Drawing Number:

A1.0su
Drawing 043 of 227



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0su
DEMO WORK & NEW RATED
ENCLOSURES WHERE INDICATED.
INTERIOR UPGRADES AS
INDICATED
FOR RELATED FA/FP/ELEC/PLUMBING/CIVIL: COORD.
W/CONSULTANT'S DRAWINGS



Division of Capital Asset Management
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Building for the Commonwealth

Office of Planning
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N

Project Name:
Chelsea Soldiers' Home
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

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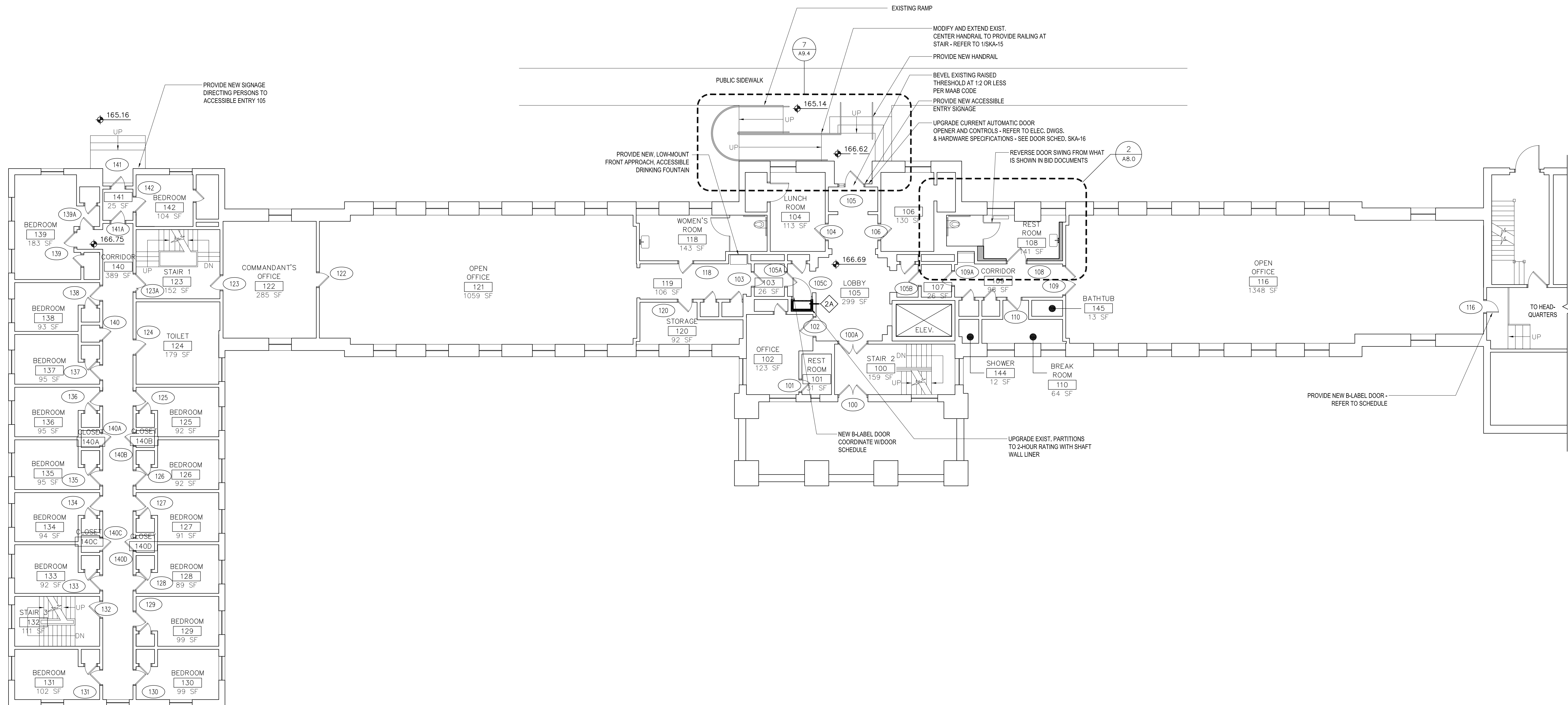
Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

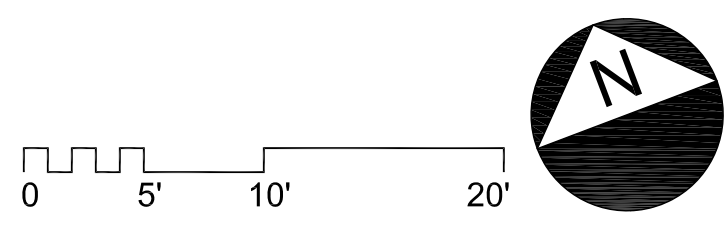
Revisions
No. Description Date
01 Record Drawings 12/20/16

Plan Name:
**Ground Floor Plan -
Sullivan Building**

Drawing Number:
A1.1su
Drawing 044 of 227



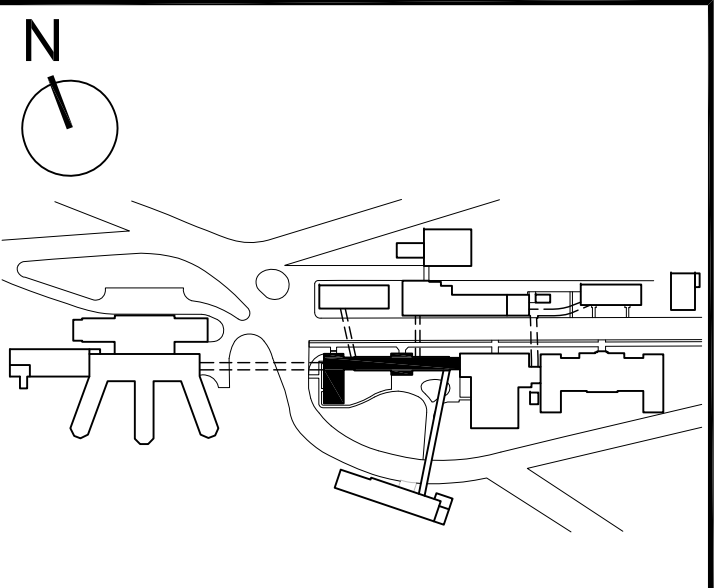
PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
DWG. A9.0su
DEMO WORK & NEW RATED
ENCLOSURES WHERE INDICATED.
INTERIOR UPGRADES AS
INDICATED
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W/CONSULTANT'S DRAWINGS



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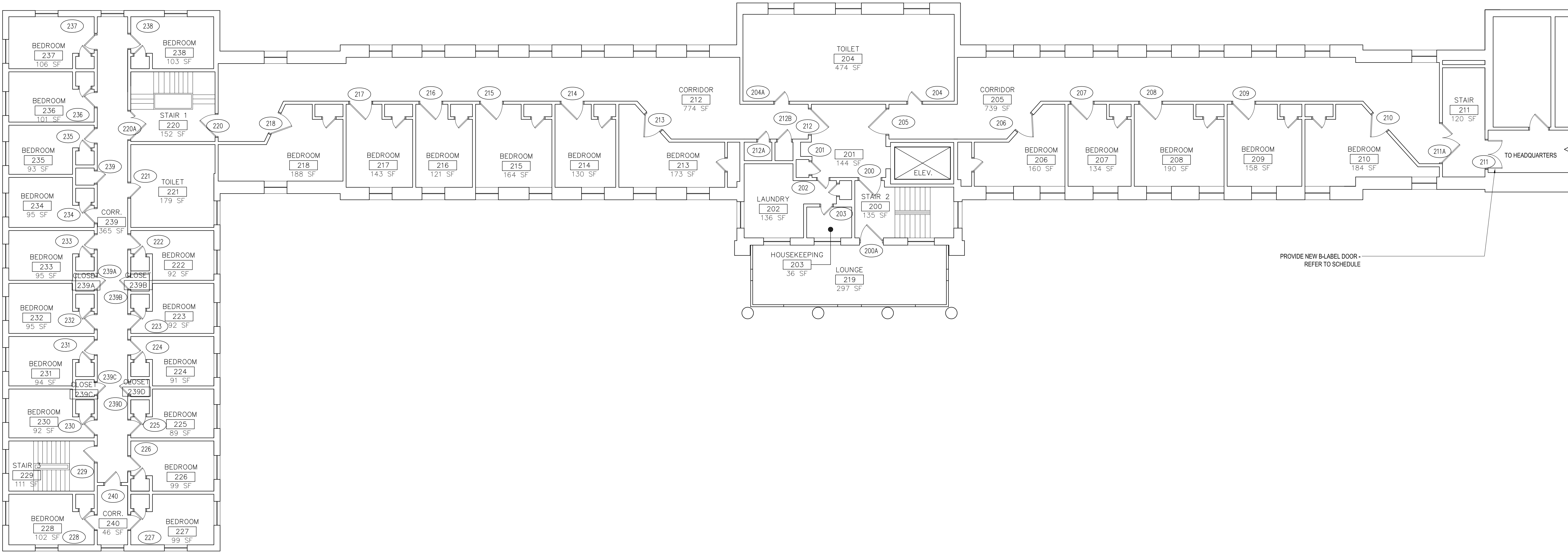
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CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

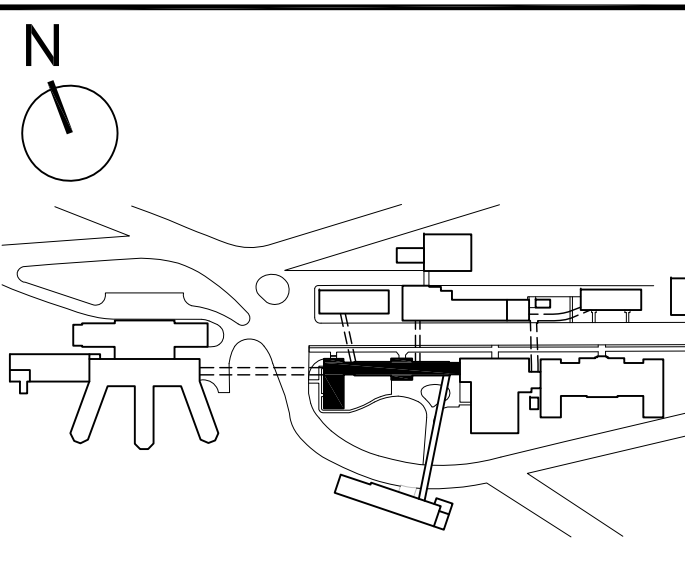
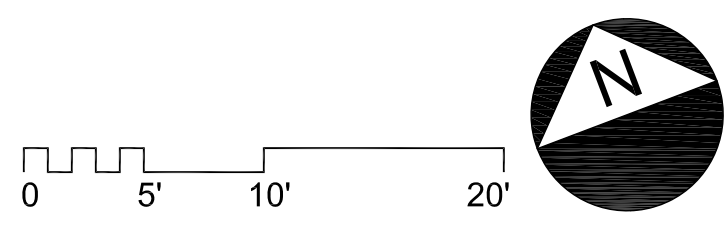
Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
**First Floor Plan -
Sullivan Building**

Drawing Number:
A1.2su
Drawing 045 of 227



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS- COORD.
W/DOOR & HARDWARE SCHEDULE
A9.0su.
FA/FP/ELEC: COORD. W/CONSULTANT'S DRAWINGS



Project Name:
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Fire Alarm, Life Safety and
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DCAM Project Number
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F: (617) 338-6472

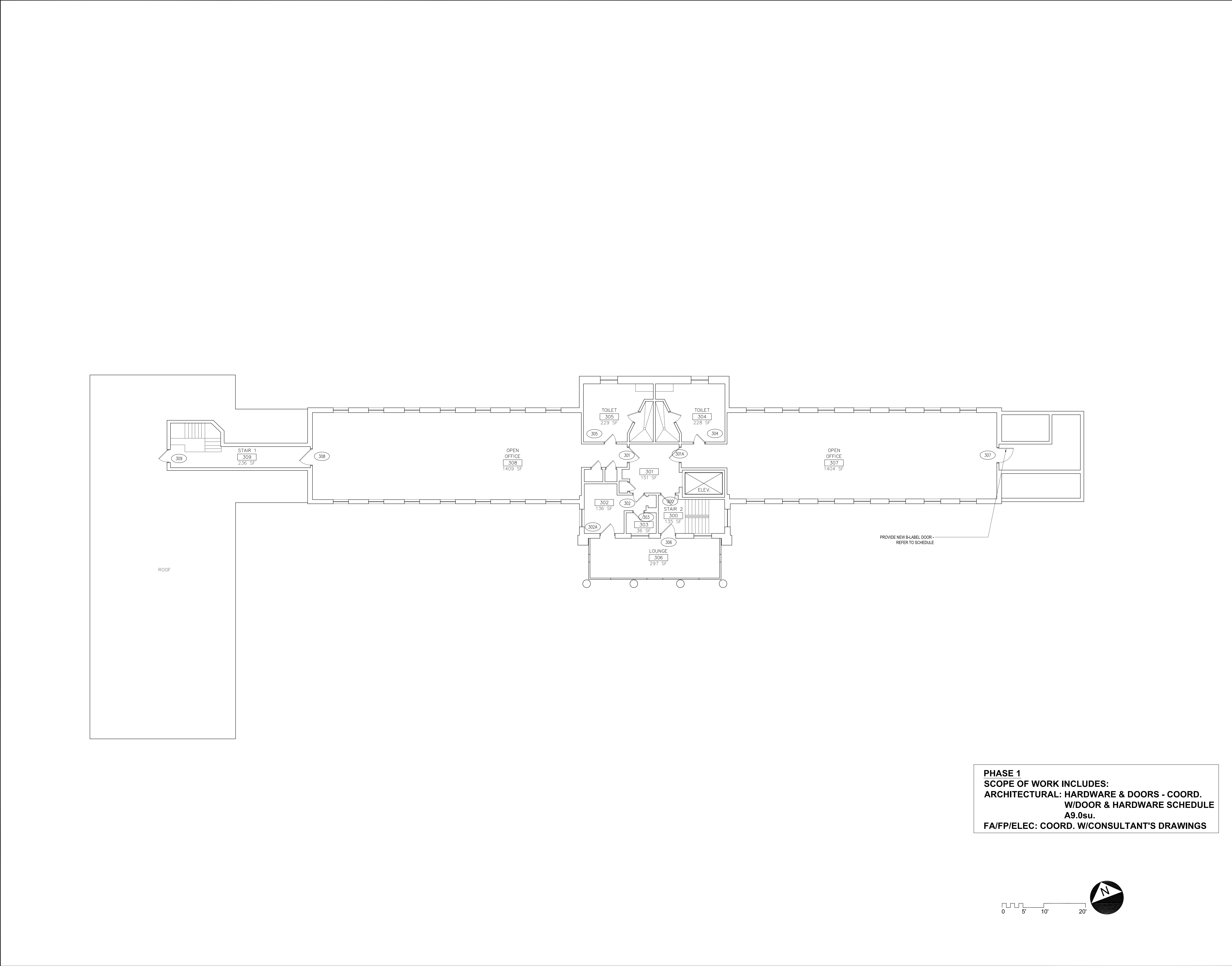
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CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
**Second Floor Plan -
Sullivan Building**

Drawing Number:
A1.3su
Drawing 046 of 227



PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE & DOORS - COORD.
W/DOOR & HARDWARE SCHEDULE
A9.0su.
FA/FP/ELEC: COORD. W/CONSULTANT'S DRAWINGS

Division of Capital Asset Management
D · C · A · M
Building for the Commonwealth

**Office of Planning
Design and Construction**

McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam

N

Project Name:

**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:

Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Watertown, MA 02472-5789
tel 617.254.0016 fax 617.524.9339
www.brausa.com

Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Blyfield, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com

Civil Engineer:

www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0083
F: (617) 338-6472

Site Number: CHE00

CAMIS Number: 552CHE0040

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

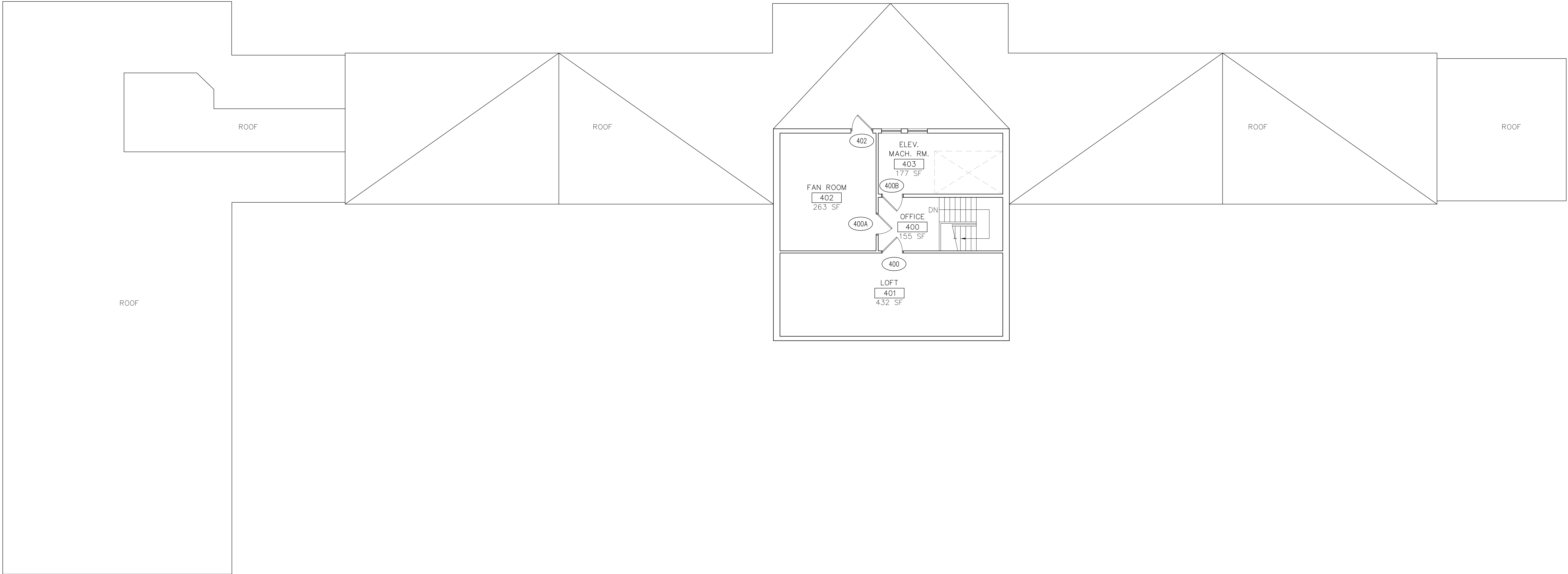
No.	Description	Date
01	Record Drawings	12/20/16

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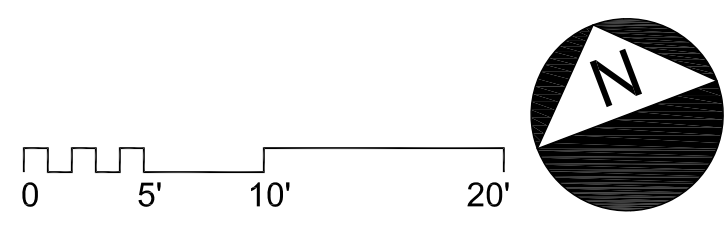
**Third Floor Plan -
Sullivan Building**

Drawing Number:

A1.4su
Drawing 047 of 227



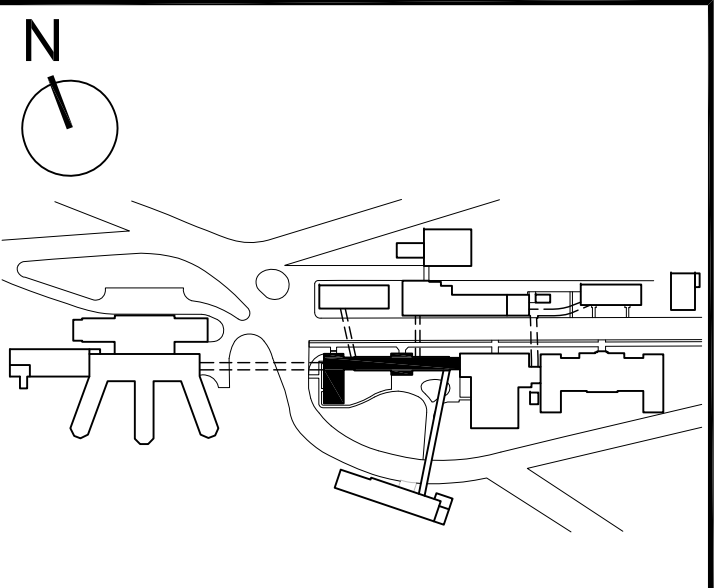
PHASE 1
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE A9.0su.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Division of Capital Asset Management
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Project Name:
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Upgrades
DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

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tel 617.254.0016 fax 617.524.9339
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Boston, MA 02111-2403
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F: (617) 338-6472

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Site Number: CHE00
CAMIS Number: 552CHE0040
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions		Date
No.	Description	
01	Record Drawings	12/20/16

Plan Name:
**Penthouse Plan -
Sullivan Building**

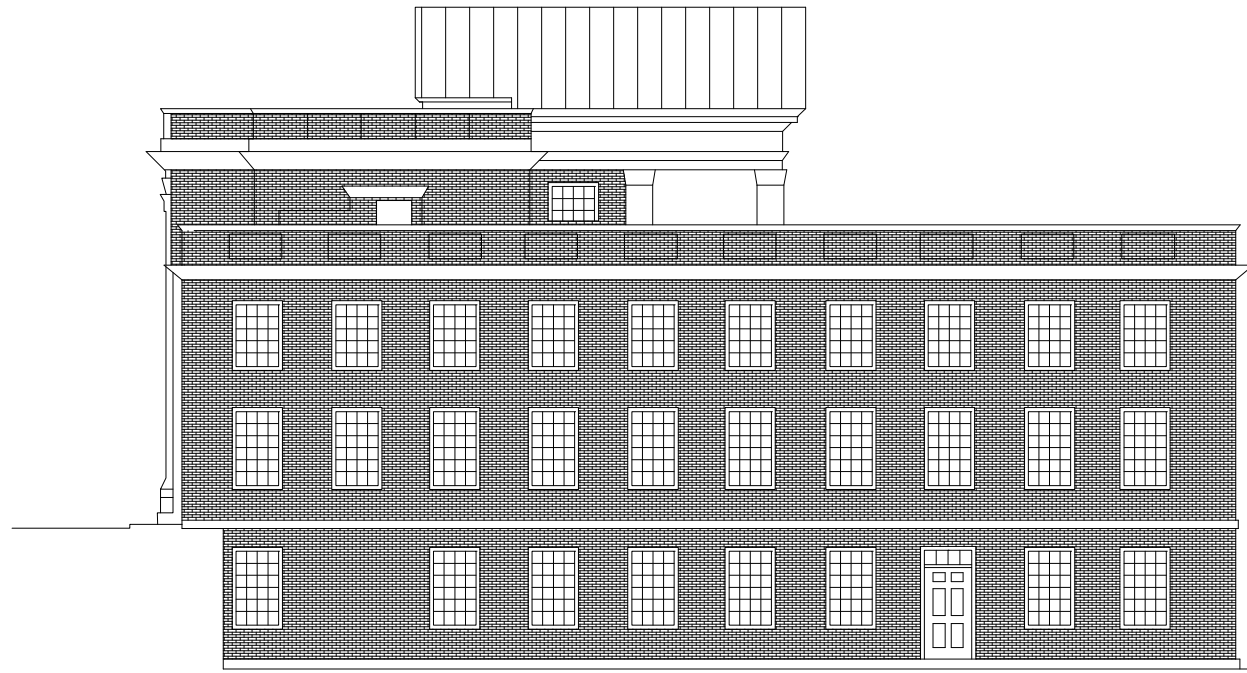
Drawing Number:
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Drawing 048 of 227



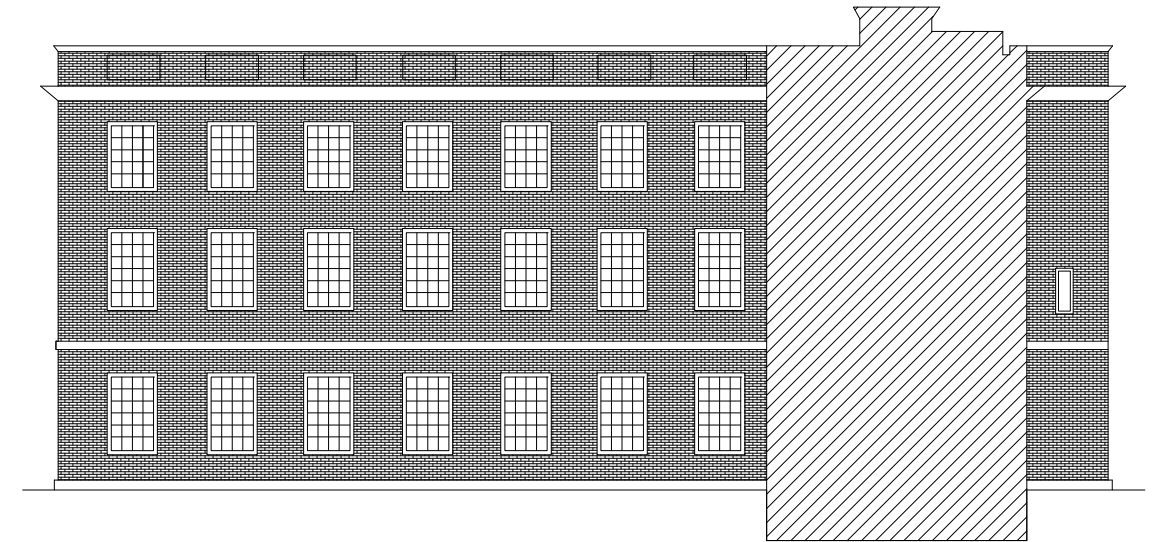
NORTH ELEVATION



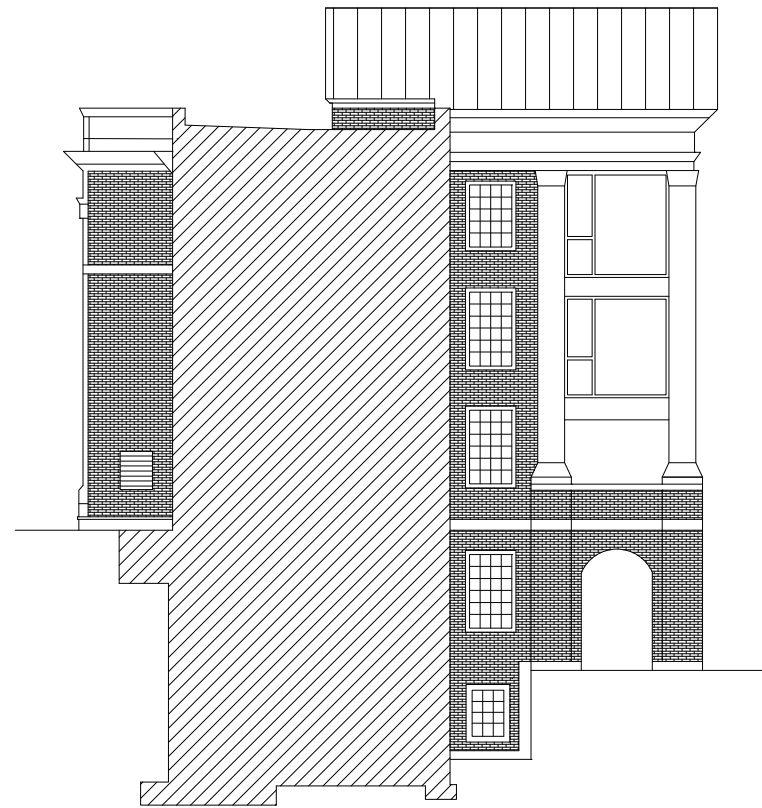
SOUTH ELEVATION



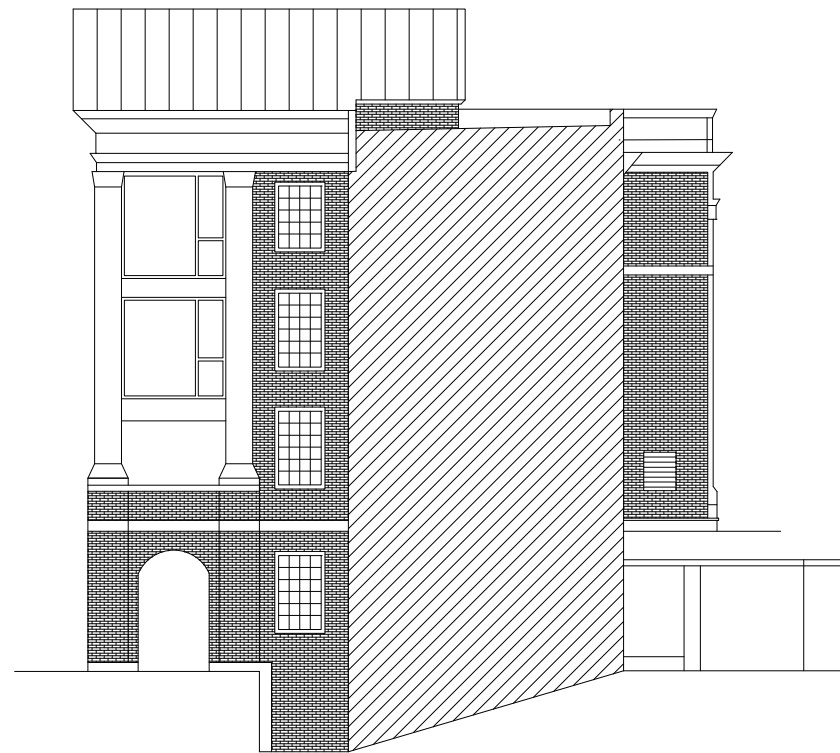
WEST ELEVATION



EAST ELEVATION

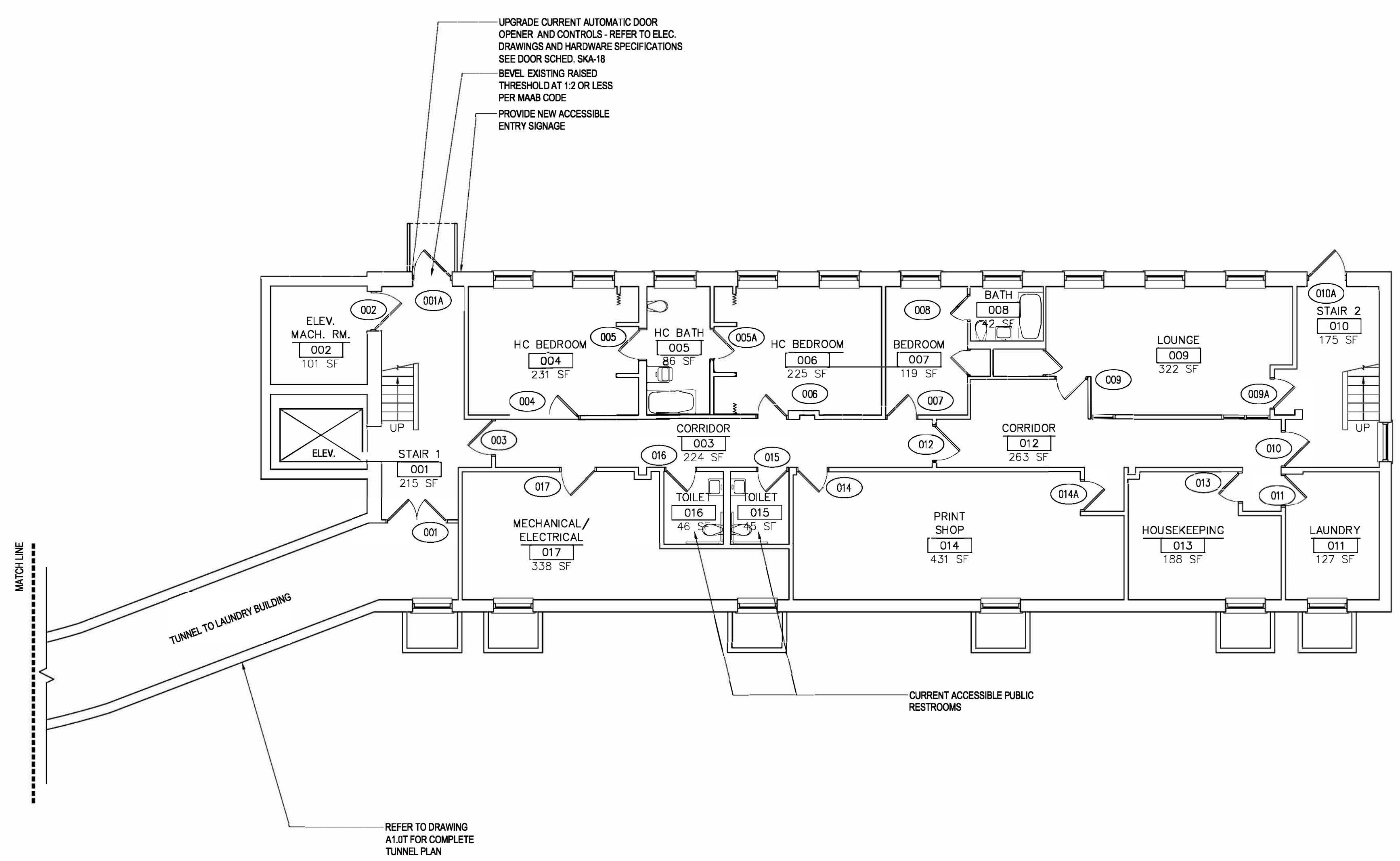


PARTIAL WEST ELEVATION

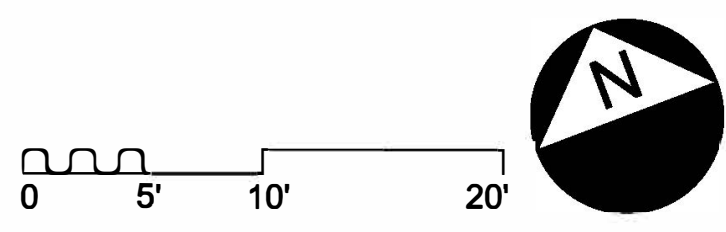


PARTIAL EAST ELEVATION

Williams House



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR & HARDWARE SCHEDULE A9.0w.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S DRAWINGS



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Building for the Commonwealth

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Project Name:

**Chelsea
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Fire Alarm, Life Safety and
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Upgrades
DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
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Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:

Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
311 Arsenal Street
Waltham, MA 02422-5769
tel 617.254.0016 fax 617.924.9339
www.brsai.com
Fire Protection Engineer:
FERNANDEZ & ASSOCIATES
FIRE PROTECTION ENGINEERS
63 Larkin Road
Burlington, Massachusetts 01922
Telephone 978-499-0172
Fax 978-465-1371
Website: www.fernandezassoc.com
Civil Engineer:

www.nitscheng.com
188 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 336-0063
F: (617) 336-6472

Site Number: CHE00

CAMIS Number: 552CHE0120

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions

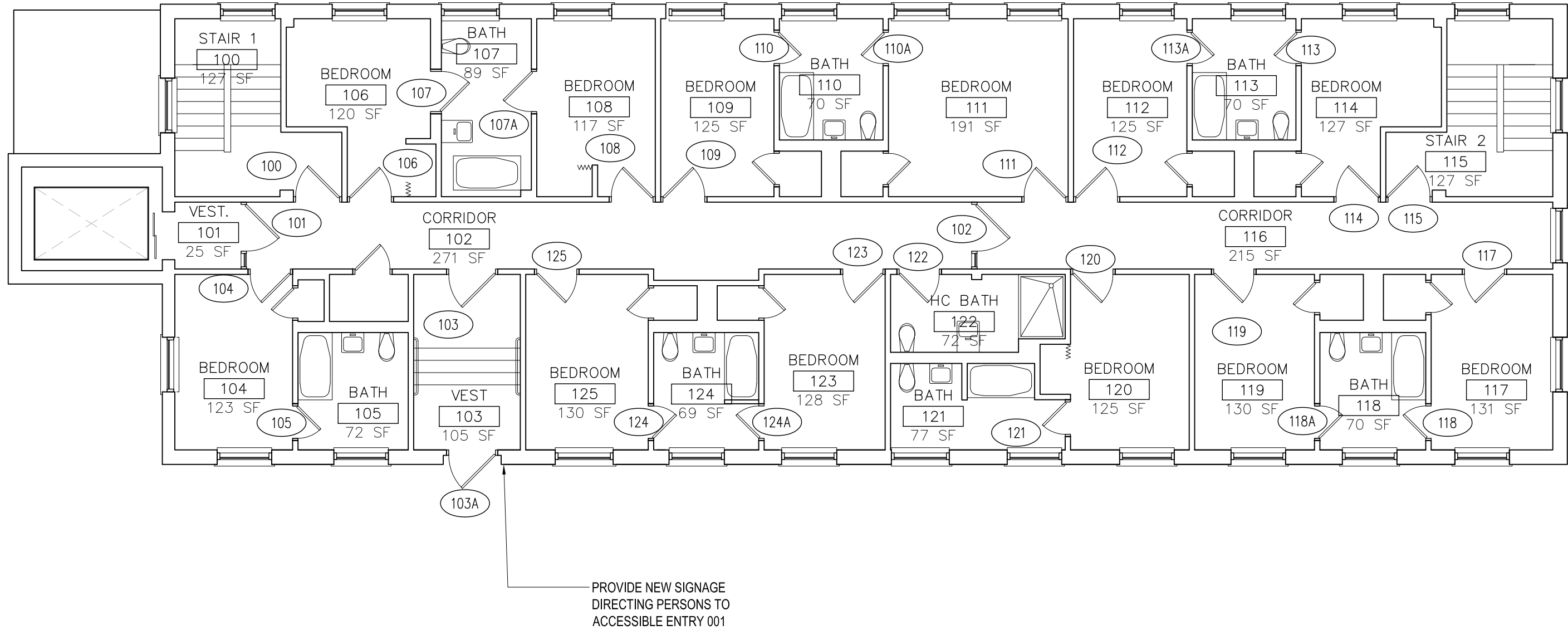
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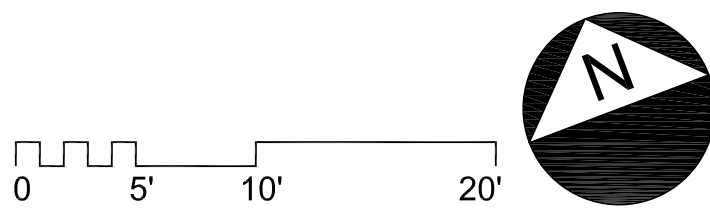
**Basement Plan -
Williams House**

Drawing Number:

A1.0w
Drawing 052 of 227



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE A9.0w.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Division of Capital Asset Management
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Building for the Commonwealth

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Project Name:

Chelsea
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Fire Alarm, Life Safety and
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Upgrades

DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

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Project No.: 31001.00

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www.nitscheng.com
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T: (617) 338-0063
F: (617) 338-6472

Site Number: CHE00

CAMIS Number: 552CHE0120

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

No.	Description	Date
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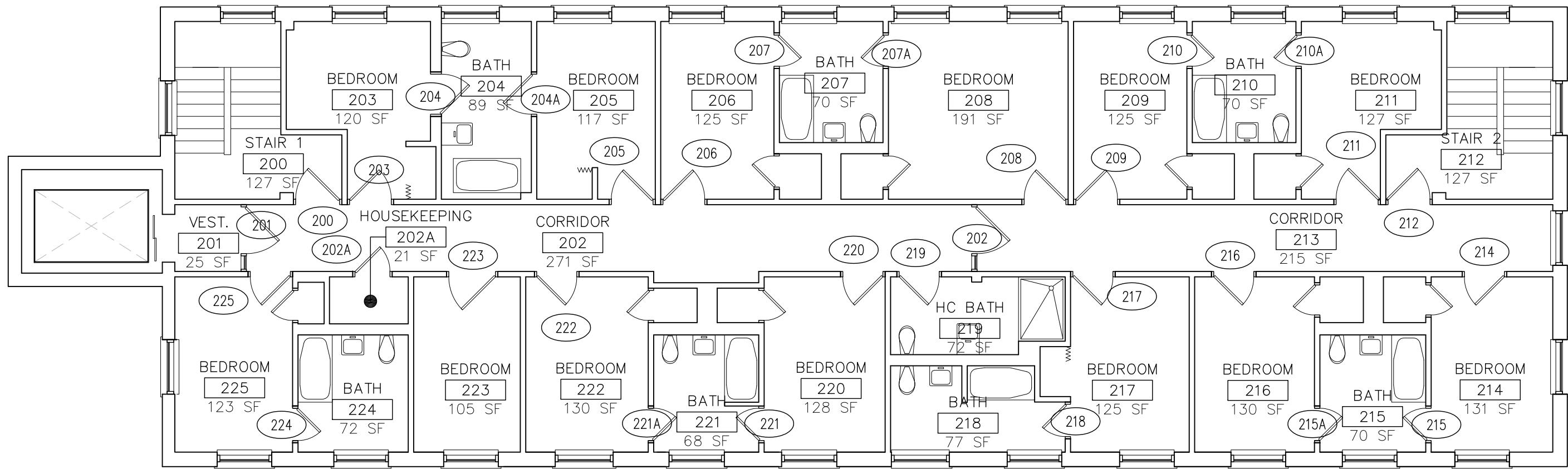
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First Floor Plan -
Williams House

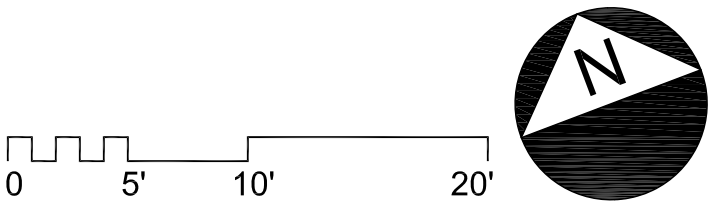
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Drawing 053 of 227

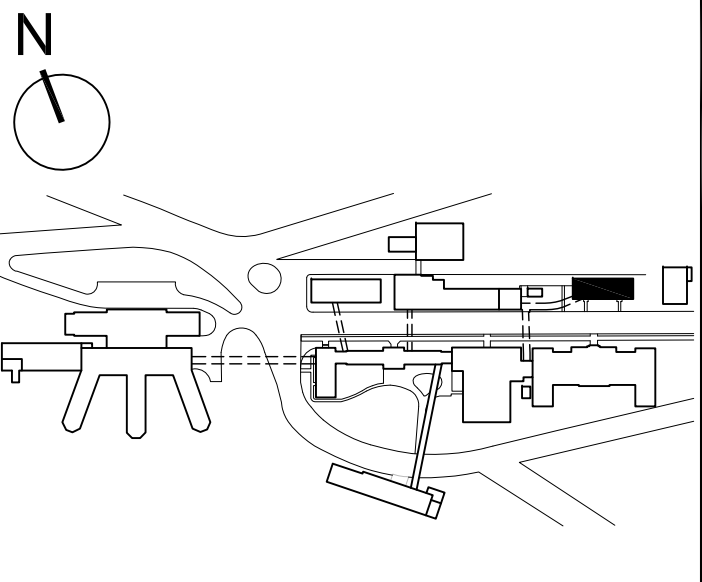


PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE A9.0w.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



**Office of Planning
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**McCormack Building
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Boston MA 02108**
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Project Name:
**Chelsea
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Fire Alarm, Life Safety and
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Upgrades

DCAM Project Number
CHE1001-HC1

Project Location
91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
Fire Protection/Life Safety Engineer:
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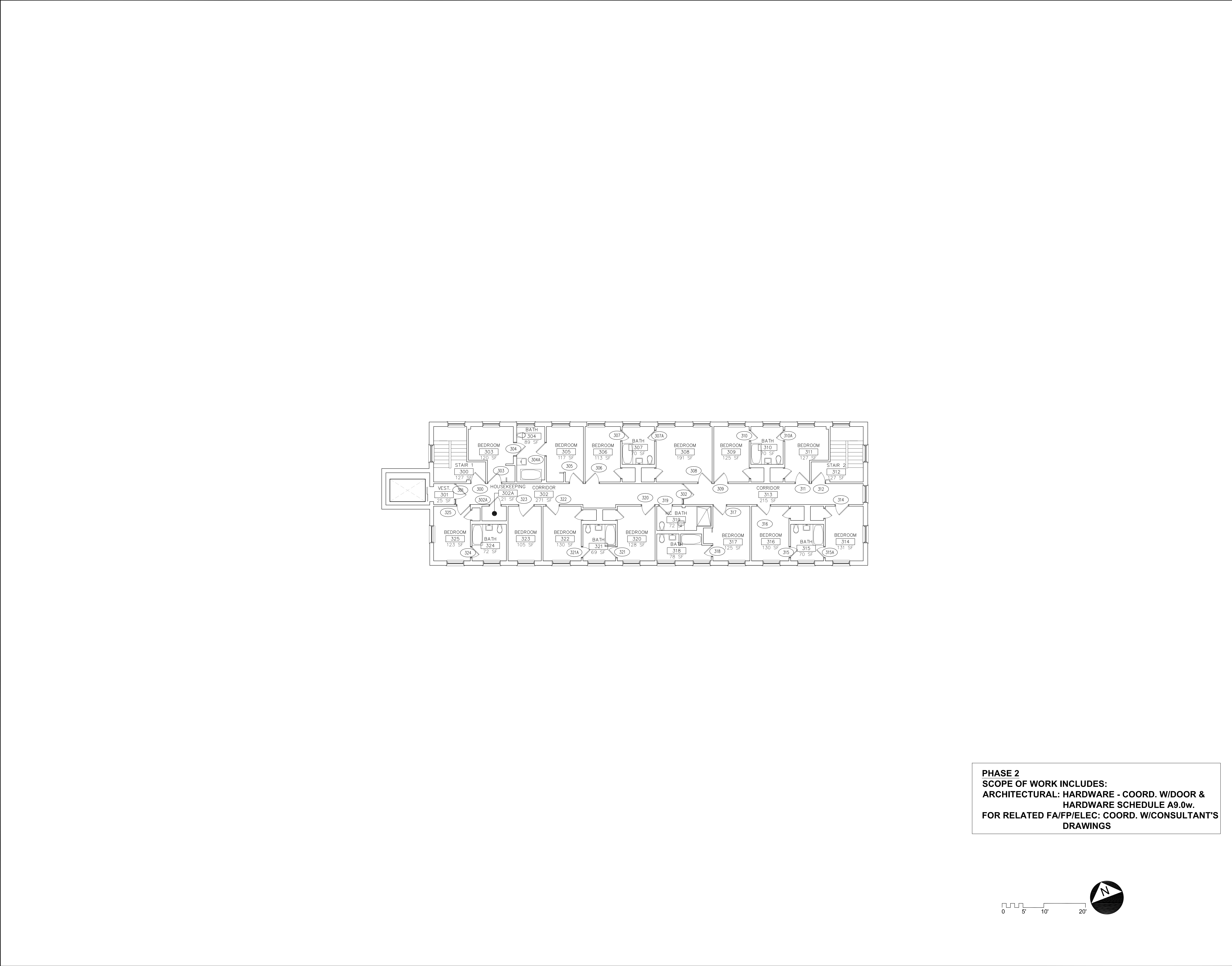
Site Number: CHE00
CAMIS Number: 552CHE0120
Building Number:
Secretariat: HHS

Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
**Second Floor Plan -
Williams House**

Drawing Number:
A1.2w
Drawing 054 of 227



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE A9.0w.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS

Division of Capital Asset Management
D · C · A · M
Building for the Commonwealth

Office of Planning
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McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
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N

Project Name:

Chelsea
Soldiers' Home

Fire Alarm, Life Safety and
Emergency Generator
Upgrades

DCAM Project Number
CHE1001-HC1

Project Location

91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants

Fire Protection/Life Safety Engineer:
ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
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Website: www.fernandezassoc.com

Civil Engineer:
Nitsch Engineering
www.nitscheng.com
186 Lincoln Street, Suite 200
Boston, MA 02111-2403
T: (617) 338-0063
F: (617) 338-6472

Site Number: CHE00

CAMIS Number: 552CHE0120

Building Number:

Secretariat: HHS

Original Issue Date

3 January, 2012 Bid Set

6 April, 2012 Permit Set

Revisions

No.	Description	Date
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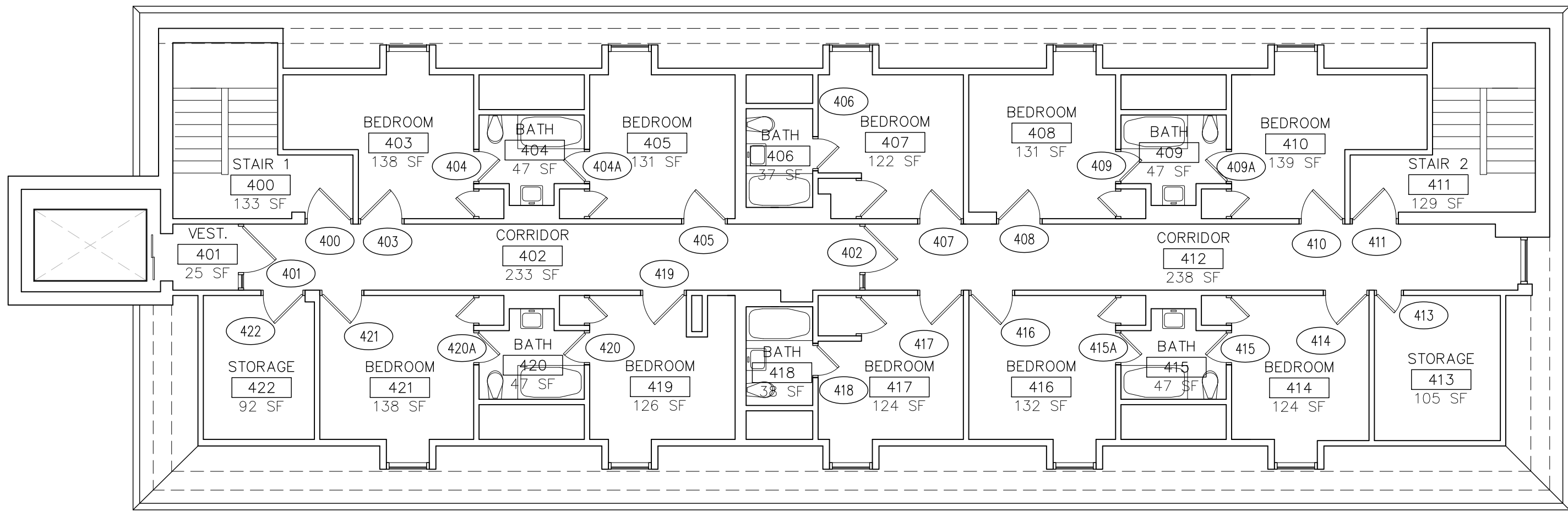
Plan Name:

Third Floor Plan -
Williams House

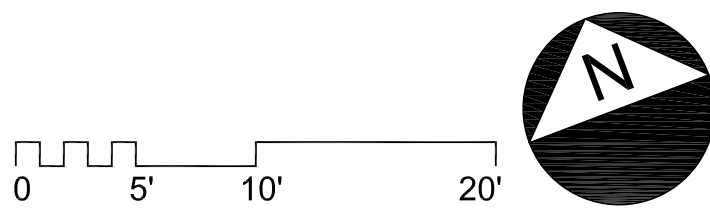
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A1.3w

Drawing 055 of 227

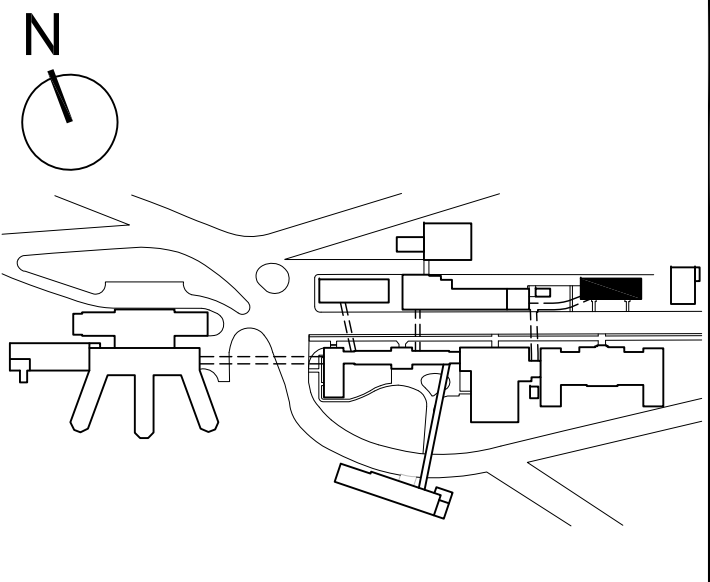


PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: HARDWARE - COORD. W/DOOR &
HARDWARE SCHEDULE A9.0w.
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



**Office of Planning
Design and Construction**

**McCormack Building
One Ashburton Place
Boston MA 02108
617 727 4050
www.mass.gov/cam**



Project Name:
**Chelsea
Soldiers' Home**
Fire Alarm, Life Safety and
Emergency Generator
Upgrades
DCAM Project Number
CHE1001-HC1

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91 Crest Ave.
Chelsea, MA 02150

Project Architect

Project No.: 31001.00

Project Consultants
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ERA
Bard, Rao + Athanas
Consulting Engineers, LLC
The Arsenal on the Charles
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Watertown, MA 02452-5789
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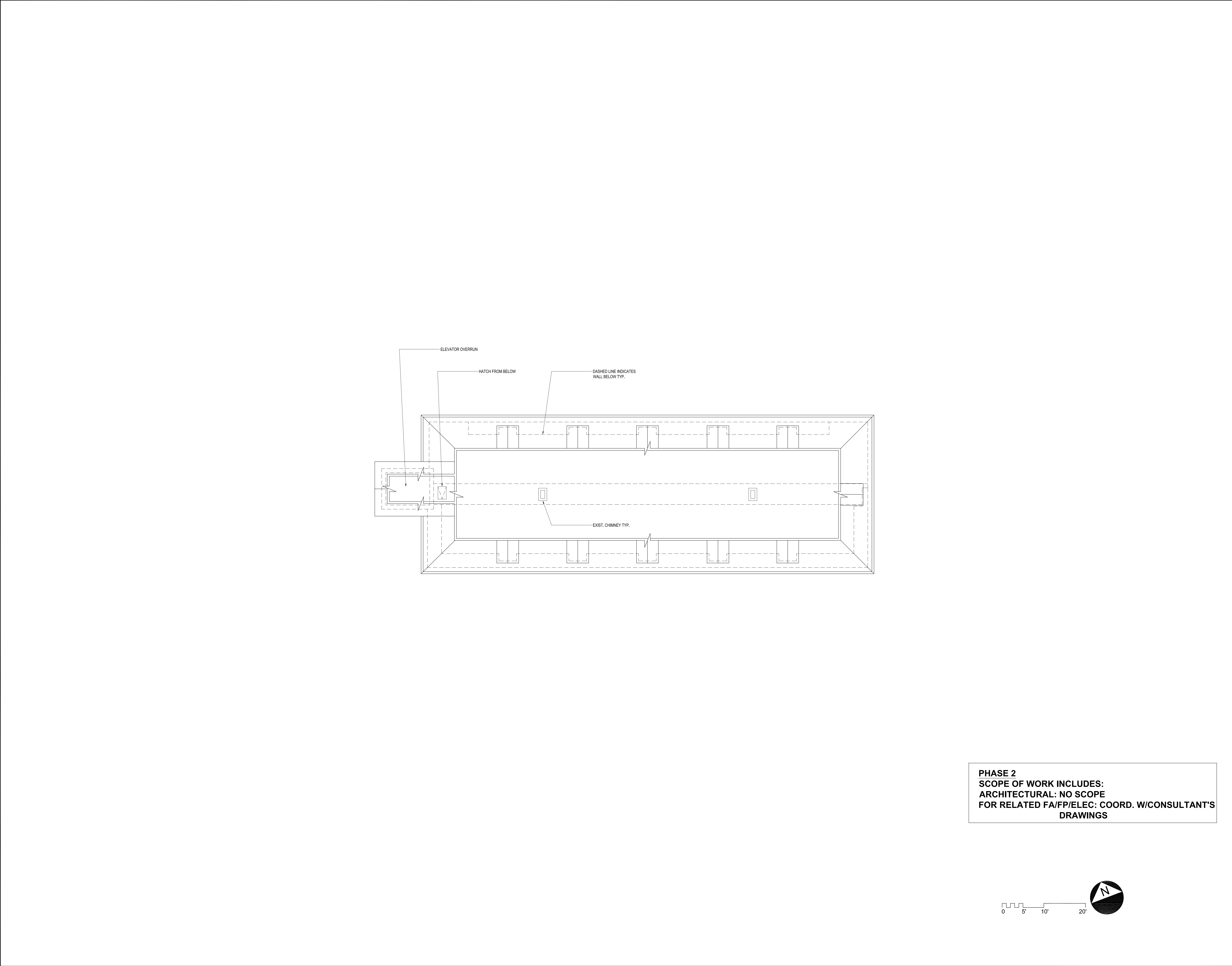
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Building Number:
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Original Issue Date
3 January, 2012 Bid Set
6 April, 2012 Permit Set

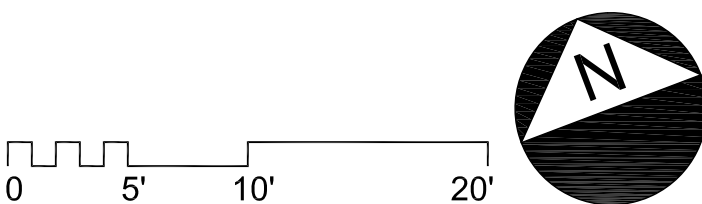
Revisions	No.	Description	Date
01	Record Drawings	12/20/16	

Plan Name:
**Fourth Floor Plan -
Williams House**

Drawing Number:
A1.4w
Drawing 056 of 227



PHASE 2
SCOPE OF WORK INCLUDES:
ARCHITECTURAL: NO SCOPE
FOR RELATED FA/FP/ELEC: COORD. W/CONSULTANT'S
DRAWINGS



Division of Capital Asset Management
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Building for the Commonwealth

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Project Name:

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Secretariat: HHS

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Revisions

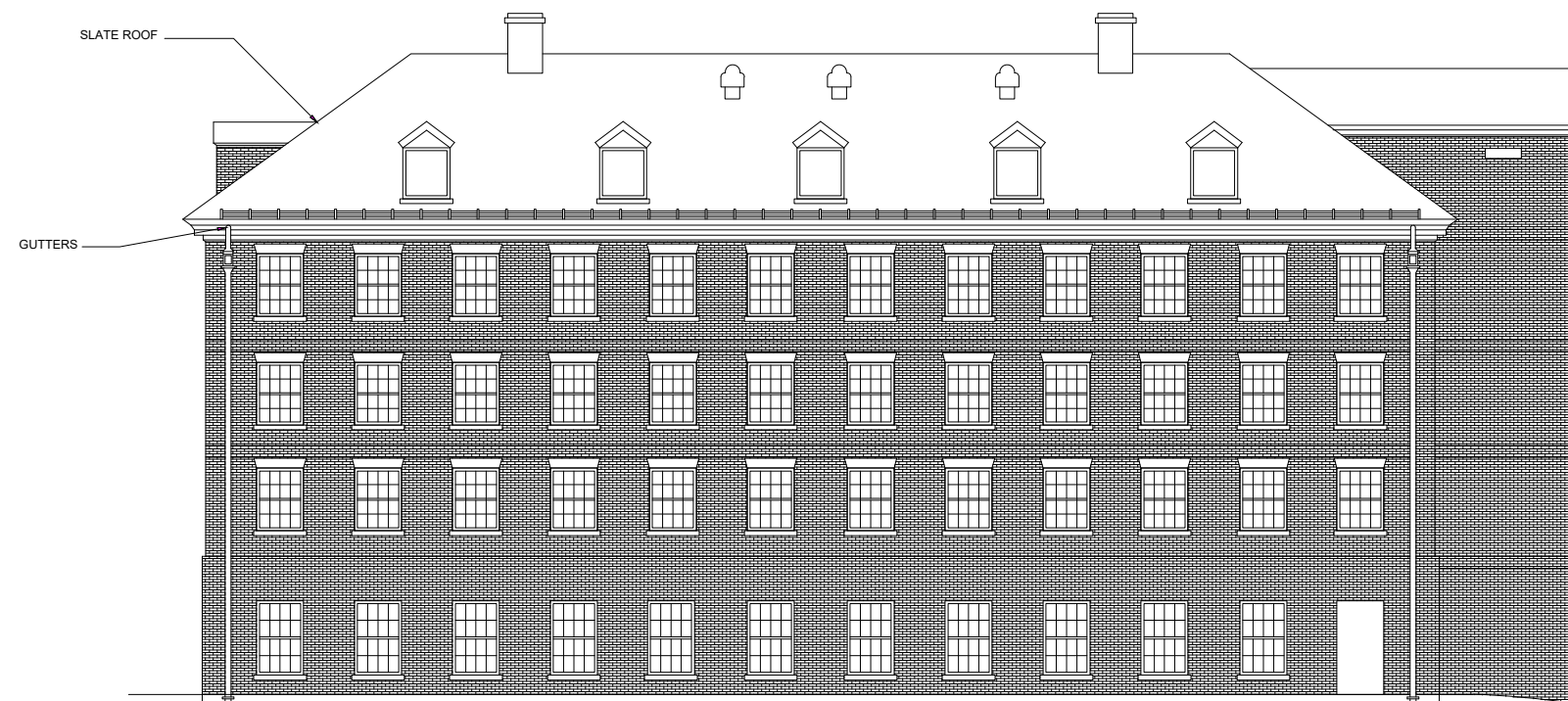
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Plan Name:

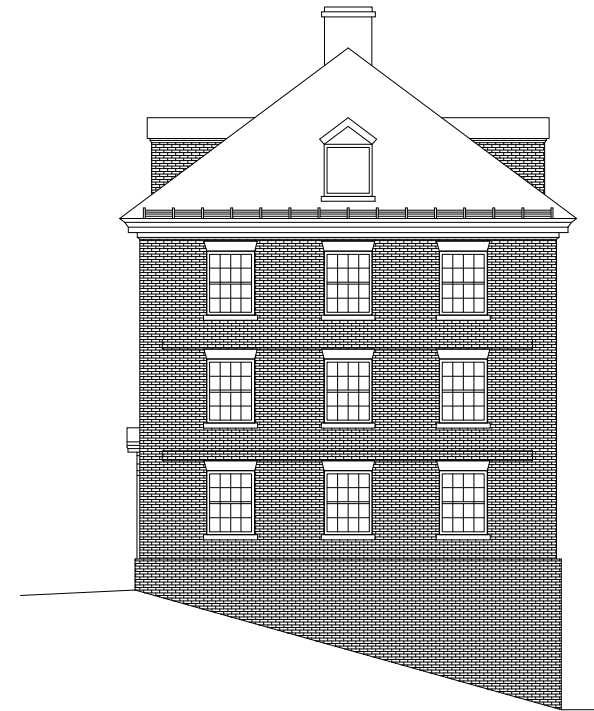
**Attic Plan -
Williams Building**

Drawing Number:

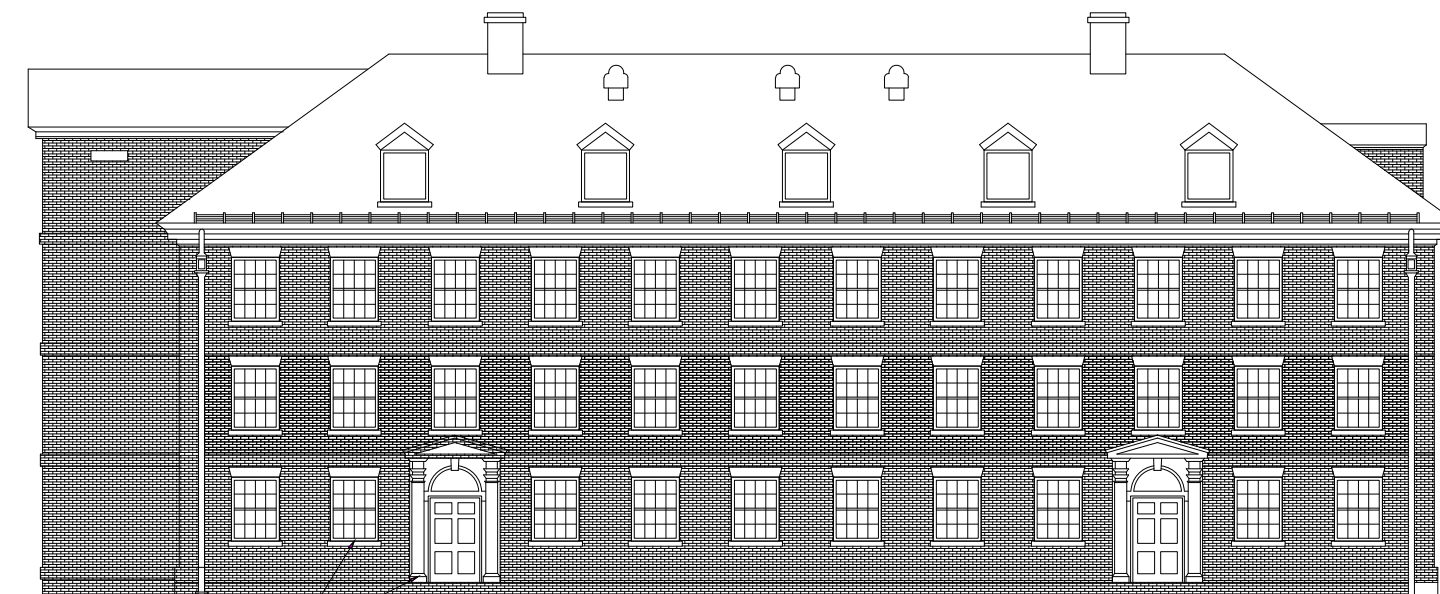
A1.5w
Drawing 057 of 227



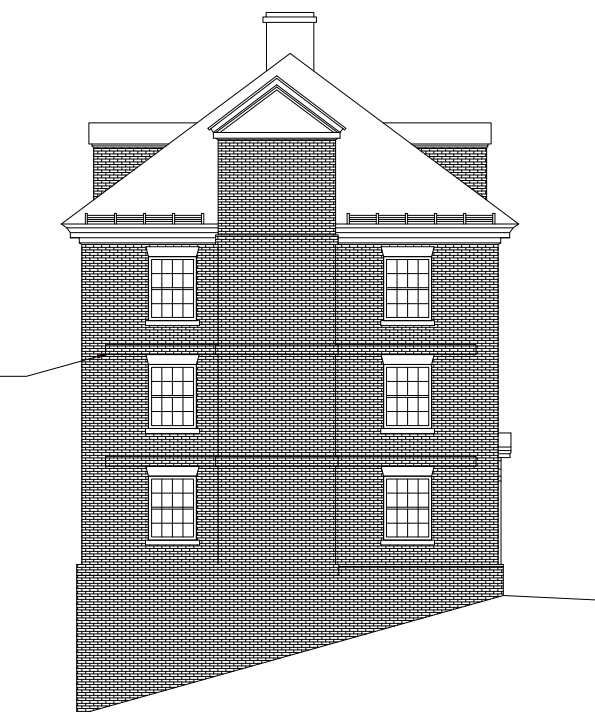
NORTH ELEVATION



EAST ELEVATION



SOUTH ELEVATION

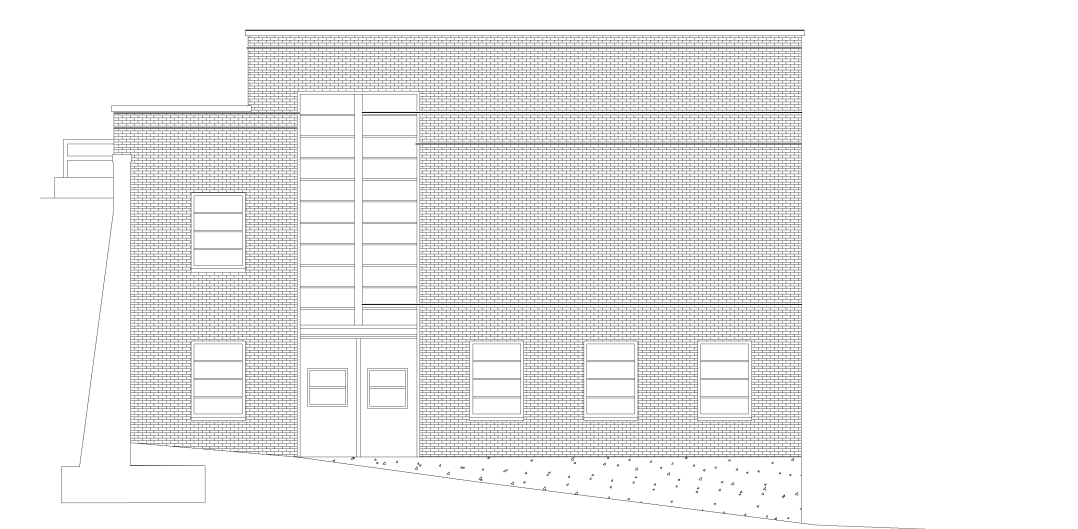
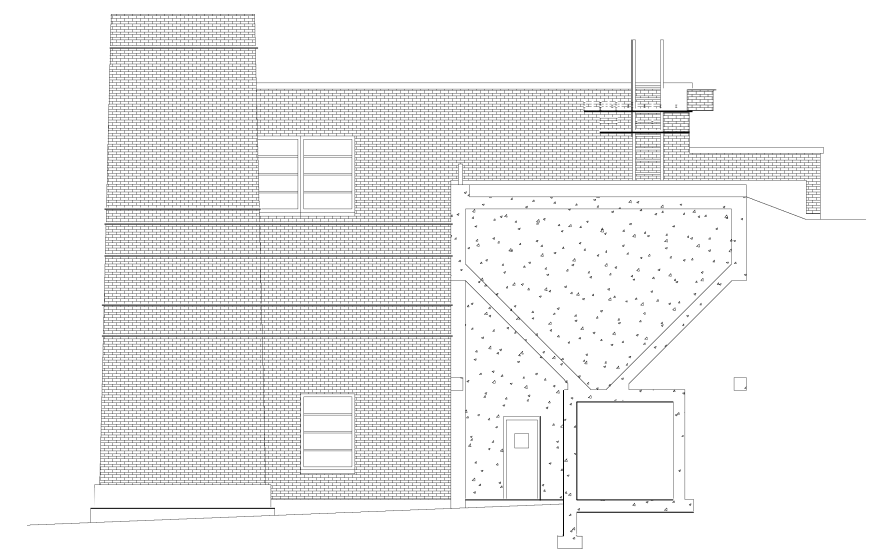
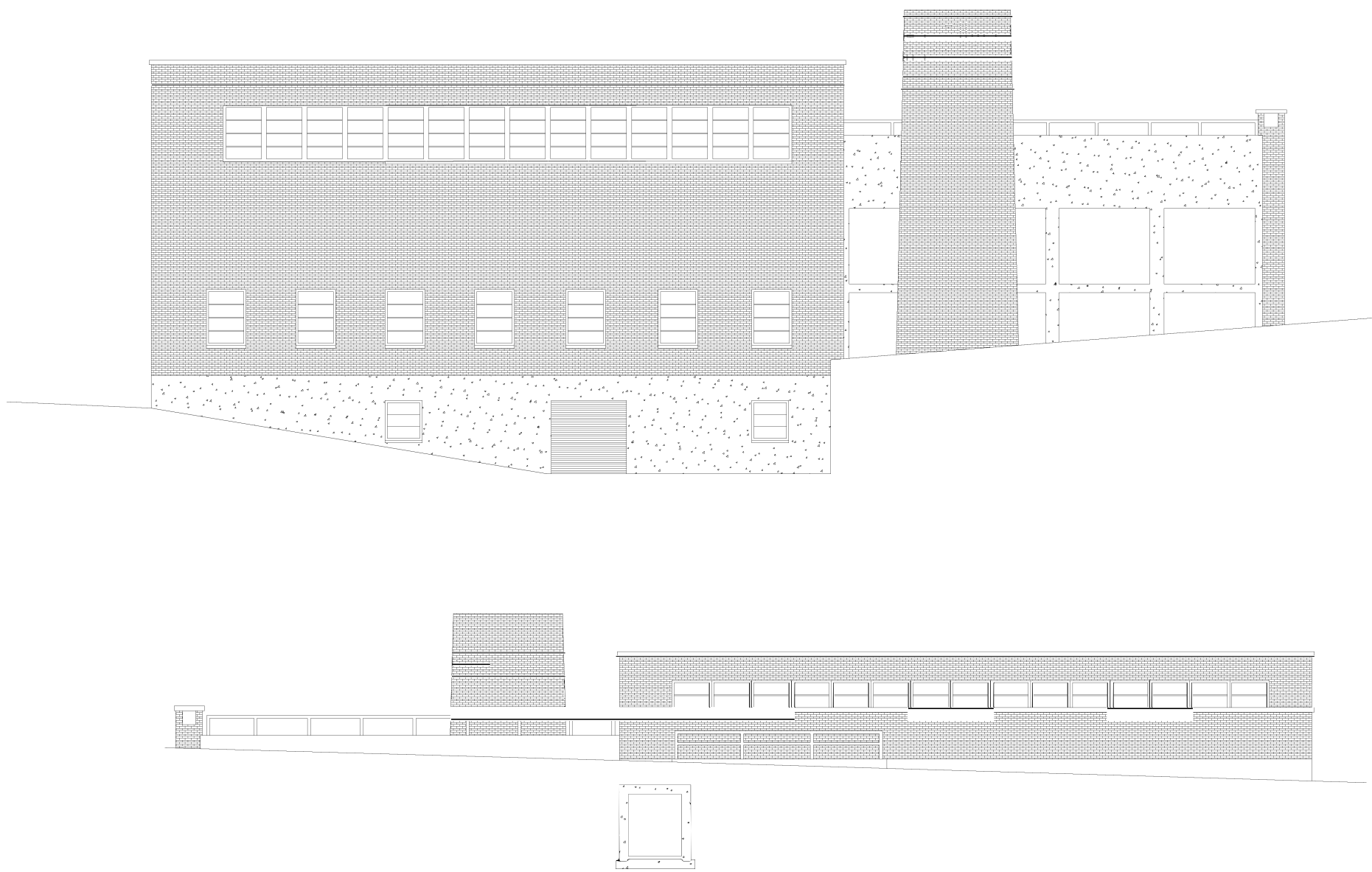


WEST ELEVATION

Commandants House



Power Plant



APPENDIX J: SERVICES PROGRAM

Baseline Services Program

1. Domiciliary Clinical Care Unit
2. On-site case management and counseling
3. Prepared meals
4. Transportation – to VA and other area service providers
5. Visiting Services – exclusive or shared space for hosted organizations such as Veteran Service Officer, Consumer Credit Counseling, Legal Services, Employment and Housing Assistance, Recovery Support Groups, Recreational and Music Therapy
6. Library, Computer, and Internet Lab
7. Supplementary services for designated supportive housing units: Mental Health Treatment; Substance Use Disorder Treatment; Specialized Case Management

Additional services program priorities

Home and community-based case management/ long-term supports for seniors

Expanded Clinical Health Services – access to primary care, TeleHealth, other options

Support for individuals with a traumatic brain injury (TBI) and post-traumatic stress disorder (PTSD)

Massachusetts Cultural Resource Information System

Scanned Record Cover Page

Inventory No:	CLS.M
Historic Name:	Soldiers' Home
Common Name:	
Address:	
City/Town:	Chelsea
Village/Neighborhood:	Powderhom Hill
Local No:	
Year Constructed:	
Architect(s):	Abbott; Clough and Wardner; Coolidge, Shepley, Bulfinch; McPherson, John A.; Perry, Shaw, Hepburn and Kehoe; Richardson and Gay
Architectural Style(s):	
Use(s):	Hospital; Nursing Home
Significance:	Architecture; Community Planning; Health Medicine; Landscape Architecture; Military
Area(s):	
Designation(s):	
Building Materials(s):	



The Massachusetts Historical Commission (MHC) has converted this paper record to digital format as part of ongoing projects to scan records of the Inventory of Historic Assets of the Commonwealth and National Register of Historic Places nominations for Massachusetts. Efforts are ongoing and not all inventory or National Register records related to this resource may be available in digital format at this time.

The MACRIS database and scanned files are highly dynamic; new information is added daily and both database records and related scanned files may be updated as new information is incorporated into MHC files. Users should note that there may be a considerable lag time between the receipt of new or updated records by MHC and the appearance of related information in MACRIS. Users should also note that not all source materials for the MACRIS database are made available as scanned images. Users may consult the records, files and maps available in MHC's public research area at its offices at the State Archives Building, 220 Morrissey Boulevard, Boston, open M-F, 9-5.

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Commonwealth of Massachusetts
Massachusetts Historical Commission
220 Morrissey Boulevard, Boston, Massachusetts 02125
www.sec.state.ma.us/mhc

This file was accessed on: Wednesday, March 20, 2019 at 2:50: PM

FORM A - AREA

Assessor's Sheets

66/66/73

USGS Quad

Boston
North

Area Letter

M

Form Numbers in Area

727-737

Massachusetts Historical Commission
Massachusetts State Archives
220 Morrissey Boulevard
Boston, Massachusetts 02125

Town ChelseaPlace (neighborhood or village) PowderName of Area Soldier's HomePresent Use Hospital FacilityConstruction Dates or Period 1881-1977Overall Condition fair to good condition and
have been slightly altered

Major Intrusions and Alternations

Acreage 462,719 square feetRecorded by Boston Affiliates, Inc.Organization Chelsea Historical CommissionDate (month/year) 8/24/01

Photograph

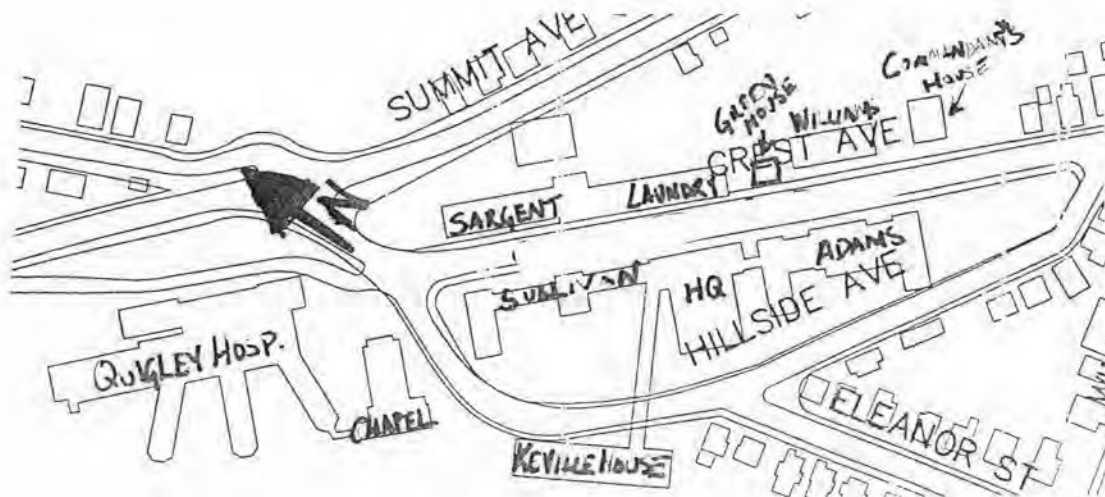
(3" x 3" or 3-1/2" x 5", black and white only)

Label photos on back with town and addresses for all buildings shown. Record film roll and negative numbers here on the form. Staple 1 - 2 photos to left side of form over this space. Attach additional photos to continuation sheets.

roll negative(s)

Sketch Map

Draw a map of the area indicating properties within it. Circle and number properties for which individual inventory forms have been completed. Label streets including route numbers, if any. Attach a continuation sheet if space is not sufficient here. Indicate north.



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INVENTORY FORM CONTINUATION SHEET

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Property Address

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Chelsea

Soldiers' Home

Area(s) Form No.

ARCHITECTURAL DESCRIPTION ☒ *see continuation sheet*

Describe architectural, structural and landscape features and evaluate in terms of other areas within the community.

The Chelsea Soldiers' Home occupies the top of 45 meter-high Powderhorn Hill near the city's western boundary with Everett. The crest of the hill is an oblong flat parcel oriented east-west. Crest Avenue crosses the east end of the hilltop on a lengthwise traverse. Brick hospital buildings, administration and support facilities line both sides of Crest Avenue. The west end of the peak of Powderhorn Hill is occupied by the large brick **Quigley Memorial Hospital Building (MHC # M-727)** and **Malone Park (MHC # M-922)**, an open area with park furniture and a promenade. Summit, Lafayette and Hillside Avenues provide access to buildings around the crest of the hill. The hospital complex comprises ten principal buildings, a prominent water tower, landscape features such as the park and promenade as well as several ancillary buildings for heat, laundry and other support operations. The two to four-story buildings are primarily brick with stone, wood, copper and concrete trim.

HISTORICAL NARRATIVE ☒ *see continuation sheet*

Explain historical development of the area. Discuss how this area relates to the historical development of the community.

Although important Native American sites are reported in the area prior to English settlement, the top of Powderhorn Hill remained sparsely developed until well into the nineteenth-century. In the 1660s, Governor Richard Bellingham, who served as Lt. Governor and Governor of the Bay Colony, owned a large farm and summer home in the Powderhorn Hill area, which was later transferred to the Cary family. Development of the extensive Cary family lands proceeded slowly throughout the course of the late 1700s and the first half of the 1800s. In 1858, the Highland House Hotel, sometimes called the Highland Park Hotel, was constructed atop Powderhorn Hill - an area that remained undeveloped despite Chelsea's rapid growth during the period between 1830 and 1860. A popular resort throughout the 1870s, the hotel offered wealthy individuals a convenient respite from the noise, heat, and congestion of the city. Situated on the highest of the many hills semi-circling Boston Harbor, the Highland Park Hotel also offered a sweeping view of the city and its waters. Soon after its construction, affluent residential development slowly began to move up Washington Avenue and into the area, but as the area around it developed, the hotel declined in popularity.

BIBLIOGRAPHY and/or REFERENCES ☒ *see continuation sheet*

Maps and Atlases

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1889 Sanborn Map Company. *Chelsea, Massachusetts*. New York: Sanborn Map & Publishing Co. (BU Lib.)

☒ Recommended for listing in the National Register of Historic Places. *If checked, you must attach a completed National Register Criteria Statement form.*

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ChelseaSoldiers' Home

Area(s) Form No.

ARCHITECTURAL DESCRIPTION (cont'd)

Development of the Soldiers' Home began in the mid 19th century although existing buildings have construction dates between ca. 1890 and 1970. The core of the complex consists of the group of buildings on both sides of Crest Avenue built between ca. 1890-1940 in the Colonial and Classical Revival styles. The north side of the street is the site of the Victorian Eclectic and Classical Revival **Sargent Hall (MHC # M-728)**, Colonial Revival style **Williams Hall (MHC # M-729)** and the foursquare form **Commandant's House (MHC # M-730)**. The south side of Crest Avenue is the site of the **Sullivan Building (MHC # M-731)**, **Soldiers' Home Headquarters (MHC # M-733)** and the **John G. B. Adams Hospital (MHC # M-732)**, all designed in the Classical Revival style. Architecture here is characterized by its institutional scale, brick construction, rhythmic fenestration and the use of the pediment and colossal pilasters in the facades of four of the buildings that face Crest Avenue. Buildings are set approximately ten feet from Crest Avenue and a similar distance from one another. While the Sullivan, Headquarters and Adams buildings are distinct pieces of construction, they are all connected at the ground level through wings and hallways.

Buildings

Sargent Hall (MHC # M-728) occupies the northwest corner of the Soldiers' Home complex between Crest and Summit Avenues and is near the peak of Soldiers' Home Hill. The three-story brick outpatient hospital has a low-pitched roof and elements of the Victorian Eclectic and Classical Revival styles. It is one of seven brick buildings in the area built on a large institutional scale and maintained in a good state of preservation. Administrative offices for the Soldiers' Home occupy the **Sullivan Building (MHC # M-731)** at 91 Crest Avenue, which is a three-story brick building with Classical Revival style decorative elements. It is similar others in the area in terms of scale and good state of preservation. Administrative operations take place in the brick **Soldiers' Home Headquarters Building (MHC # M-733)** which, like the Sullivan Building, occupies the south side of Crest Avenue and is attached to that building's east end. Classical Revival style details articulate its two-story, tripartite facade. The Colonial Revival style **Williams Hall (MHC # M-729)**, built of brick on the north side of Crest Avenue, is similar to others in the Soldiers' Home Area in scale and level of detail and survives in a good state of preservation. The residential hall rises three and one-half stories high under a ridge-hipped roof. The Classical Revival style **John G. B. Adams Hospital (MHC # M-732)** is in a good state of preservation and is similar to other administrative and medical buildings on Soldiers' Home Hill in institutional scale, brick construction, rectangular form and high level of trim. It rises two stories high under a flat roof and is attached to the Soldiers' Home Headquarters to the west. The former **Soldiers' Home Commandant's House (MHC # M-730)** now serves as the campus police station. It is unique among buildings in the area for its Colonial Revival style and brick Foursquare form and survives in a good state of preservation. The brick **Quigley Memorial Hospital (MHC # M-727)** at Soldiers' Home is the largest of the hospital buildings and occupies the dominant hilltop site. Due to its relatively recent construction in the mid 20th century, the building has no architectural style and is in good condition. The Classical Revival style **Saint Michael The Archangel Chapel (MHC # M-734)** is a small brick building relative to others in the area and survives in a good state of preservation.

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Soldiers' Home

Area(s) Form No.

ARCHITECTURAL DESCRIPTION (cont'd)

Additional Structures and Resources

The 45-meter high eminence that is Soldiers' Home Hill is visible from many locations in the city of Chelsea, including from Mount Bellingham to the south. Adjacent to the Quigley Hospital is the **Soldiers' Home Hill Water Tower**, a metal structure rising approximately 80' from the crest of the hill. Its checkerboard paint and prominent "Soldiers Home" legend mark the hospital's location. At the north side of the campus is the brick **smokestack**. This industrial feature marks the facility as a large-scale institution. The **Greenhouse (MHC # M-736)** located between the Sargent Hall laundry facility and Williams Hall is a gabled glass building of one story. West of the Quigley Hospital and the Water Tower is a **Promenade** encircling an open field. Benches and ornamental planting around the flat hilltop site populate the large open area from which can be seen the City of Boston and views to the west. Additional smaller park-like areas are located east of the John G. B. Adams Hospital and south of the Sullivan Building. Modern buildings are built among the historic hospital buildings. These include the mid 20th century **Keville House (MHC # M-735)** south of the Sullivan Building and an enclosed, **elevated walkway** that crosses over Hillside Avenue and connects these buildings. Paved parking lots surround most buildings in the complex.

Buildings and other facilities are in fair to good condition and have been slightly altered. Examples of alterations to the buildings are replacement of windows and doors with modern units and addition of ramps for handicapped access. Historic architectural elements such as copper balustrades, wood pediments and trim, slate roof shingles and decorative exterior features typically remain in place. Modern construction in the area consists of mid 20th century brick construction of the **Quigley, Keville and Chapel buildings**, all located afield of the area's Crest Avenue core.

Views from the area take in the City of Boston to the south, the harbor and East Boston as well as ranges of hills in the west. The water tower and other buildings on Soldiers' Home Hill can be viewed from many parts of Chelsea. The elevated site and prominent scale of the architecture mark the area as an important component of the city's landscape.

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Soldiers' Home

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HISTORICAL NARRATIVE (cont'd)

Following the Civil War, efforts were undertaken to help destitute soldiers and sailors, particularly those veterans who had been disabled. One organization, known as the Ladies' Aid Association, embarked upon a mission to find permanent housing for indigent and disabled Civil War veterans. Early attempts to establish Soldiers Homes in Boston and then Roxbury were short-lived, until in the 1870s the Ladies Aid Association began working in conjunction with the Grand Army of the Republic (GAR). At an 1877 GAR convention in Boston, General Horace Binney Sargent, Department Commander of the Massachusetts GAR, recommended that a Soldiers' Home be established, and in that same year he was elected president of the newly-incorporated Trustees of the Soldiers' Home of Massachusetts. Under his leadership, work began on securing the necessary funds to purchase lands and establish a Soldiers' Home. Committees were organized to solicit money, public meetings and parades were held, and women's organizations organized balls and bazaars to fundraise for the cause.

By 1881, the Board of Trustees felt they had sufficient funds to purchase land and erect a suitable building, and so began the search for an appropriate location. The Trustees settled upon the four-acre tract of land at the summit of Powder Horn Hill then occupied by the Highland Park Hotel. Financial failure had forced the closure of the hotel and the Soldiers' Home Trustees were able to purchase the entire complex for just \$20,000.

On June 25, 1882, the Chelsea Soldiers' Home opened for the reception of members. By January 1, 1883, 154 veterans had been admitted, 75 of whom had come directly from city and town poor houses. Over the course of the next several years, it became increasingly evident that additional funding would be necessary to secure the continued operation of the Soldiers' Home. Furthermore, expansion of the Home would be necessary to accommodate applications for admission that had reached far beyond the Home's original capacity. An 1884 fundraising effort allowed for the construction of a hospital on the premises and additional space for 50 more men. The 1886 Bromley map indicates the Soldiers' Home expansion that occurred at the western end of the old structure, the present-day **Sullivan Building** (alternately listed as Sullivan dormitory).

In 1887, demand necessitated the petitioning of the Massachusetts legislature for an additional \$50,000 that was unanimously approved. Another addition to the Home was built bringing maximum capacity at the Home to 288 men. This addition was the present-day **Headquarters/Administration Building**, shown on the 1886 Bromley atlas. Other additions made between 1887 and 1896 include **Sargent Hall**, the **Adjutant's House** at 84 Crest Street (later **Williams Hall**) and a series of smaller buildings across the street from the main Soldiers' Home complex. From this time on, the Home developed rapidly, building extensions and improving medical care and general conditions.

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<u>Chelsea</u>	<u>Soldiers' Home</u>
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Amidst growing concern for the aged veterans housed in old, wooden buildings, in 1908 the State appropriated \$250,000 for a separate fireproof hospital building. A new, state-of-the-art hospital, the **Captain John G. B. Adams Hospital**, designed by Clough and Warden, was constructed, *although the original wooden hotel building survived for some years after that*. By 1911, the **Commandant's House** (listed as Superintendent's House) at 76 Crest had been constructed as well. Construction continued throughout the first half of the century with the 1920 addition of the present **Laundry Building**. Agitation for new buildings continued and in 1929 \$300,000 was allotted for the construction of a new utility building and \$80,000 was allotted for the construction of a **Nurses' Home** designed by Coolidge, Shepley Bulfinch and Abbott, which was completed in 1932. Under the W.P.A., a members' and employees' dormitory was built in 1934 and in 1936 \$50,000 was appropriated for renovations to Sargent Hall. Finally, a brand new 300-bed hospital unit, the **Quigley Memorial Hospital**, was constructed in 1950 and updated again in 1965 and 1977. With this addition, the Soldiers' Home in Massachusetts not only had a greater bed capacity than any of the State Homes in the nation but also was one of the most modern state veteran hospitals in the country. *In 1961, the former city park occupying the west end of the peak, next to Quigley, became part of the Soldiers' Home property, preserving its campus like character.* Today, the Soldiers' Home in Chelsea continues to offer care for ill and disabled veterans.

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ChelseaSoldier's Home

Area(s) Form No.

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- 1980 Massachusetts Historical Commission. Reconnaissance Survey Report on Chelsea, MA.
 1995 History of the Soldiers' Home in Massachusetts. Chelsea Soldiers' Home.
 1998 Clarke, Margaret Harriman. *Chelsea*. Images in America Series. Arcadia Publishing.

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MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

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Chelsea Soldiers' Home

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National Register of Historic Places Criteria Statement Form

Check all that apply:

- ☐ Individually eligible ☐ Eligible **only** in a historic district
☐ Contributing to a potential historic district ☒ Potential historic district

Criteria: ☒ A ☐ B ☒ C ☐ D

Criteria Considerations: ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G

Statement of Significance by Pauline Chase-Harrell

The criteria that are checked in the above sections must be justified here.

The Chelsea Soldiers' Home appears to possess integrity of design, setting, materials, workmanship, feeling and association. It is significant as one of the largest and longest-lived state Soldiers' Homes in the country. Opened in 1882 after more than 150 years of efforts by the Ladies Aid Association and the Grand Army of the Republic to create a home for disabled soldiers in the Boston area, it occupied the former Highland House Hotel on the summit of Powder Horn Hill, noted for its panoramic harbor views and healthful ocean breezes. Expanding through construction of new buildings in the late 19th and first half of the 20th century, the Soldiers' Home has maintained the campus feeling of its origins while becoming a modern veterans' hospital, and today several generations of buildings in styles ranging from Victorian Eclectic through Classical and Colonial Revival to modern institutional reflect this evolution. The Chelsea Soldiers' Home appears to meet Criteria A and C of the National Register at the local level.

CLSM

(M)

Soliders Home Area Data Sheet

Inventory #	Street #	Street Name	Name	Date	Res. A	Arch. Style	M-B-L 65-./66-.. 65-./66-.. 65-47 ???	Acreage
Soliders Home Area								
M-727	100	Summit	Quigley Memorial Hospital		A	cannot be classified	65-47	
M-728	100	Crest Avenue	Sargent Hall				???	
M-729	80	Crest Avenue	Williams Hall				66-30	
M-730	76	Crest Avenue	Commandant's House			Classical Revival	69-30	
M-731	96	Crest Avenue	Sullivan Building				66-29	
M-732	86	Crest Avenue	John G. B. Adams Hospital			Classical Revival	69-29	
M-733	91	Crest Avenue	Soldiers Home Headquarters				66-29	
M-734	90	Hillside Ave	Saint Michael The Archangel Chapel			Classical Revival	??	
M-735	60	Hillside Ave	Keville House					
M-736	88	Crest Avenue	Greenhouse					
M-737	88	Crest Avenue	Laundry Building					
M-930		Water Tower						

M-932

M-932

Malone Park

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Soliders Home Hospital

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Area(s) Form No.

M 727-737



Sargent Hall
728



Sargent Hall
728

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Soliders Home Hospital

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Area(s) Form No.

M 727-737



Williams Hall
#729



Quigley Hospital
#727

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Soliders Home Hospital

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Area(s) Form No.
M 727-737



Sullivan Building

#731



Sullivan Building

#731

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Soliders Home Hospital

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Area(s) Form No.

M 727-737



Soldiers' Home
Headquarters

735



John G.B. Adams Hospital

732

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Soliders Home Hospital

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Area(s) Form No.

M 727-737



Commandant's House
730



Saint Michael The
Archangel Chapel
734

(M) 727-737
922, 933

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DEPARTMENT OF PUBLIC SAFETY
DIVISION OF INSPECTION

CASE **B** RACK **3** PLAN RECORD
BUILDING **Nurses Home - SOLDIERS-HOME** APART. **19** NO. **39486** ✓
CITY OR TOWN **Chelsea** STREET **STORIES**

TO BE USED FOR **Soldiers Home Hospital** CLASS

OWNER **Coolidge, Shepley, Bulfinch & Abbott**

ARCHITECT **Coolidge, Shepley, Bulfinch & Abbott**

CERTIFICATE APPROVAL—SPECIFICATION REQUIREMENTS—REFERRED
DATE **Feb., 1932**

INSPECTOR **Ryan** **Richardson & Gay**
Consulting Engineers

Form BU. 1-2m-10-'36 No. 8932

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732

Adams Hospital

[M] 727-737
922,933

BUILDING INSPECTION DEPARTMENT—DISTRICT POLICE							
PLAN RECORD							
CASE	E	RACK	2	APART.	26	NO.	5959
BUILDING	Soldier's Home Hospital					STORIES	2B
CITY OR TOWN	Chelsea			STREET	Crest Ave		
TO BE USED FOR	Hospital Purposes					CLASS	Dorm
OWNER	Trustees of Soldiers Home in Massachusetts					Brick	
ARCHITECT	Clough & Warden						
CERTIFICATE APPROVAL—SPECIFICATION REQUIREMENTS—REFERRED							
DATE	Aug 13/07						
INSPECTOR	Merriam						
FORM 41. 10,000. 2-2-18.							

CLSM
#734

(M) - 727-737
923 933

DEPARTMENT OF PUBLIC SAFETY							
DIVISION OF INSPECTION							
PLAN RECORD							
CASE	D	RACK	1	APART.	8	NO.	7900.5
BUILDING	SOLDIERS HOME					STORIES	
CITY OR TOWN	CHELSEA					STREET	
TO BE USED FOR	CHAPEL					CLASS	
OWNER	COMM. OF MASS.						
ARCHITECT	J. McPHERSON						
CERTIFICATE APPROVAL-SPECIFICATION REQUIREMENTS-REFERRED							
DATE	JULY 28, 1961						
INSPECTOR	F. BAGWELL						
FORM BU. 1-5M-6-59-925610							

CLS.M

(M) 727-737
922 933

DEPARTMENT OF PUBLIC SAFETY			
DIVISION OF INSPECTION			
PLAN RECORD			
CASE	B	RACK	1
		APART.	43
		NO.	77531
BUILDING	LAWRENCE QUIGLEY HOSPITAL		
CITY OR TOWN	CHELSEA	STREET	SOLDIER'S HOME GROUNDS
TO BE USED FOR	SAME		
OWNER	COMM OF MASS	CLASS	CREST AVE &
ARCHITECT	PERRY-SHAW-HAEBURN+KENDRICK		SUBMIT
CERTIFICATE APPROVAL-SPECIFICATION REQUIREMENTS-REFERRED			
DATE	DEC-22, 1952		
INSPECTOR	F BAGWELL		
FORM BU.1. 5M-1-53-908620			

APPENDIX L: DOMICILIARY INFRASTRUCTURE ANALYSIS REPORT



Chelsea Soldiers Home – Domiciliary Infrastructure Analysis

MA State Project No. CHE2001-HS1

November 26, 2019
Revised November 10, 2020

Prepared for:

Division of Capital Asset Management
and Maintenance (DCAMM)

Prepared by:

Stantec



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS

This document entitled *Chelsea Soldiers Home – Domiciliary Infrastructure Analysis* was prepared by Stantec Architecture and Engineering P.C. (“Stantec”) for the account of Division of Capital Asset Management and Maintenance (the “Client”). Any reliance on this document by any third party is strictly prohibited. The material in it reflects Stantec’s professional judgment in light of the scope, schedule and other limitations stated in the document and in the contract between Stantec and the Client. The opinions in the document are based on conditions and information existing at the time the document was published and do not take into account any subsequent changes. In preparing the document, Stantec did not verify information supplied to it by others. Any use which a third party makes of this document is the responsibility of such third party. Such third party agrees that Stantec shall not be responsible for costs or damages of any kind, if any, suffered by it or any other third party as a result of decisions made or actions taken based on this document.

Prepared by _____
(signature)

Alain Haddad

Reviewed by *peter diperna* _____
(signature)

Peter DiPerna



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Appendix C – Electrical distribution Site Plan	
Appendix D - DCAMM Chelsea Soldier’s Home Existing Service Entrance One-Line Diagram	



2.0 EXECUTIVE SUMMARY

The Soldiers' Home in Chelsea was established in 1882 and offers residential and long-term care for Massachusetts veterans. The Soldier's Home is comprised of several buildings. One of the larger buildings on the campus of the Center is the Quigley Memorial Hospital (QMH). QMH is scheduled to be demolished under MA state contract CHE1604-DC1 once a new Community Living Center (CLC) is built to replace the existing QMH. As a result, DCAMM is concerned as to how the site utilities will be affected upon the completion of the demolition. The site utilities include electricity, water, sanitary, storm, natural gas, and steam from the Power Plant.

Stantec Engineers met with DCAMM and the Soldiers Home staff on two occasions 9/20/2019 and 9/26/2019 to walk the site and make visual observations of the existing utility locations and routing. Additionally, Stantec reviewed DCAMM provided drawings and documents dating back to early 1900's to help piece together the existing routing of the utilities.

During our visits it was clear that the campus has undergone several changes over the years, most notably being that the Sargent Hall has been decommissioned and the Laundry Building is mostly decommissioned with some areas still active such as the garage. As a result, these buildings were limited in our evaluation of the campus regarding steam demand/capacity, electrical distribution, and domestic water/sanitary.

The overall results of the evaluation of the utilities is that there are several utilities that interact between buildings and that separating those utilities would end up being a large capital project, most notably the steam distribution and electrical systems.

In addition, with the demolition of the Quigley Memorial Hospital (QMH) the existing boiler plant will end up being at about 50% usage as it is estimated that the QMH currently utilizes about 50% of the existing power plant capacity.

The following is Stantec's analysis in detail as a result of our investigations and evaluations.



3.0 MECHANICAL ANALYSIS

3.1 GENERAL

The existing conditions of the utilities were determined by two field visits (September 20, 2019 and September 26, 2019), review of existing drawings, and by obtaining information from the Facility personnel. Due to the age of the facility and the complexity of the system it was difficult to trace and document all utilities especially Sanitary/storm utilities, without providing a more rigorous investigation, including dye testing and ground penetrating radar.

Stantec has prepared a site map with labeled utilities to assist in the understanding of the interaction of the utilities and their dependencies between buildings.

3.1.1 Quigley Memorial Hospital Impact

Quigley Memorial Hospital (QMH) is scheduled to be demolished upon the completion of construction of the new hospital. As a result of this demolition, the Utility Tunnel serving QMH will be cut and blocked, and the utilities serving St. Michael's Chapel that are fed from the QMH tunnel will be affected by the demolition.

Existing piping which runs within the Utility Tunnel between QMH and Sullivan Building are as follows:

- High pressure steam Header I
- High pressure steam Header II
- Condensate return from Header I
- Condensate return from Header II
- Domestic cold water
- Sanitary sewer
- Fire protection (serving the tunnel)

As a result, it appears that new utilities or independent systems will be required to re-feed St. Michael's Chapel. An alternate strategy to consider would be to keep a portion of the tunnel intact, up to the point that the utilities branch off from within the existing tunnel to St. Michael's Chapel.



3.2 STEAM AND CONDENSATE RETURN SYSTEMS

3.2.1 Power Plant and Steam Distribution

Steam is centrally generated by the Power Plant and distributed throughout the Chelsea Soldiers Home campus. Steam is used for heating, domestic hot water generation, heating hot water generation and kitchen equipment.

The Power Plant was built in 1948 and renovated in 1993. Steam is now generated by three high pressure Cleaver-Brooks CBLE Firetube Boilers.

Boiler #1 is rated at 400 HP and can generate 14,000 lbs/hr @ 100 psi. This boiler provides steam generation during summer months for domestic hot water (DHW) and kitchen equipment.

Boilers #2 and #3 are each rated at 700 HP, and capable of generating 24,000 lbs/hr @ 100 psi. One 700 HP boiler is enough for the entire campus steam load during the winter months, including DHW, kitchen equipment, and heating via steam or heating hot water.

Within the Power Plant there are 4 high pressure (100 psi) headers and one low pressure (<15 psi) steam header.

Header #1: High Pressure Steam, 6" Pipe (Active)

Supplies high pressure steam (100 psi) to the campus. This header travels from the Plant through the Power Plant steam tunnel into the Old Incinerator Room and up to a utility tunnel that leads to the Sullivan Building and distributes within the Sullivan building and the Headquarters Building (HQ), where steam is reduced via a pressure reducing station to supply 30 psi steam to the HQ kitchen dishwasher and low pressure steam to HQ and John Adams Hospital (JA) heating systems. The header also runs down the utility tunnel leading to the Quigley Memorial Hospital (QMH). This header is tapped off by a pressure reducing station in the Utility Tunnel to supply low pressure steam to the St. Michael's Chapel heating system.

Header #2: High Pressure Steam, 6" Pipe (Not active)

This header has the same distribution as the Header #1 but is no longer active due to several leaks and failing piping.

Header # 3: High Pressure Steam, 3" Pipe (Active)

This header supplies high pressure steam (100 psi) to the Laundry Building. There are two branches in the Laundry Basement each with a pressure reducing station. The first station reduces steam pressure to 60 psi to serve Williams House. The second station reduces steam pressure to 15 psi to supply steam to the domestic hot water generator and heat exchanger for the Williams house building's hot water heating system.

Header #4: Low Pressure Steam, 8" Pipe (Active)



Two pressure reducing stations located inside the Power Plant reduce high pressure steam to low pressure steam (<15 psi). the low-pressure steam travels thru the Power Plant steam tunnel through the Incinerator Room and into / down another utility tunnel to supply low pressure steam to the Sullivan Building. This header also supplies low pressure steam to the heating system in Sargents Hall, which is now idle.

Header #5: High Pressure Steam (Not active)

This header supplied steam to the steam turbine generator in the lower level of the Power Plant. The turbine generator is no longer in service and is isolated. Steam piping is abandoned.

Steam condensate traps collect condensate, and via condensate pumps in each building, return condensate to the Power Plant. There is an estimation that 70% of the system's generated condensate is collected and reused by the Power Plant boilers. About 2 years ago 460 condensate traps were surveyed, repaired, and replaced as needed.

3.2.2 Power Plant Capacity Analysis

As previously mentioned, the power plant has three boilers as follows: one at 400 HP and two at 700 HP. For purposes of our capacity analysis, we made some simplifying assumptions as follows:

- Exterior construction of all the buildings are similar in nature (equal heat losses per square foot)
- Hospitals generally require more heating and domestic hot water needs than typical residents or office type buildings.
- Heating for all buildings are generated from the power plant.

Considering the above assumptions, it is safe to assume that the cumulative square footage of the buildings provides a good guide in relation to the amount of steam heat required for each building. Please note that this is a general assumption and without conducting heat load calculations Stantec cannot accurately determine the heating loads of each building. Based on the provided report from project CHE1604 the square footage for each building is as follows. (Note Sargent's Hall, Commandants House, and Laundry Building have been excluded for purposes of this analysis, since they are currently vacant and will be for the foreseeable future)

Building Name	Square Footage
Quigley Hospital	167,000
St Michael's Chapel	12,000
Keville House	40,300
Power Plant	6,100
Williams House	17,350
Sullivan Dormitory	54,500
Headquarter Building	45,000
John Adams Building	54,000
Total	396,250
Total Excluding Quigley Hospital	229,250



Considering the square footage, Stantec estimates that the boiler plant will likely be at 50% of its current rating (50% of one 700 HP boiler operating, winter operation). Operating a Cleaver Brooks CBLE boiler at 50% capacity at all times will have little impact on the boiler itself. The CBLE boilers have a 10-1 turndown and can be turned down to about 70 horsepower. The thermal efficiency throughout out the turndown is approximately the same so there will be little to no impact on energy costs per energy unit. There will be inefficiencies with the steam distribution system as it will be oversized creating more greater piping heat loss and condensate than typical especially in the distribution lines feeding the Headquarters and Sullivan. This can result in low quality, wet, steam and could be detrimental to down steam connected equipment. One method to correct this from happening is to Add steam traps within the main run to improve the quality of the steam.

3.2.3 Headquarters (HQ) and Sullivan Dormitory Buildings

Header #4 (LPS) supplies steam to the Sullivan Building and HQ domestic hot water tanks and steam heating systems within both buildings.

Header #1 & 2 (HPS) supply the air handling units (AHU) for Sullivan Building. This steam is reduced via a pressure reducing station to low pressure steam (<15 psi) in the Utility Tunnel and then feeds the steam coils in the AHU's.

3.2.4 John Adams Hospital (JA)

Steam Headers #1&2 within the Headquarters Building feed the John Adams hospital via pressure reducing station located near the HQ service elevator. The LPS header supplying John Adams runs under the ground Floor within a crawl space and provides steam for the domestic hot water tank and heating system.

3.2.5 Keville

Keville is supplied with a 100 psi steam line from the two high pressure steam headers #1 & #2 in the Utility Tunnel (see picture below) and proceeds to the walking bridge between Sullivan and Keville to a mechanical room, where the high pressure steam is reduced to low pressure via pressure reducing stations (<15 psi). Low pressure steam is used for the domestic hot water tank and heating systems.

Keville House Bridge heating is provided from Sullivan Building. Low pressure steam from the Header #4 is routed to a steam to hot water heat exchanger. Heating hot water then supply fin tube type radiators to heat the Bridge.





Picture 1 - Steam Valve in Sullivan to Keville

3.2.6 Laundry/Vinnie's Place

Laundry Building is provided HPS from header #3. Within the building there are two pressure reducing valves, one which reduces pressure from 100 psi to 60 psi and the other that reduces pressure from 100 psi to 10 psi. Laundry Building residential quarters are not in use anymore. The Garage attached to the Laundry Building is operational. Steam is used for instantaneous domestic water heaters and the heating system. Additionally, the 60 psi steam and the 10 psi continue via a utility tunnel to Williams House.

3.2.7 Williams House

Williams House gets high pressure steam (60 psi) from the Laundry Building to the Mechanical Room to heat the Old Tailor Shop area. The low pressure steam (10 psi) from the Laundry Building is utilized for the domestic hot water generator and heating hot water via a heat exchanger.

3.2.8 St. Michael's Chapel

Header #1&2 that feeds the QMH is branched off to a pressure reducing station with the utility tunnel which then provides steam to the St. Michael's Chapel heating system.

3.2.9 Commandant's House

Steam is not provided to the Commandant's House. Building heating system is independent of the campus steam system.



3.3 DOMESTIC WATER AND FIRE PROTECTION

The campus has its own water mains that are fed from a pumping station located south of the QMH. The station provides pressure and flow for the fire protection and domestic water needs of the campus. The water mains that originate from the station loop around the campus with the following distribution:

- Summit Avenue - 12"
- Crest Avenue - 8"
- Hillside Avenue - (2) pipes - 12" and 6"

The fire protection system is relatively new (2016). Each building has its own separate fire protection water service and domestic water service that is provided by the dedicated water mains from the street. It did not appear that each building is sub metered.

3.3.1 St Michaels Chapel

We were unable to determine where the Fire protection and domestic water source enters St. Michael Chapel, but based on other utilities, it is assumed the incoming water source is supplied from the utility tunnel.

3.3.2 Sullivan Dormitory

3" domestic water piping comes into the Utility Tunnel across Stair 3. The 8" fire protection service comes into the basement level within a caged area. The sprinkler system within Sullivan also provide sprinkler coverage to the pedestrian and utility tunnels that lead to QMC.

3.3.3 Headquarters Building

3" domestic water and 8" fire protection supplies come to the Maintenance Shop from 12" campus water main off of Hillside Avenue.

3.3.4 John Adams Hospital

3" domestic water and 8" fire protection service comes to the Basement Apparatus Room from 8" campus water main at Crest Avenue.



3.3.5 Keville

The 8" fire protection service comes from the 12" campus water main that runs within Hillside Avenue into the Mechanical Room 207. The 3" Domestic water service also comes from the 12" main on Hillside avenue but into Mechanical room 102

3.3.6 Laundry / Vinnie's Place

It appears that the sprinkler system for this building predates the fire protection upgrades in 2016. Existing domestic and fire protection service was not located, but we were informed by staff that the water line has been shut off to the building.

3.3.7 Williams House

3" domestic water and 8" fire protection (reduces to 6") services come from 8" campus water main at Crest Avenue.

3.4 NATURAL GAS

Eversource is a natural gas supplier for the campus. Gas service within the area is considered as high pressure (exceeding 14" W.C.). Based on discussions with campus staff the only two active gas lines on campus is the one that services the power plant and a line that runs to the Headquarters building but does not enter the building (service is stopped at the exterior wall). During the site visits and after reviewing the existing site plans it appears that there is gas service to other buildings but is it unclear if these gas lines are active.

Site natural gas piping service within the street.

- Summit Avenue - 6" reduces to 4" (likely high pressure), and 8" (likely low pressure service neighboring residences)
- Crest Avenue – 4"
- Hillside Avenue - 4"

3.4.1 Power Plant

Eversource provides high pressure gas to the power plant which then reduces with a two stage pressure station. Boilers use 2.5 psi (or 80-inch at the column) natural gas.

3.4.2 Quigley Building

The Quigley building has a 3" nature gas supply from Summit Ave into the front of the building. It is assumed that this gas line is utilized for the Kitchen cooking operations.



Headquarters Building

Gas is supplied from 4" pipe at Hillside Avenue for future use. See image below.



Picture 2 - Gas service at Headquarters

3.4.3 Laundry / Vinnie's Place

Natural gas supply appears to come from Crest Avenue. Due to the building being abandoned that Gas was shut off and gas was cut and capped in the street {Crest Ave}

3.4.4 Keville/William's House/Commandants House

No is no Natural gas in these buildings

3.5 SANITARY SEWER AND STORM SYSTEMS

During site observations, we observed sanitary and storm risers, mostly in mechanical rooms and utility tunnels, but were unable to trace underground piping to the streets. We assume that buildings' sanitary and drain piping runs directly underground and connects to the street gravity system and that each building has separated sanitary and storm connections to the street.



4.0 ELECTRICAL ANALYSIS

4.1 GENERAL

The existing conditions of the electrical utilities at the DCAMM Chelsea Soldier's Home Community Living Center complex was determined by a field visit performed on September 26, 2019, review of existing electrical drawings, and by obtaining information from the Facility personnel.

Quigley Memorial Hospital (QMH) will be demolished under MA state contract CHE 1604-DC1. As a result of this demolition, the Utility Tunnel serving QMH will be cut and blocked. The electrical section of this report will evaluate the effect of the demolition of QMH on the existing electrical utilities that serve the other building on the campus.

4.2 EXISTING ELECTRICAL SYSTEM INFRASTRUCTURE

Refer to Attachment No. 1 – DCAMM Chelsea Soldier's Home - Existing Service Entrance One-Line Diagram for reference. The Existing Service One-Line Diagram was created by another company in 2016 and represents the existing electrical infrastructure at the Chelsea Soldier's Home campus.

4.2.1 4160V Primary Electrical Service

The incoming 4160V utility electrical service (from Eversource) for the Chelsea Soldier's Home campus originates on the backside the Headquarters Building adjacent to Hillside Avenue. Two overhead 4160kV primary electrical services (Line A and Line B) originate from two separate utility poles (See Picture 1) and are routed underground to a pad mounted S&C primary switch (see Picture 2). The primary switch allows for automatic/manual selection between the two 4160V primary electrical services in case one of the utility services fails.



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS



Picture 3 - Overhead 4160V Electrical Services (Line A and Line B)



Picture 4 - Pad Mounted S&C Primary Switch

The pad mounted S&C switch provides the 4160V primary electrical service to Eversource Vaults #1 and #3 (See Pictures 3 & 4) located at the backside of the Headquarters Building adjacent to Hillside Avenue.



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS



Picture 5 - Eversource Vault #1



Picture 6 - Eversource Vault #3

Eversource Vault #1 and #3 are locked by the utility (Eversource) and were not accessible during the field visit.

Based on evaluation of the Existing Service Entrance One-Line Diagram (see Attachment No. 1), Eversource Vault #1 appears to contain the 4160V primary electrical service cabling from the S&C primary switch, two stepdown 225kVA transformers (4160V to 208/120V, 3-phase) with 208/120V secondary services to the Headquarters Main Electric Room 005, and 208/120V secondary service to the Auditorium area within the Headquarters building. Eversource Vault #1 also appears to contain primary



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS

fuses (primary overcurrent protection) for the two stepdown transformers (4160V to 208/120V, 3-phase) and primary fuses for 4160V primary electrical service cabling to Eversource Vault #3. Eversource Vault #3 appears to be primarily a vault for splicing the 4160V primary electrical service cabling in order to distribute 4160V primary power cabling to the Sullivan Building Unit Substation and Quigley Memorial Hospital (QMH).

4.2.2 Headquarters (HQ) Building

The Headquarters Building is fed via 208/120V, 3-phase electrical service from a 225kVA stepdown transformer (4160V to 208/120V) located in Eversource Vault #1. The 208/120V service goes to the Headquarters Building Main Electric Room 005 and terminates at an 800A circuit breaker disconnect switch (See Picture 5).



Picture 7 - Headquarters Building Main Electric Room 005 – 800A Switch

The 800A circuit breaker disconnect switch then feeds an old distribution switchboard (See Picture 6) which feeds the Headquarters Building, Williams Building (400A service), the Laundry Building (225A service), John Adams Building lighting (200A service), John Adams Building power (400A service), Sargent Hall (400A service (abandoned)), miscellaneous panels and the Power Plant (600A service). It appears the 208V/120V services are fed via the utility tunnels, crossing Crest avenue via the eastern tunnel.





**Picture 8 - Headquarters Building Main Electric Room 005 –
208/120V Switchboard**

4.2.3 Power Plant (Boiler Plant)

The Power Plant is fed via 208/120V, 3-phase electrical service from a 600A circuit breaker in the Headquarters Building Main Electric Room 005. The 600A, 208/120V service is routed through the center utility tunnel across Crest Avenue to the Power Plant 600A, 208/120V Panel 'LP1' (See Picture 7). The Power Plant has backup power via a diesel standby generator and automatic transfer switch (See Picture 8).



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS



Picture 9 - Power Plant – 600A 208/120V Panel 'LP1'



Picture 10 - Power Plant – Diesel Standby Generator & Automatic Transfer Switch



4.2.4 Sullivan Building

The Sullivan Building is fed via 4160V primary electrical service from Eversource Vault #3 to a 500kVA Unit Substation (4160V to 208/120V, 3-phase) located in the Utility Tunnel located in the basement of the Sullivan Building (See Picture 9). The 208/120V output of the 500kVA Unit Substation feeds a 1600A, 208/120V, Main Distribution Panelboard located adjacent to the Unit Substation (See Picture 10). The Main Distribution Panelboard serves the Sullivan Building panelboards in addition to the Keville Building (350A service)



Picture 11 - Sullivan Building – 500kVA Unit Substation



Picture 12 - Sullivan Building – 1600A, 208/120V Main Distribution Panel



4.2.5 Keville Building

The Keville Building is fed via 208/120V, 3-phase electrical service from a 350A circuit breaker in the 1600A, 208/120V, Main Distribution Panelboard located in the Utility Tunnel located in the basement of the Sullivan Building. The Keville Building 208/120V service appears to run underground between the Sullivan Building and the Keville Building via a handhole at the front of the Keville Building adjacent to Hillside Avenue (See Picture 11).



Picture 13 - Keville Building – Underground 208/120V Electrical Service Handhole

4.2.6 Quigley Memorial Hospital (QMH)

The Quigley Memorial Hospital is fed via two 4160V primary electrical services from Eversource Vault #3 outside of the Headquarters Building to the Quigley Memorial Hospital (QMH) Vault #2 located in the basement of the existing Hospital. The two 4160V primary electrical services are routed through the Utility Tunnel. Quigley Vault #2 appears to contain an incoming primary fuse and primary fuses/vacuum switch (primary overcurrent protection) for two 500kVA stepdown transformers (4160V to 208/120V, 3-phase), primary fuses/100kVA stepdown single-phase transformer (4160V to 120/240V) for the Quigley Building West Wing Panel and primary fuses for the 500kVA Solar Unit Substation (see Picture 17) located in QMH.





Picture 14 - Quigley Vault #2 -500kVA, 3-phase and 100kVA, single phase Transformers

The two 500kVA stepdown transformers (4160V to 208/120V, 3-phase) feed a 1600A, 208/120V key interlocked manual transfer switch (See Picture 13) and two 800A circuit breakers (See Picture 14) located in Quigley Room B17 which feeds Distribution Panels 'D1A' and 'D1'. One of the 500kVA step down transformers (4160V to 208/120V, 3-phase) also feeds a 1600A, 208/120V switchboard located in Quigley Room B16 (See Picture 15). It was also observed, the 1600A, 208/120V switchboard feeds the St. Michaels Chapel Panel via 200A circuit breaker (See Picture 16). The feeder to St. Michaels Chapel Panel could not be found. It is assumed to be run underground between the Quigley Building and St. Michaels Chapel.



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS



Picture 15 - Quigley Room B17 - 1600A, 208/120V Key Interlocked Manual Transfer Switch



Picture 16 - Quigley Room B17 – 800A Circuit Breakers



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS



Picture 17 - Quigley Room B16 – 1600A, 208/120V Switchboard



Picture 18 - Quigley Room B16 – 1600A, 208/120V Switchboard
– Feeder to Chapel Panel





Picture 19 - Quigley – Solar Unit Substation

4.3 ELECTRICAL SUMMARY

It appears based on field observations and evaluation of the Existing Service Entrance One-Line Diagram, the 4160V primary electrical service for the Chelsea Soldier's Home campus originates on the backside the Headquarters Building adjacent to Hillside Avenue. The Eversource Vaults #1 and #3 located adjacent to the Headquarters Building distributes the 4160V primary electrical service to the Sullivan Building Unit Substation and the Quigley Memorial Hospital (QMH) via primary conduits routed in the Utility Tunnel below the buildings. The Eversource Vault #1 contains stepdown transformers (4160V to 208/120V, 3-phase) which provides 208/120V power to the Headquarters Main Electric Room 005 and 208/120V secondary service to the Auditorium located in the Headquarters building. The Headquarters Main Electric Room 005 contains electrical equipment which distributes 208/120V power to the Headquarters Building, Williams Building, the Laundry Building, John Adams Building, Sargent Hall (abandoned), miscellaneous panels and the Power Plant. It appears the 208V/120V services are routed via the Utility Tunnels.

The Sullivan Building Unit Substation appears to distribute 208/120v power to the Sullivan Building in addition to the Keville Building. The 208/120V electrical service to the Keville Building appears to be routed underground between the Sullivan Building and the Keville Building.

Eversource Vault #3 provides two 4160V primary electrical services to Quigley Memorial Hospital (QMH) Vault #2. The 4160V primary electrical services are routed via the Utility Tunnel under the buildings. QMH Vault #2 also contains stepdown transformers which distributes 208/120V power to the Quigley Memorial Hospital and a 208/120V feeder to the St. Michaels Chapel. There is also a Unit Substation in



CHELSEA SOLDIERS HOME – DOMICILIARY INFRASTRUCTURE ANALYSIS

QMH which provides 480/277V power to the QMH chillers and also serves as a connection point for the QMH solar system equipment.

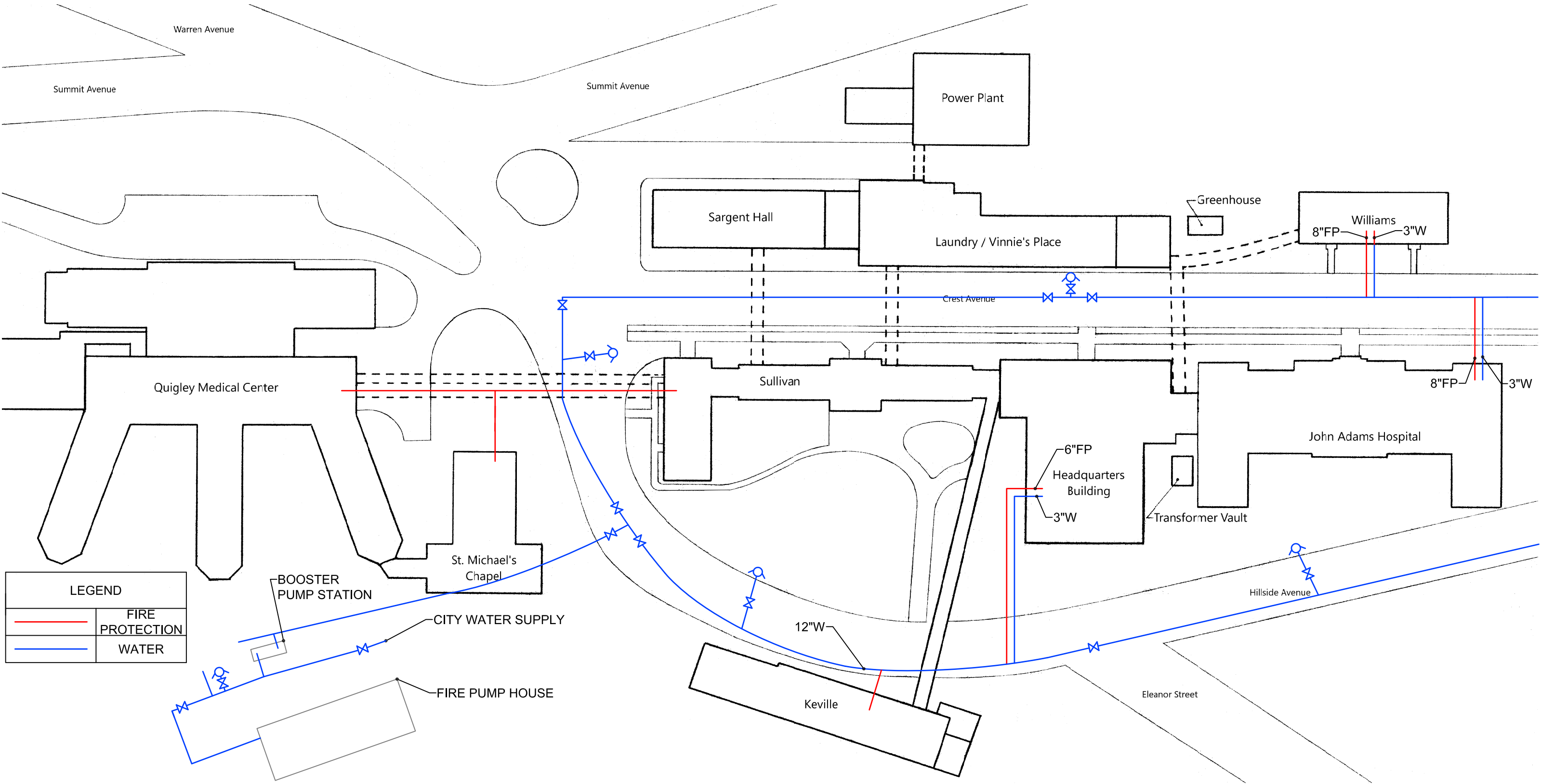
Based on our evaluation of the existing DCAMM Soldier's Home electrical distribution system, in order to demolish the Quigley Memorial Hospital, the QMH electrical services can be isolated from the campus electrical distribution system by disconnecting/removing the two 4160V primary electrical services originating from the Eversource Vault #3 which are routed via the Utility Tunnel to the QMH Vault #2. However, it appears the St. Michaels Chapel 208/120V power service originates from the QMH electrical distribution system. A new 208/120V service would need to be provided to the St. Michaels Chapel service panel in order to demolish the QMH building and associated power distribution equipment.



Appendix A

DOMESTIC WATER AND FIRE PROTECTION SITE PLAN





DOMESTIC WATER AND FIRE PROTECTION PLAN

Appendix B

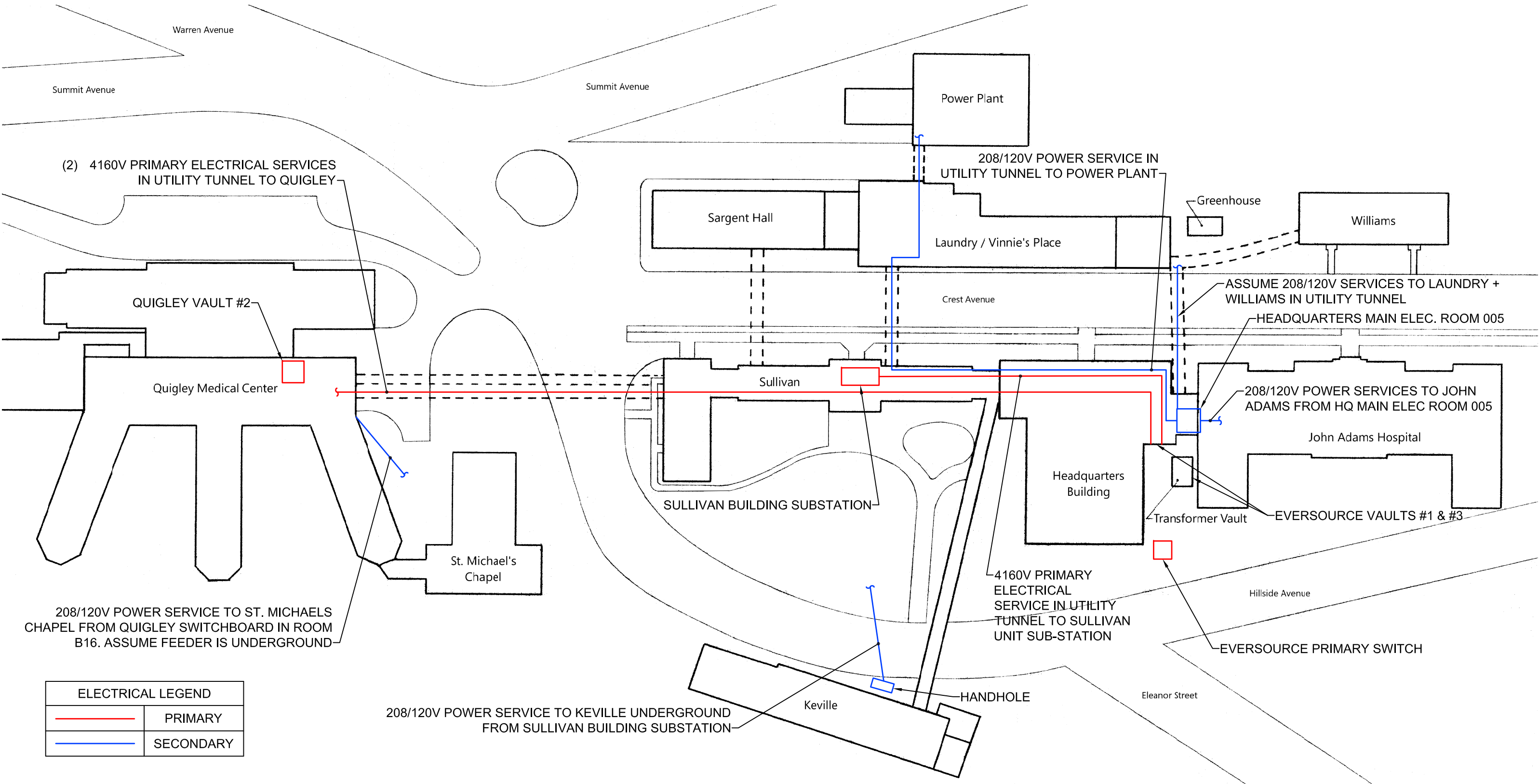
STEAM AND CONDENSATE SITE PLAN



Appendix C

ELECTRICAL SERVICES PLAN





ELECTRICAL LEGEND	
—	PRIMARY
—	SECONDARY

ELECTRICAL SERVICES PLAN

Appendix D

DCAMM CHELSEA SOLDIER'S HOME EXISTING SERVICE ENTRANCE ONE-LINE DIAGRAM

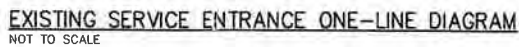


DCAMM CHELSEA
SOLDIERS' HOME ENERGY

EXISTING SERVICE
ENTRANCE
ONE-LINE DIAGRAM

Designed By: MAM	Drawn By: KMI	Checked By: MDA
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E-604



APPENDIX M: DCAMM STANDARD FORM OF LICENSE FOR SITE ASSESSMENT

COMMONWEALTH OF MASSACHUSETTS

NON EXCLUSIVE LICENSE/ACCESS AGREEMENT TO ENTER ONTO STATE-OWNED REAL PROPERTY FOR LIMITED SITE ASSESSMENT PURPOSES

This instrument is a nonexclusive License by and between the Commonwealth of Massachusetts, acting by and through its

Division of Capital Asset Management and Maintenance ("Licensor") and

_____.("Licensee"), a (check one)

____ Corporation Partnership
____ Not-For-Profit Corporation

____ Sole Proprietorship
____ Limited Partnership
____ Other:

Whereas, Licensor is the owner of certain real property described herein as the "Licensed Premises";

Whereas, Licensor is responsible for the care, control and maintenance of the Licensed Premises;

Whereas, Licensee desires to enter upon the Licensed Premises for the limited purposes described in Section 3 of this License.

Now, Therefore, Licensor hereby grants such entry and use subject to the following terms and conditions:

1. REFERENCE DATA

Date of License

Mailing Address of Licensor:

Division of Capital Asset Management
and Maintenance
One Ashburton Place, Room 1505
Boston, MA 02018
ATTN: Deputy Commissioner, Real
Estate

TEL NO. (617) 727-4050

FAX NO. (617) 727-5363

Mailing Address of Licensee:

ATTN: _____

TEL NO. _____

FAX NO. _____

Licensed Premises:

Described in Section 2 and shown on
the plan ("Plan") attached as Exhibit A

Permitted Uses:

Described in Section 3 and Exhibit B

Term of License:

From: _____ To: _____

Consideration to be Paid by Licensee:

Reports as defined in Section 3

2. LOCATION OF LICENSED PREMISES

Entry and use are limited to the Licensed Premises, as shown on the Plan.

Licensee's employees, agents and contractors shall have, as appurtenant to the License hereby granted, the non-exclusive use, in common with others entitled thereto, of any sidewalks, and entrances and exits from public streets and highways serving the Licensed Premises for the period of this License only and solely for the purposes of access and egress to undertake the Permitted Uses (defined in Section 3).

3. PURPOSE AND USE

The rights of Licensee under this License shall be exercised solely for the following purposes (the "Permitted Uses"):

To enable Licensee to enter upon the Licensed Premises to perform an environmental site assessment comprised of the work described in the Scope of Work attached to this License as Exhibit B. Licensee shall also provide a detailed work plan, satisfactory to the Licensor, for all work described in the Scope of Work and in compliance with the requirements of the Special Conditions attached as Exhibit D.

In partial consideration for this License, complete originals of all "Report" (as defined below) shall be provided promptly by Licensee to Licensor for its use and reliance promptly upon their preparation and, at Licensor's sole discretion, may be used and relied upon by and distributed by Licensor to any other state agencies and authorities and to third parties.

As used in this License, "Report" shall mean and include any and all documentation relating to the Permitted Uses under this License, whether produced by Licensee, or any of its contractors, agents, employees, representatives or invitees or by any other person or entity for Licensee, including without limitation, any reports, letters or memoranda produced under the Scope of Work, any test data and any inspection reports. Nothing in this License shall be construed to create an agency or joint venture relationship between Licensor and Licensee.

4. CONDITION OF LICENSED PREMISES

Licensee acknowledges and agrees for itself and its contractors, agents, employees, representatives and invitees that (i) Licensee accepts the Licensed Premises in "as is" condition; (ii) Licensor is under no obligation to make any repairs, renovations, or alterations to the Licensed Premises; and (iii) Licensor has made no representations or warranties regarding the fitness of the Licensed Premises for Licensee's intended purpose or use.

5. TERM

The Term of this License shall be as specified on page 1 of this License, unless otherwise terminated earlier in accordance with the terms of Section 17.

The term of this License may be extended at Licensor's sole option exercised by Licensor only by an express prior written extension executed by Licensor.

6. HOURS OF OPERATION

During the term of this License, Licensee shall be permitted to undertake the Permitted Uses at the Licensed Premises during the following times only:

Weekdays: From _____ To _____

and only after giving Licensor at least three (3) business days (excluding Saturdays, Sundays, and State and Federal holidays) advance notice including: (i) the date and time when Licensee or its contractors, agents, employees, representatives or invitees will enter the Licensed Premises; (ii) a description of the work within the Permitted Uses to be performed at that time; and (iii) an itemization of any equipment and vehicles to be used on the Licensed Premises at that time.

7. PERMITS

This License and all rights of Licensee hereunder are specifically dependent upon the issuance to Licensee and its contractors, agents, employees, representatives and invitees of all permits, licenses and approvals required to undertake the Permitted Uses at the Licensed Premises in accordance with all applicable laws, regulations and governmental requirements, from those governmental authorities having jurisdiction. It

shall be the responsibility of Licensee to obtain any such permits, licenses and approvals, at Licensee's sole cost and expense prior to Licensee's undertaking the Permitted Uses. In the event Licensee or its contractors, agents, employees, representatives or invitees is refused any such permit, license or approval, this License shall be immediately null and void, with no further obligations by either party to perform, except for Sections 11, 12, 13 and 14 below. If any such permit, license or approval is revoked, adversely amended or cancelled during the term of this License, it shall be cause for terminating this license immediately as set forth in Section 17(C) hereof. **In the event Licensee's scope of work includes any digging on Commonwealth property, Licensee shall comply with the Massachusetts "Dig Safe" law and regulations (M.G.L. Chapter 82, sections 40-40E and 220 CMR 99.00, et. seq.).**

8. ALTERATION OF THE LICENSED PREMISES

Licensee shall make no alterations or improvements upon the Licensed Premises except as may be specifically permitted in the Scope of Work in Exhibit B. Any alterations or improvements made by Licensee shall be made in accordance with the terms and conditions established by Licensors, which may include prior approval of plans, insurance coverage, and a requirement that Licensee remove any or all of its alterations or improvements upon the expiration or earlier termination of this License. All such alterations or improvements remaining upon the Licensed Premises after the expiration or termination of this License shall be subject to the provisions of Section 11 hereof.

9. LICENSEE'S EQUIPMENT

Licensee may bring such vehicles and other equipment upon the Licensed Premises as would ordinarily and reasonably be necessary to undertake the Permitted Uses on the Licensed Premises, subject to the requirements of Section 6 above.

10. UTILITIES

This License specifically excludes the right to use any utilities serving the Licensed Premises.

11. CONDUCT OF LICENSEE

- A. Non-interference with Licensors Operations. Licensee shall at all times conduct itself so as not to interfere in any way with the use of the Licensed Premises by the Licensors. Licensee agrees to observe and obey all directives given by duly designated personnel of Licensors. Licensee further agrees to use commercially reasonable efforts so as not to interfere in any way with the operations of abutters to the Licensed Premises.

- B. Compliance With Laws. Licensee and its contractors, agents, employees, representatives and invitees shall at all times operate and perform the Permitted Uses in accordance with all applicable laws, statutes, ordinances, regulations, permits, licenses, and requirements of governmental authorities and with all requirements of its insurance policies.
- C. Repair of Damage. Licensee shall neither cause nor suffer any waste of the Licensed Premises, and prior to the expiration of this License or immediately upon termination of this License, Licensee shall restore the Licensed Premises to its condition prior to Licensee's undertaking the Permitted Uses. Licensee shall perform the work in the Scope of Work and shall undertake the Permitted Uses in a good professional and workmanlike manner, and shall ensure that the Licensed Premises subject to its use are in good order at all times. Licensee's responsibilities shall include, but not be limited to, the repair of any and all damage to the Licensed Premises whether resulting from acts of vandalism or the intentional or negligent acts of the Licensee or others, but excluding damage or breakage caused by employees, agents or invitees of the Licensor. All repairs made by Licensee shall be performed in a manner satisfactory to Licensor. Licensor shall have the option to make such repairs and restoration for the account of Licensee, in which event Licensee shall reimburse Licensor for any and all costs incurred by Licensor to make such repairs and restoration. Payment shall be made by Licensee within ten (10) business days after written demand by Licensor.
- D. Security. Licensee shall be solely responsible, at its sole costs and expense, for the safety and security of Licensee and all its contractors, agents, employees, representatives and invitees and their respective property.
- E. Cost of Operations. Licensee shall be solely responsible for any and all costs and expenses, damages, and liabilities associated with the exercise of its rights under this License and its operations and use of the Licensed Premises.
- F. Operations Limited to Permitted Uses. Licensee shall not conduct, nor permit any of its contractors, employees, agents, representatives or invitees to conduct, any operations or business upon or use of the Licensed Premises except for the Permitted Uses under Section 3 of this License.
- G. Hazardous Materials. Without limiting any of Licensee's obligations under this or any other Section of this License, Licensee agrees that it shall not cause any "hazardous materials" (as defined below) to be used,

generated, stored or disposed of on, under or about, or transported to, from or through the Licensed Premises, except for soil, groundwater or any other material originating on the Licensed Premises and removed from the Licensed Premises by Licensee as required for the Permitted Uses (e.g., drill cuttings and soil samples). Licensee assumes full liability and responsibility for such soil, groundwater or other material removed from and not replaced on the Licensed Premises including, but not limited to, responsibility for ensuring that the handling, treatment, transport, storage and/or disposal of these materials is properly and safely performed according to all applicable federal, state, and local laws, regulations and governmental requirements.

If Licensee's use of the Licensed Premises results in the need for a response action under applicable environmental laws, Licensee shall immediately notify Licensors by calling the General Counsel at 617-727-4050. Without limiting any other provision of this License, completion of any such response action shall be the sole responsibility of Licensee, shall be performed in accordance with applicable environmental laws at Licensee's sole expense, and shall not be performed without the prior approval of Licensors unless an emergency situation exists and approval cannot be obtained. Licensors reserve the right to supervise Licensee's contractor(s) implementing any such response action, and all submittals required to be made to any regulatory agency must be reviewed and approved by Licensors. Licensee shall not be responsible for the mere discovery of pre-existing conditions on the Licensed Premises except to the extent Licensee's use exacerbates such condition.

This License shall not constitute any admission of liability or responsibility by Licensee for any contamination conditions on the Licensed Premises preexisting this License and not actually caused or exacerbated by Licensee, and shall be without prejudice to each party's respective rights and remedies to claim and recover reimbursement, in whole or in part, from any entity other than a party hereto.

For the purposes of this License, "hazardous materials" shall include, but not be limited to, substances defined as "hazardous substances", "toxic substances", "hazardous wastes", "hazardous materials", "oil" or "asbestos" in any federal or state statute concerning hazardous materials now or hereafter enacted, including all regulations adopted or publications promulgated thereunder.

- H. Surrender of Licensed Premises. Upon the expiration or earlier termination of this License, Licensee shall immediately vacate and surrender the Licensed Premises to Licensors. Licensee also shall remove all of its property from the Licensed Premises and restore the Licensed Premises to the condition the Licensed Premises were in at the

commencement of this License, reasonable wear and tear excepted, and, subject further, to any obligation Licensee may have hereunder to make repairs or improvements to the Licensed Premises. Upon agreement of the parties, Licensee may abandon all or part of its property in place. In the event any of Licensee's personal property remains on the Licensed Premises after the expiration or earlier termination of this License without a written agreement between the parties, said property shall be deemed abandoned and may be retained by Licensors without any compensation to Licensee, or may be removed and either stored or disposed of by Licensors at the sole cost and expense of Licensee.

12. INDEMNIFICATION

Licensee accepts complete liability for the acts, omissions and negligence of the Licensee and its officers, directors, partners, owners, agents, contractors, employees, representatives and invitees while present upon the Licensed Premises or while exercising Licensee's rights hereunder. Without limiting the foregoing or any other provision of this License, Licensee shall be responsible for the proper handling, transportation, treatment, storage and disposal of any soil, water, asbestos or other materials removed or disturbed during the performance of any Permitted Uses under this License and for any condition exacerbated or created as a direct or indirect result of the performance of any such Permitted Uses. Licensee agrees to indemnify, save and hold harmless Licensors and the Commonwealth of Massachusetts, and its officers, employees, affiliates and representatives from any and all liabilities, claims, losses, injuries, actions, damages, penalties, costs or expenses arising from or on account of any breach by Licensee or its contractors, agents, employees, representatives or invitees of the terms and conditions of this License or any negligence, gross negligence or intentional misconduct or acts or omissions of Licensee or its contractors, agents, employees, representatives or invitees in connection with or in the carrying out of the Permitted Uses or any other activities pursuant to this License or at the Licensed Premises. This indemnity and hold harmless agreement includes indemnity against all costs, expenses and liabilities including, without limitation, court costs, legal fees, and response costs in connection with any such injury, loss, damage or liability or any such claim, or any proceeding brought thereon or in defense thereof.

13. RISK OF LOSS

Licensee agrees that it shall use and occupy the Licensed Premises at its own risk, and the Licensors shall not be liable to Licensee or its contractors, employees, agents, representatives or invitees, for any injury or death to persons, loss or damage to vehicles, equipment, fixtures, or other personal property of any nature whatsoever of the Licensee or of its contractors, employees, agents, representatives or invitees, or of anyone claiming by or through any of them that are brought upon the Licensed Premises or used in connection with Permitted Uses or, without derogating from Section 3, any other uses of the Licensed Premises by anyone other than Licensors and its contractors, agents, employees and representatives. Without limiting the foregoing,

Licensors shall have no liability to Licensee for any injury, loss or damage caused by any act of Licensee's invitees or members of the general public.

14. **INSURANCE**

Without in any way limiting Licensee's liability hereunder, Licensee shall, or shall cause its subcontractors to, obtain and maintain during the full term of this License and for a reasonable time thereafter at least equaling any applicable statute of limitations period where necessary to provide coverage for claims asserted based on events occurring during the term of this License, at its sole cost and expense, the following insurance in form and with underwriters satisfactory to the Licensors:

- A. Comprehensive public liability insurance insuring the Licensee against all claims and demands for personal injury or damage to property which may be claimed to have occurred upon or about the Licensed Premises. Such insurance shall be written on an occurrence basis to afford protection in the amount of not less than three million dollars \$3,000,000 combined single limit for personal and bodily injury and death and for property damage, with a so-called "broad-form" endorsement and contractual liability coverage insuring the performance by Licensee of the indemnity agreement set forth in Section 12 of this License.
- B. Automobile Bodily Injury and Property Damage Liability Insurance in an amount not less than the compulsory coverage required in Massachusetts. Such insurance shall extend to owned, non-owned and hired automobiles used in the performance of the activities under this License. The limits of liability of such insurance shall be not less than one million dollars (\$1,000,000) per occurrence for Property Damage and two million dollars (\$2,000,000) combined single limit.
- C. Workers compensation insurance, including occupational disease benefits, covering Licensee's employees upon the Licensed Premises in such amounts as are required by law.
- D. Employer's Liability Insurance affording protection in the amount of not less than \$500,000 per accident and \$500,000 for disease.
- E. Professional/Environmental Impairment Liability Insurance including coverage for environmental contamination, bodily injury and/or property damage arising out of acts, errors and omissions of Licensee or its contractors, employees or agents in the performance of the Permitted Uses or any other activities or failures to act at or with respect to the Licensed Premises in the amount of one million dollars (\$1,000,000) for each claim and three million dollars (\$3,000,000) in the aggregate. Coverage includes, without limitation, claims based upon or arising out of underground storage tanks. Notwithstanding any contrary provisions

of the first paragraph of this Section 14, said Professional/Environmental Impairment Liability Insurance may be written on a "claims made" basis provided that the insurance coverage is maintained during the full term of this License and for a reasonable time thereafter at least equaling any applicable statute of limitations period, as necessary to provide coverage for claims asserted arising from or based on events occurring during the term of the License.

- F. Such other types of insurance and in such amounts as Licensors may, from time to time, require in its reasonable judgment. The insurance coverage required by this Section shall be standard policies written on an occurrence basis, obtained from financially sound and responsible insurance companies authorized to do business in Massachusetts, except for the Professional Liability policy, which is written on a claims made basis.. Said insurance policy or policies shall name the Commonwealth of Massachusetts as an additional insured and first loss payee, as appropriate, and shall contain a provision stating that such coverage shall not be cancelled, reduced or otherwise materially altered without at least thirty (30) days prior written notice to the Licensors. **Certificates of Insurance showing such insurance coverage as required by this Section are attached to this License as Exhibit C. Licensors reserves the right to request copies of the full insurance policies required hereunder.** In the event Licensee fails to obtain any of the insurance coverage required by this Section 14, or if any of the required insurance policies is cancelled, it shall be grounds for immediate termination of this License as provided in Section 17(C) of this agreement.

The insurance specified above (except for Worker's Compensation Insurance) shall contain waivers of subrogation in favor of Licensors and the Commonwealth of Massachusetts and provide that said insurance is primary coverage with respect to Licensee's activities hereunder.

Licensee hereby waives and relinquishes, and agrees to cause all its subcontractors to waive and relinquish, any right of subrogation it might have against Licensors and the Commonwealth of Massachusetts on account of any claim caused in whole or in part by any negligent or wrongful act or omission of Licensors or of any other agency of the Commonwealth. Licensee further agrees that it will require its insurers and its subcontractors' insurers (except for Worker's Compensation Insurance) to likewise waive and relinquish such subrogation rights and furnish evidence of waiver to Licensors.

Licensee further waives and relinquishes, and agrees to cause its subcontractors' insurers to waive and relinquish, any right of subrogation they may have against the Licensors and the Commonwealth under the

provisions of the Worker's Compensation Act in Massachusetts to the full extent possible under Licensee's and its subcontractor's worker's compensation insurance policies.

15. **ASSIGNMENT**

The Licensee shall not sell, assign, sublet, mortgage or transfer any interest in this License or any part of the Licensed Premises without obtaining, in each instance, the prior written consent of Licensors, which consent may be withheld for any reason or for no reason, or granted upon such conditions as Licensors shall determine, all in its sole discretion.

16. **RIGHTS OF LICENSOR AND AGENCY TO ENTER**

The Licensee acknowledges that the Licensed Premises is an active Soldiers' Home. Therefore, the Licensors reserves the right and the Licensee shall permit the Licensors and all representatives of the Commonwealth of Massachusetts, and their contractors, agents, employees, and invitees to enter upon and use the Licensed Premises at any time for any and all purposes at Licensors's discretion.

17. **TERMINATION**

This License shall expire on the date specified in Section 5, unless extended in compliance with the terms of this License and all other requirements of law, or unless terminated earlier under the following conditions:

- A. Without Cause. Either Licensee or Licensors may terminate this License by giving written notice to the other party at least ten (10) calendar days prior to the effective date of termination stated in the notice.
- B. For Cause. If, in the opinion of Licensors, Licensee fails to fulfill its obligations, Licensors may terminate this License by giving written notice to the Licensee at least five (5) calendar days before the effective date of termination stated in the notice. The notice shall specify in reasonable detail the nature of Licensee's breach. The notice may also state a period during which the breach may be cured by Licensee, provided that such period shall expire on or before the termination date stated in the notice. In the event the Licensee is given an opportunity to cure its breach (which shall be within the sole discretion of Licensors) and Licensee fails to complete such cure to the satisfaction of Licensors within the cure period, this License shall come to an end on the termination date stated in the notice.
- C. Emergency. In the event Licensors determines that it is necessary to terminate this License or suspend Licensee's rights hereunder immediately in order to prevent injury or damage to persons or property,

including, without limitation, the interest of Licensor or the Commonwealth of Massachusetts in the Licensed Premises, or to protect state or federal funds, Licensor may terminate this License or suspend Licensee's rights hereunder by providing written notice to Licensee stating the grounds for said termination or suspension. Said notice may be given in the form of a telegram, mailgram, hand-carried letter, "fax" or other reasonable written means, and this License shall be terminated or suspended, as the case may be, upon delivery of said notice to Licensee.

In the event this License is terminated in accordance with any of the provisions of this Section 17, this License shall come to an end as fully and completely as if the term had expired on the date set forth in Section 5, and Licensee shall vacate and surrender the Licensed Premises as provided in Section 11. Upon the expiration or earlier termination of this License, Licensor may, immediately or at any time thereafter, enter upon the Licensed Premises or any part thereof and expel the Licensee and those claiming through or under the Licensee and remove their effects, forcibly, if necessary, which remedy shall be without prejudice to any other remedies which Licensor may have for breach of this License by Licensee.

In the event this License is terminated by Licensor in accordance with any of the provision of this Section 17, Licensee shall not be relieved of liability to Licensor for the consideration to be paid under Section 3 or for any injury or damage sustained by Licensor as a result of a breach by Licensee of any of the terms or conditions of this License, whether occurring before or after such termination. The provisions of Sections 11 and 12 of this License shall survive the expiration or termination of this License in any event. Licensee expressly waives any right to damages related to such termination, including incidental or consequential damages.

18. NO ESTATE CREATED

This License shall not be construed as creating or vesting in Licensee any estate in the Licensed Premises, or any interest in real property. This License creates only a revocable contract right as herein described, and Licensee shall have no right to require specific performance of the obligations of Licensor hereunder.

19. NON-DISCRIMINATION

Licensee shall not discriminate against any employee, applicant for employment, subcontractor, or person or firm seeking to provide goods or services to Licensee, nor shall Licensee deny any person access to the Licensed Premises or to any activities or programs carried out pursuant to this License because of the race, color, national origin, ancestry, age, sex, religion, physical or mental handicap, or sexual orientation.

The Licensee shall comply with all applicable federal and state statutes, rules, and regulations prohibiting discrimination in employment.

20. NOTICE

All notices or other communications required or permitted to be given under this License shall, unless otherwise expressly permitted hereunder, be in writing, signed by a duly authorized representative of the party giving the notice and shall be given by hand delivery, Federal Express, or other reputable overnight delivery service or mailed by United States certified mail, postage prepaid, return receipt requested. Such notices shall be sent or addressed to Licensors and Licensee at the addresses set forth in Section 1. Licensors or Licensee may, by notice given hereunder, at any time and from time to time, designate a different address or "FAX" number to which notices shall be sent. Notices served as aforesaid shall be deemed given for all purposes (i) on the date shown on the receipt for such delivery or (ii) as of the date such notice was sent in the event notice is given by "FAX" or if delivery is refused or acceptance could not be obtained.

21. MISCELLANEOUS PROVISIONS

A. This License may not be modified except in writing, duly executed by both parties.

B. This License contains the entire agreement of the parties and there are no other agreements or understandings between the parties regarding the subject matter of this License. Licensee, its employees, officers, or agents are not authorized to bind or involve Licensors or the Commonwealth of Massachusetts in any contract or to incur any liability for or on the part of the Licensors or the Commonwealth of Massachusetts.

C. If any portion of this License is declared to be illegal, unenforceable or void, then all parties to this License shall be relieved of all obligations under that portion; provided, however, that the remainder of this agreement shall be enforced to the fullest extent permitted by law.

D. No consent or waiver, whether express or implied, by Licensors to or of any breach of the terms of this License by Licensee shall be construed as a consent or waiver to or of any other breach. No waiver of any breach or default or other indulgences shall be effective unless expressed in writing by Licensors.

E. The captions in this License are inserted for convenience of reference only and in no way define, describe or limit the scope or intent of this License or any of the provisions hereof.

F. Prior to exercise by any of Licensee's contractors of any rights hereunder, a duplicate conformed copy of this License concurred in by such contractors

shall be provided to Licensors and such contractors shall provide the same indemnity to Licensors and the Commonwealth of Massachusetts as specified in Section 12, above.

G. No official, employee or consultant of the Commonwealth of Massachusetts shall be personally liable to Licensee or to any person claiming under or through Licensee for or on account of any alleged breach of this License, or for any act, failure to act or other matter arising out of the execution of this License or the performance of Licensors' obligations hereunder. This License shall be governed by, and construed in accordance with the laws of the Commonwealth of Massachusetts, and any and all legal actions brought in connection with this License shall be brought in courts within the Commonwealth of Massachusetts.

H. This License is to take effect as a sealed instrument.

The following exhibits are made a part of this License for all purposes:

- Exhibit A** Plan of Licensed Premises
- Exhibit B** Scope of Work and Detailed Work Plan
- Exhibit C** Insurance Certificate(s)
- Exhibit D** Special Conditions

AGREED AND ACCEPTED

LICENSEE: _____

Authorized Signature

Title

Print Name

Date

LICENSOR: Division of Capital Asset Management and Maintenance

Authorized Signature

Title

Print Name

Date

**Approved as to form by Division of Capital Asset Management and
Maintenance Office of the General Counsel**

Authorized Signature

Title

Print Name

Date

Exhibit A

Plan of Licensed Premises

Exhibit B

Scope of Work and Detailed Work Plan

Exhibit C

Insurance Certificates

Exhibit D

Special Conditions

NOTE: These standard special conditions may apply to test bore sampling and monitor wells. Licensee must always verify with Licensor in advance to determine if these (or other) conditions are appropriate for the specific use in the specific location.

- A. All samples are to be collected, managed, and analyzed in accordance with the applicable laboratory methods, including required QA/QC samples and preservatives.
- B. All test boring locations in landscaped areas shall have the backfill tamped into the hole and that excess soil be placed above the hole. Potential settlement must be minimized to avoid pedestrians from being hurt.
- C. Monitoring wells shall be flush mounted and OPS coordinates provided to the Commonwealth.
- D. The Commonwealth shall receive a set of monitoring well keys.
- E. All cuttings and development water shall be properly drummed and Licensee's contractor will sample for COMM 97 parameters. If the COMM 97 results exceed the MCP SI reportable concentrations, DCAMM will properly dispose of the materials. If the materials are less than S1 Reportable concentrations, DCAMM will dispose of the clean material on-site. This section supersedes anything to the contrary contained in Section 11 of this License.
- F. Copies of all boring logs, monitoring well logs, groundwater elevation gauging, field parameters, and analytical data to be provide to DCAMM with 30 days of the end of field work.
- G. Licensee shall at all times keep its worksite safe from surrounding pedestrian and vehicular traffic.
- H. Others to be determined based on Scope of Work.

APPENDIX N: MHC MEMORANDUM OF AGREEMENT

**MEMORANDUM OF AGREEMENT
AMONG
THE MASSACHUSETTS HISTORICAL COMMISSION AND
THE MASSACHUSETTS DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE,
REGARDING THE CHELSEA SOLDIERS' HOME DOMICILIARY CAMPUS,
CHELSEA, MASSACHUSETTS**

WHEREAS, the Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) would like to enter into a disposition process to redevelop through long-term lease the approximately 8.7+/-acre Chelsea Soldiers' Home Domiciliary Campus ("the Site") located in the City of Chelsea, MA (City); and

WHEREAS, the Site contains ten (10) structures associated with the Chelsea Soldiers' Home constructed between the years of ca 1890 and ca.1955; and

WHEREAS, DCAMM has the right to develop the Site by and through private development and subject to all federal, state and local permits and approvals; and

WHEREAS, the Site is located within the Chelsea Soldiers' Home campus, which has been determined eligible for listing in the National Register of Historic as a potential historic district, and

WHEREAS, DCAMM is preparing to issue a Request for Proposals (RFP) for the long-term lease and redevelopment of the Site; and

WHEREAS, the transfer by disposition of the Site constitutes a project undertaken by a state agency pursuant to 950 CMR 71.03 and is a project for which DCAMM has sought the comments of the Massachusetts Historical Commission (MHC) pursuant to M.G.L. Chapter 9, Section 26-27C, as amended by Chapter 254 of the Acts of 1988 (950 CMR 71.00); and

WHEREAS; the transfer or sale of a State Register property without adequate conditions or restrictions regarding preservation, maintenance, or use constitutes an adverse effect; and

WHEREAS; no feasible or prudent alternative exists to eliminate the adverse effect of the proposed disposition; and

WHEREAS, MHC has determined to accept the adverse effect of the disposition of the Site in consideration of the mitigation described herein; and

WHEREAS, MHC and DCAMM agree, and the Department of Veterans' Services (DVS) and the Chelsea Historical Commission (CHC) concurs, that the project shall be undertaken and implemented in accordance with the following stipulations to mitigate the effect of the disposition of the Site in compliance with M.G.L. Chapter 9, Section 27C.

STIPULATIONS

DCAMM shall ensure that the following measures are carried out in coordination with MHC, DVS and CHC, as set forth below:

I. Redevelopment of the Disposition Site

- A. DCAMM is encouraged to include historic preservation in any redevelopment process. Options for redevelopment of the Site which incorporate historic preservation should take into account the following principles of reuse planning:
1. Preservation of the character-defining features of the buildings on the Site should be encouraged where feasible.
 2. If it is determined that it is not feasible to preserve all of the character-defining features of the buildings, the feasibility of preserving character-defining features of portions of the buildings will be examined and encouraged where feasible.
 3. Rehabilitation of the buildings will be consistent with recommended approaches in the Secretary of the Interior's Standards for Rehabilitation of Historic Properties (hereinafter "the Standards").

II. Marketing Plan and Request for Proposals

- A. Notwithstanding any provisions of this MOA, DCAMM will have full marketing authority for the Site and will make all final marketing decisions. DCAMM will consult with MHC, DVS and CHC on developing a marketing plan for the Site which shall include the following elements:
1. An advertising plan and schedule for publicizing the availability of the RFP.
 2. An initial distribution list for notice of availability of the RFP which will include any contacts offered by MHC.
 3. A schedule for receiving and reviewing submissions in response to the RFP.
- B. DCAMM will provide a draft marketing plan to MHC, DVS and CHC. MHC, DVS and the CHC will have fourteen (14) days to review and comment on the draft marketing plan. If MHC, DVS or CHC does not find the draft marketing plan acceptable with respect to the historic preservation sections, DCAMM will make reasonable efforts exercised in good faith to accommodate the concerns of MHC, DVS and CHC and will submit a final marketing plan for review. Before implementation, MHC, DVS and CHC will have seven (7) days to review and comment on the portions of the final marketing plan which address issues of historic preservation. In the event MHC, DVS and CHC do not provide initial comments on the draft marketing plan within 14 days, or comments on the final marketing plan within 7 days, the plan shall be deemed acceptable to MHC, DVS and CHC. It is understood that the content of the marketing plan shall not require approval of MHC, DVS or CHC.
- C. Concurrent with the development of a marketing plan, DCAMM will prepare the RFP for the disposition of the Site. DCAMM will consult with MHC, DVS and CHC on developing the RFP which shall include the following elements:
1. An appendix to the RFP that includes information pertaining to the historic and architectural significance of the Site (i.e. MHC Form A CLS.M).
 2. References to the MHC and National Park Service websites for additional information on the State and Federal Historic Tax Credit programs.

3. An aerial photograph and parcel map of the Site.
 3. Reference to the points listed under I.A. of this MOA. The RFP as a whole will make a good faith effort to generate interest in the preservation of what MHC has defined as the historic character of the Site.
- D. DCAMM will provide a confidential draft RFP to MHC, DVS and CHC. MHC, DVS and CHC will have fourteen (14) days to review and comment on those portions of the draft RFP which address issues of historic preservation. Before issuance of the final RFP, MHC, DVS and CHC will have seven (7) days to review and comment on the portions of the final RFP which address issues of historic preservation. In the event MHC, DVS and CHC do not provide initial comments on the draft RFP within 14 days or comments on the final RFP within 7 days, the RFP shall be deemed acceptable to MHC, DVS and CHC. It is understood that the content of the RFP shall not require approval of MHC, DVS or CHC. It is further understood that MHC, DVS and CHC will not share any portion of the RFP with anyone prior to the time the RFP is made publicly available by DCAMM.
 - E. The marketing effort shall be continued for no less than three months from the date of the issuance of the RFP. Issuance shall occur when the notice of availability of the RFP is published in the Central Register.
 - F. DCAMM will schedule a Bidder's Conference for prospective developers to occur at the midpoint of the marketing effort during which MHC, DVS and CHC will have the opportunity to present information and to answer questions from prospective developers.
 - G. Once proposals from developers are received by DCAMM in response to the RFP, MHC, DVS and CHC shall be afforded the opportunity to comment on the non-financial sections of the proposals and to provide their comments in writing to DCAMM within 14 days of receipt of the proposals. Comments may include applicability of the Standards to the proposals. DCAMM will share MHC, DVS and CHC comments with interviewed developers. If DCAMM, in its sole determination, has received no proposals that are feasible and acceptable that provide for rehabilitation or new construction in conformance with the recommended approaches in the Standards, DCAMM will convey its conclusions to MHC, DVS and CHC.
 1. For all sections of the Site for which there is no preservation proposal that is feasible and acceptable to DCAMM, then DCAMM or any new owners of any part of the Site or any other person may proceed, subject to any other applicable reviews and permits, with demolition of buildings and structures or rehabilitation or new construction that does not conform to the Standards following completion of photographic recordation and documentation as stipulated in Section V.

III. New Construction

- A. DCAMM shall encourage new building additions and structures that are sympathetic or compatible to what MHC has determined to be character-defining attributes of the Site.
- B. If new construction is proposed on previously undisturbed land within the Disposition Site, DCAMM shall consult with the MHC to determine if an archaeological survey is required prior to any ground disturbing activities are undertaken on the land.

IV. Exempted Activities

A. The following construction activities are unlikely to affect what MHC regards as the character-defining attributes of the Site and are exempted from further review by MHC, including comments in any environmental review process:

1. Resurfacing, maintenance, repair or improvement of existing parking lot, road and driveway.
2. Repair, replacement or improvements to infrastructure (i.e. heating and electrical systems, sewer, water, ventilation systems or plumbing).
3. Maintenance work such as painting, repair or replacement of substantially in-kind architectural elements.
4. New construction on the Site that is consistent with the design guidelines set forth in Section III.

V. Photographic Recordation and Documentation

A. Prior to any demolition activities, substantial new construction or other major change to any part of the Site, DCAMM shall require that the Site be documented by photographs and narratives in accordance with a "recordation plan" that satisfies all of the following:

1. Contains photographs and documentation of the character-defining attributes.
2. Provides that copies of the resulting documentation are made available to DVS and CHC.

VI. Historic Rehabilitation Tax Credits


A. Rehabilitation of the buildings that contribute to a potential National Register Historic District may qualify for State and/or Federal Historic Rehabilitation tax credits. DCAMM shall encourage any third party developer to consult with MHC and the National Park Service to determine if the building is eligible for tax credits and if the proposed work meets the Standards allowing for the potential use of historic tax credits.

VII. Modifications

Any party to this MOA may request that it be amended or modified whereupon the parties will consult in accordance with 950 CMR 71 to consider such amendment or modification.

Executed as of the date of the last signature below.

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE

By: 
Carol Gladstone

Date: 6/4/2020

Commissioner

MASSACHUSETTS HISTORICAL COMMISSION

By: Brona Simon
Brona Simon
State Historic Preservation Officer

Date: 11/3/2020

Concurring Party

DEPARTMENT OF VETERANS' SERVICES

By: Christine Lussier-Papad
Name: Christine Lussier-Papad
Title: Acting Secretary, DVS

Date: 10/2/2020

CHELSEA HISTORICAL COMMISSION

By: John DePriest
Name: John DePriest
Title: Staff to Commission: Signature authorized

Date: September 2, 2020

by the Commission by vote on September 1, 2020.

APPENDIX O: STATE AND FEDERAL HISTORIC TAX CREDIT PROGRAM REFERENCES

Tax Incentives for Restoring Historic Properties, National Park Service, including a link to *Secretary of the Interior's Standards for Rehabilitation*

<https://www.nps.gov/tps/tax-incentives.htm>

Massachusetts Historic Rehabilitation Tax Credit

<https://www.sec.state.ma.us/mhc/mhctax/taxidx.htm>

APPENDIX Q: ENERGY AND ENVIRONMENT

The Commonwealth of Massachusetts has set aggressive, economy-wide goals to reduce greenhouse gas emissions to zero by 2050 and ensure that Commonwealth assets are resilient.

Proposals will be evaluated against the following baseline standards that reduce carbon emission, enhance resilience, and promote sustainable design:

- Certify new buildings at Passive House or LEED NC Silver
- Certify renovations at LEED EB
- Use efficient electrification for space conditioning (air or ground source heat pumps)
- Manage stormwater on site and reduce any off-site stormwater impacts
- Design landscapes that are drought tolerant, use native plantings, improve stormwater management, and reduce heat island effects.

DCAMM especially welcomes proposals that demonstrate innovative energy generation, climate mitigation, or resilience strategies.

APPENDIX R: Proposal Cover Sheet

Attached is a proposal for the lease and redevelopment of the 8.7-acre Domiciliary Campus of the Soldiers' Home in Chelsea headquartered at 91 Crest Avenue, Chelsea, MA. The undersigned proposes to lease the property from the Commonwealth of Massachusetts upon the terms and conditions specified in this proposal.

I agree that all expenses related to the preparation of this proposal, including any costs related to any brokerage or third party representation engaged by the proposer, are at the proposer's sole expense.

I have read, understand, and agree to comply with the terms and conditions set forth in the Commonwealth's Request for Proposals dated December 2, 2020.

I have attached twelve (12) color copies and one electronic copy of the proposal for the lease of the 8.7-acre disposition property of the Soldiers' Home in Chelsea.

(Signature)

(Date)

Print Name: _____

Organization: _____

Address: _____

Telephone: _____

All bids must be accompanied by a deposit of Ten Thousand (\$10,000) Dollars in the form of a certified personal check, a cashier's check, or a treasurer's check made payable to the order of the "Commonwealth of Massachusetts." Bid deposits *will not* be held by DCAMM in an interest bearing escrow account; bid deposits will be returned to the non-selected bidders at the mailing addresses provided in their proposals promptly after the date of the Provisional Designation Agreement to the selected developer. The \$10,000 deposit paid by the selected developer shall be nonrefundable.

APPENDIX S: DISCLOSURE STATEMENT OF BENEFICIAL INTEREST

DISPOSITION OF REAL PROPERTY

For disposition of Real Property by the Commonwealth of Massachusetts the undersigned does hereby state, for the purposes of disclosure pursuant to Massachusetts General Laws, Chapter 7, section 40J, of a transaction relating to real property as follows:

(1) REAL PROPERTY: _____

(2) TERM: _____

LESSOR: The Commonwealth of Massachusetts by its Division of Capital Asset Management and Maintenance.

(4) LESSEE: _____

(5) Names and addresses of all persons who have or will have a direct or indirect beneficial interest in the property as Lessee.

NAME

RESIDENCE

(6) None of the above mentioned persons is an employee of the Division of Capital Asset Management or an official elected to public office in the Commonwealth, except as listed below.

Signed under the penalties of perjury.

DATE

NAME

TITLE

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

INSTRUCTION SHEET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- (1) REAL PROPERTY:
- (2) TYPE OF TRANSACTION, AGREEMENT, or DOCUMENT:
- (3) PUBLIC AGENCY PARTICIPATING in TRANSACTION:
- (4) DISCLOSING PARTY'S NAME AND TYPE OF ENTITY (IF NOT AN INDIVIDUAL):
- (5) ROLE OF DISCLOSING PARTY (Check appropriate role):

_____ Lessor/Landlord

_____ Lessee/Tenant

_____ Seller/Grantor

_____ Buyer/Grantee

_____ Other (Please describe): _____

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

NAME

RESIDENCE

- (7) None of the above- named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (insert "none" if none):
- (8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been

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

filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arms length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.

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

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

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

PRINT NAME OF DISCLOSING PARTY (from Section 4, above)

AUTHORIZED SIGNATURE of DISCLOSING PARTY

DATE (MM / DD / YYYY)

PRINT NAME & TITLE of AUTHORIZED SIGNER

APPENDIX T: MEPA AGREEMENT

SOLDIERS' HOME IN CHELSEA-DOMICILIARY CAMPUS

MEPA AGREEMENT

The undersigned in partial consideration of and as a condition to the lease of Commonwealth land and improvements, if any, at the Domiciliary Campus at the Soldiers' Home in Chelsea (the "Land"), acknowledges and agrees that if there is any work or activity proposed on the Land which meets or exceeds a review threshold under the Massachusetts Environmental Policy Act ("MEPA") regulations at 301 C.M.R. 11.00 et. seq. ("MEPA Regulations") then prior to "Commencement of Construction" as defined under the MEPA Regulations, the undersigned shall file or cause to be filed with the MEPA Office at the Executive Office of Energy and Environmental Affairs, all such documents as are required by the MEPA Regulations in connection with such work or activities and shall complete the MEPA process. In any such filing, the fact that the Land was leased from the Commonwealth within five (5) years of the lease shall be disclosed. The undersigned also acknowledges that the MEPA Regulations provide that the scope of review of a project undertaken on land leased from the Commonwealth extends to all aspects of the project undertaken on such land that are likely, directly or indirectly, to cause damage to the environment, as more specifically provided in the MEPA Regulations. The undersigned also agrees to provide to the Division of Capital Asset Management and Maintenance evidence of satisfaction of these MEPA requirements with respect to any work or activity at the Land occurring within five (5) years after the execution and delivery of the lease.

This agreement survives the delivery of the execution of the lease and binds the undersigned and its successors and assigns.

Executed under seal.

By: _____

Print Name: _____

Title: _____

Date: _____

Received by the Commonwealth of
Massachusetts Division of Capital Asset
Management and Maintenance

By: _____

Print Name: _____

Title: _____

Date: _____