



Project Proposal to  
The Asset Management Board

# **Charles F. Hurley Building Redevelopment Project Commonwealth of Massachusetts**

Charles F. Hurley Building  
Boston, Massachusetts

February 16, 2021

Proposed by:  
The Commonwealth of Massachusetts  
Division of Capital Asset Management and Maintenance  
Carol W. Gladstone, Commissioner

*In Collaboration with*

Executive Office of Labor and Workforce Development  
Roslin Acosta, Secretary

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## **I. PROJECT SUMMARY**

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### **Proposing Agency**

Division of Capital Asset Management and Maintenance (DCAMM)

*In collaboration with*

Executive Office of Labor and Workforce Development (EOLWD)

### **Summary Description of the Project**

The Charles F. Hurley Building (the “Hurley Building”) is located on approximately 3.25 acres in Downtown Boston. It provides approximately 241,000 usable square feet (347,000 gross square feet), which is primarily occupied as office space by agencies in EOLWD. The Hurley Building, which opened in 1971, requires capital renewal expenditures of approximately \$225 million.

DCAMM has examined several options for addressing the Hurley Building’s needs and has concluded that redevelopment, in partnership with a private entity (the “Project”), will be the most cost-effective and beneficial approach for the Commonwealth. By leveraging the value to a private developer of a long-term ground lease of up to 99 years (the “Ground Lease”), the Commonwealth will be able to offset the long-term cost of office space occupancy for state agencies, and allow for the amortization of the total cost of ownership over the new or renewed asset’s life. This will not only help to stabilize occupancy, but to ensure that operations and capital reserves are adequately funded, and that the site is enlivened in ways it likely could not be without the introduction of private uses and greater density overall.

DCAMM has three main goals for this project:

1. Cost-effectively renew and replace an outdated 50-year old State asset
2. Shift costly downtown leases by consolidating State office space under long-term control
3. Transform from an imposing super-block into a pedestrian-friendly, 24/7 neighborhood

The Project includes both the Hurley Building and surrounding area (the “Hurley Disposition Area” shown on Figures 2 and 3) as well as the open spaces surrounding the adjacent Lindemann Mental Health Center (the “Open Space Improvement Area” shown in Figures 2 and 3), but not the Lindemann Building itself. The “Disposition Site” shown in Figure 2 comprises both the Hurley Disposition Area and the Open Space Improvement Area.

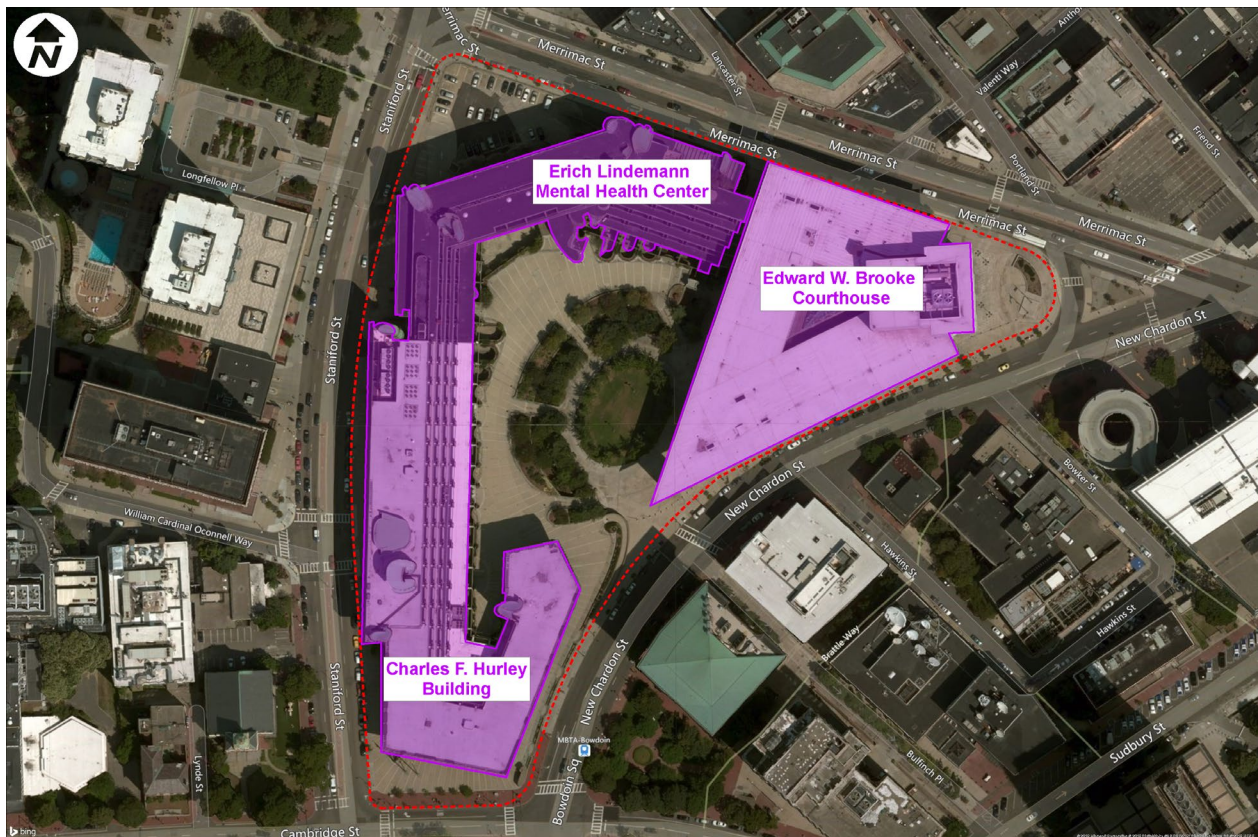
### **Description of Transaction**

DCAMM proposes to offer a Ground Lease within the Disposition Site to a private developer who will secure all necessary permits, approvals, and funding for the redevelopment. As consideration for the Ground Lease, the selected developer will be required to provide office space to the Commonwealth at reduced cost. The Commonwealth office space is expected to be provided on the Disposition Site, though DCAMM may accept offers for space within the City of Boston Central Business District, delineated on the map in Appendix A, that meet DCAMM’s criteria.

## II. DESCRIPTION OF THE PROJECT

### Description and History of Asset

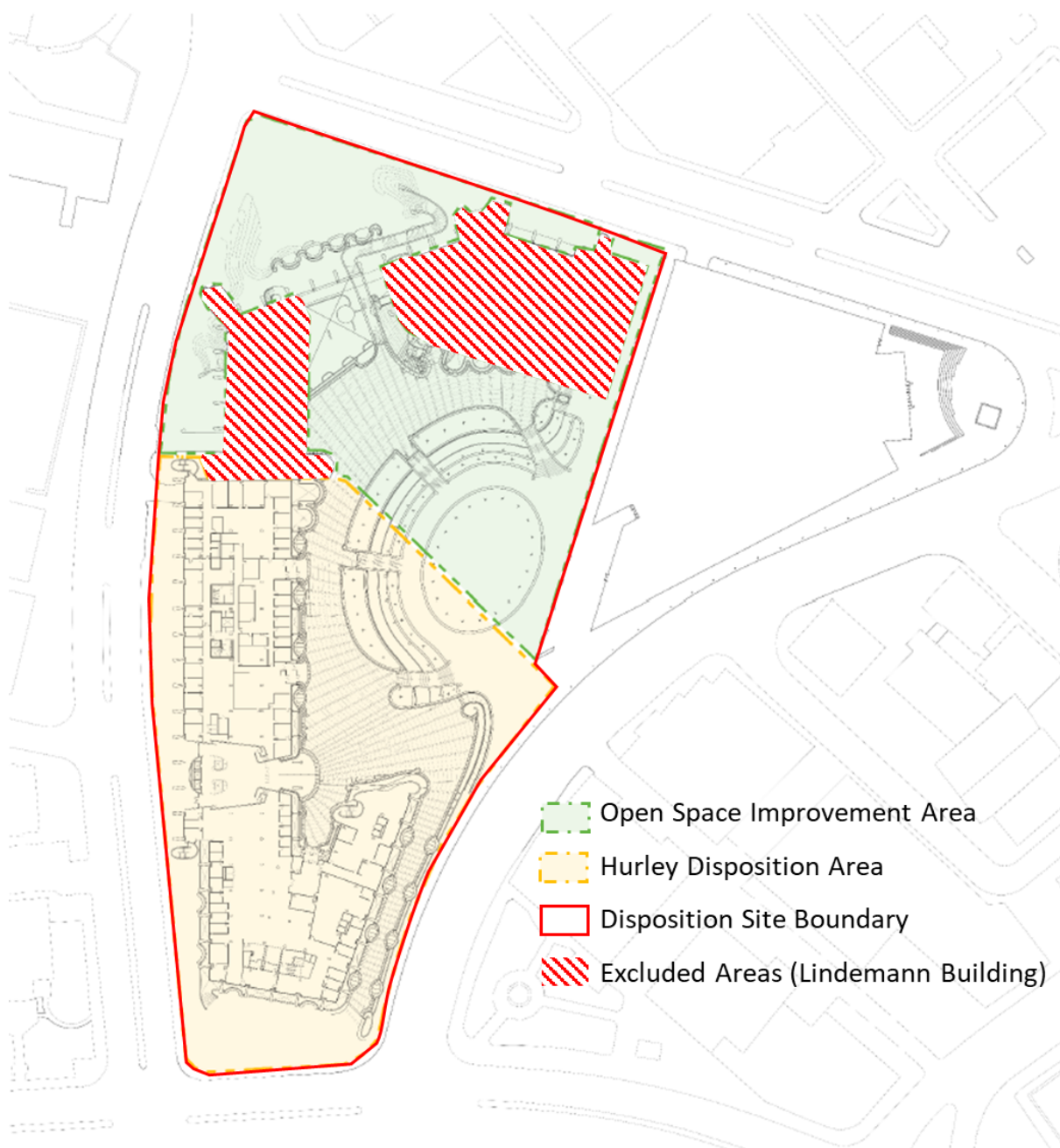
The Disposition Site is part of what was originally planned as a three-building, 8.5-acre<sup>1</sup> Boston Government Service Center (“BGSC”). Two buildings were built and continue to be used as originally planned: the 347,000 SF Charles F. Hurley Building providing offices for Labor and Workforce agencies; and the 222,000 SF Erich Lindemann Mental Health Center providing offices for, and programs run by, the Department of Mental Health (“DMH”). In addition to the Hurley and Lindemann Buildings, the site was designed to contain a third building – a tower for Health, Education and Welfare departments. That building was never built; the Edward Brooke Courthouse, which was added in the late 1990’s, stands on that portion of the BGSC (and is not included in this Project).



**Figure 1: Buildings in BGSC**

<sup>1</sup> DCAMM’s records show discrepancies in the reported size of the three-building lot, as well as various subdivisions thereof (including the square footage of the building itself). 8.5 acres is the most common size used for the entire block; the ranges used in the following paragraph cover the range found in records consulted by DCAMM. DCAMM is working with a surveyor to resolve these discrepancies and come up with definitive measurements prior to issuing its RFP.

The outside boundaries of the proposed “Disposition Site” (approximately 5.2-5.95 acres) includes the Hurley Building and surrounding improvements, but *excludes* the Lindemann Building. The Disposition Site will be available for redevelopment as follows: The “Hurley Disposition Area” (approximately 3.25-3.5 acres, shaded in yellow in Figures 2 and 3) will be available for permanent redevelopment for state agency offices and private uses; and the “Open Space Improvement Area” (approximately 2-2.4 acres, shaded in green in Figures 2 and 3) will be available for open space and other public amenities (no permanent buildings will be allowed). The Commonwealth retains the right to not include or terminate the Ground Lease on some or all of the Open Space Improvement Area at any time, if and as Commonwealth’s needs for that portion of the Disposition Site evolve.

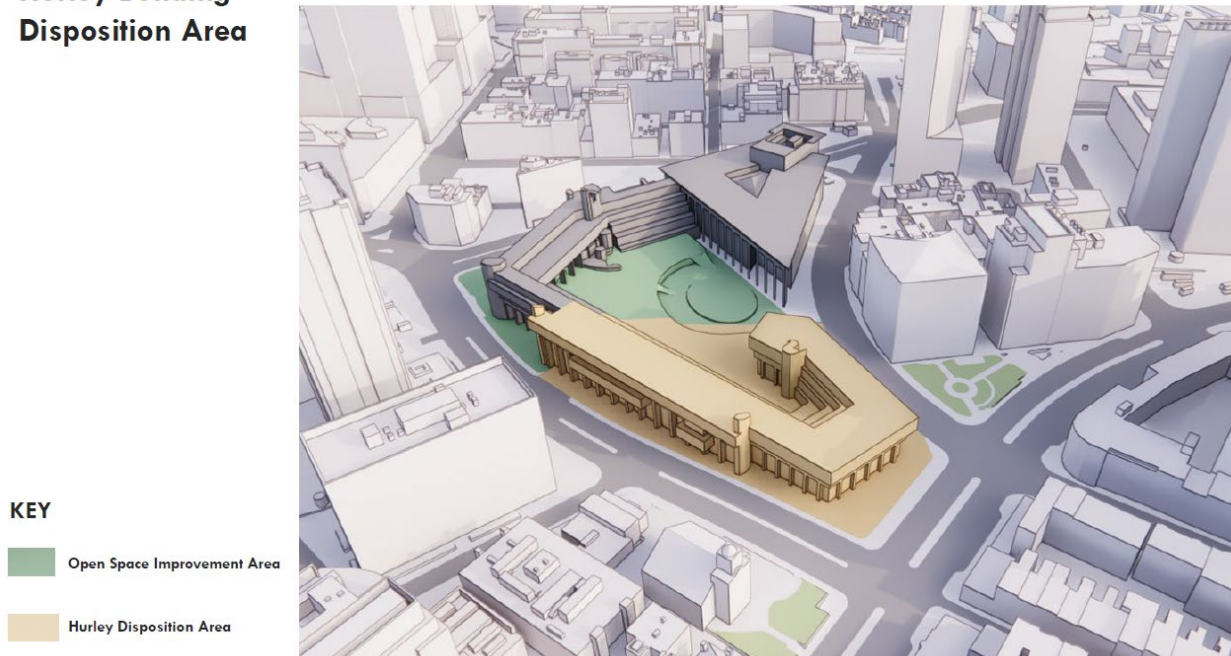




## Figure 2: Disposition Site Boundary showing Hurley Disposition Area and Open Space Improvement Area

The Disposition Site is bound by Staniford Street between Merrimac and Cambridge Streets; Cambridge Street between Staniford and New Chardon Streets; New Chardon Street between Cambridge Street and the pedestrian passageway adjacent to the Brooke Courthouse; and Merrimac Street between that same pedestrian passageway and Staniford Street. The boundary between the Hurley Disposition Area and the Open Space Improvement Area begins between the two buildings where they meet, and then cuts diagonally across the shared plaza and garage, to roughly meet up with Bulfinch Place where it intersects New Chardon Street.

### Hurley Building Disposition Area



## Figure 3: Three-Dimensional View of Open Space Improvement Area and Hurley Disposition Area

In addition to what was proposed in the Preliminary Proposal to the AMB, made on January 14, 2020, DCAMM is expanding the potential Disposition Site to address one of the biggest concerns raised by stakeholders: the appearance and unwelcoming aspect of the open space surrounding the entire block, and especially of what is known as “Merrimac Plaza,” the roughly half-acre, triangular plaza located at the corner of Staniford and Merrimac Streets, which was originally designed as public open space but is now used as parking for state employee vehicles.

The Lindemann Building itself is not included in the Disposition Site because it contains services procured or managed by DMH, including 114 shelter beds for homeless residents and several outpatient or drop-in programs. These programs cannot be as easily relocated as more fungible state office space (which is the primary use of the Hurley Building). Since planning and uses for the Lindemann Building and surrounding areas continue to evolve, DCAMM intends to restrict uses on the portion of the Disposition Site nearest the Lindemann Building – and to retain the right to not include or terminate some or all of that portion of the Ground Lease.

The Hurley Building and Lindemann Building are adjacent, they are structurally separate, and were delivered separately. They share a parking garage and plaza, and a supplemental cooling system; however, the buildings' chilled and hot water systems will be de-coupled prior to any redevelopment transaction.

## **Public Benefit**

### *Financial Benefits*

The public purpose of this Project is to stabilize and minimize the cost of the Commonwealth's long-term office space needs in Downtown Boston. The proposed approach will also address the estimated \$225 million capital liability of the Hurley Building; allow the Commonwealth to eliminate short-term office space leases that currently leave the Commonwealth exposed to Downtown Boston's market fluctuations; and amortize occupancy costs over the term of the agreement. This plan will enable the Commonwealth to plan more efficiently and effectively for its long-term operating budget and capital renewal needs, and to provide for a higher level of asset maintenance than DCAMM is currently able to achieve.

### *Long-term lease to Commonwealth*

The Commonwealth will benefit from the certainty of a long-term tenancy (up to 99 years) or commercial leasehold condominium in improved space at stabilized, below-market rents.

### *Addressing capital needs*

As with any building of this age, the Hurley Building faces major capital needs – both to address end-of-life building systems and other deferred maintenance needs, and also to bring the building up to modern standards, including retrofits to reduce energy consumption, and upgrades to interior spaces to better address program and customer service needs. By leveraging the site's value to address these concerns, the Commonwealth will be eliminating a capital liability of \$225 million or more.

### *Improved energy performance*

The Hurley Building has a high Energy Use Intensity – or energy use per square foot – for a building of its size and function. This is due to a variety of factors, including outdated mechanical systems; original, single-pane windows; and uninsulated exterior masonry walls with a high surface to volume ratio. Meeting the Commonwealth's Greenhouse Gas (GHG) emission reduction goals will require reducing energy use in its office buildings – and in the case of a building like Hurley, the approach will need to be comprehensive to be effective.

### *Improved urban design*

The redevelopment will enliven what is currently an imposing, unfriendly block in Downtown Boston by bringing a mix of uses and greater density to the Hurley Redevelopment Area, re-thinking the street-level experience across the Disposition Site (including open space, ground-level activation, and the introduction of a mid-block passageway between Staniford and New Chardon Streets), and allowing for selective removal of portions of the existing Hurley Building.

### *A thoughtful approach to historic preservation*

The Disposition Site is part of the Boston Government Service Center (BGSC), for which esteemed modernist architect Paul Rudolph served as the coordinating architect. The complex as a whole is admired by fans of Brutalist architecture for its distinct features and its monumental scale, which is in keeping with the dominant role government played in that Urban Renewal era. DCAMM is in consultation with the Massachusetts Historical Commission and preservation advocates on an adaptive reuse approach that respects the significance of the site while allowing for much-needed improvements. Including the “Open Space Improvement Area” in the disposition site is part of that work.

#### *Economic benefits*

As with similar major construction and redevelopment projects, this Project will create both temporary and permanent jobs, and will generate tax revenue for both the city and state. The magnitude of each of these benefits will depend on the specific redevelopment approach selected.

#### *Transit-oriented development (TOD)*

As the Commonwealth seeks to address traffic congestion and reduce greenhouse gas emissions, concentrating development in transit-accessible locations is key to future growth. Because of its prime location in Downtown Boston, this development will concentrate new users at a site that is adjacent to the Blue Line, and less than a 10-minute walk from North Station and all other fixed-rail MBTA service (Red, Orange, and Green lines). Continuing to utilize the site in the low-density, low-activity way it’s currently configured would be a huge missed opportunity.

### **Anticipated Public Costs**

DCAMM has examined several options for addressing the Hurley Building’s needs and has concluded that redevelopment, in partnership with a private entity, will be the most cost-effective and beneficial for the Commonwealth. By leveraging the value to a private developer of a long-term ground lease of up to 99 years, the Commonwealth will be able to offset the long-term cost of occupancy for state uses, and allow for the amortization of the total cost of ownership over the new or renewed asset’s life. This will not only help to stabilize occupancy, but to ensure that operations and capital reserves are adequately funded, and that the Disposition Site is enlivened in ways it likely could not be without the introduction of private uses and greater density overall.

The costs to the Commonwealth from this Project will depend on the exact development program proposed, and how much space DCAMM occupies in the redeveloped property. DCAMM anticipates requiring as much as 350,000 gross square feet to approximate a replacement of the space currently available in the Hurley Building, and is seeking authorization from the Asset Management Board (the “AMB”) to acquire such space as part of the Project.

Typically, Commonwealth space leases are funded from operating funds. If the Commonwealth acquires a commercial leasehold condominium interest in the redeveloped Project, capital sources may be made available and/or used. No such capital sources have been identified to date. These anticipated costs should be offset in part by reducing the need for leased space elsewhere in Downtown Boston (under existing leases not acquired as part of this Project).

Although DCAMM anticipates that the space it will re-occupy as part of this Project will be located within the Disposition Site, DCAMM may accept offers for space within the City of



Boston Central Business District, delineated on the map in Appendix A, that meet DCAMM’s criteria. These criteria may include proximity to public transit, proximity to Government Center, length of lease and other conditions and lease terms. DCAMM seeks authorization from the AMB to acquire such space outside of the Disposition Area, within the area shown in Appendix A, if it is part of the proposal that DCAMM deems to be most advantageous to the Commonwealth.

### **Estimated Revenues, Sources and Application**

Revenues from this Project are likely to be applied primarily to the reduction of occupancy costs for the office space allocated to the Commonwealth by lease or condominium interest as part of this Project. Such occupancy costs include base rent, maintenance costs, capital improvement funds, operating reserve funds, and other typical office occupancy costs.

Cash payments may also be made to the Commonwealth, for example as “participation” in a sale or refinancing of the leasehold interest (which will be subject to Commonwealth approval). These payments will be split between the Trust Fund established pursuant to this Project (see Section VI, “Trust Fund Information”) and the General Fund of the Commonwealth.

Much of the anticipated value of redevelopment stems from the fact that Boston zoning currently permits a floor area ratio (FAR) of between 8.0 and 10.0 at the site. The current configuration of the Hurley Building is approximately 2.2 FAR. Therefore, the density permitted could be four times greater than current usage. In addition, height restrictions under Boston zoning might permit a 400-foot tall structure in the existing courtyard. Compliance with all applicable laws and regulations be the responsibility of the selected developer.

### **Anticipated Market**

DCAMM expects this development opportunity to attract interest from commercial developers in the Boston market and beyond. The selected developer will need to have a demonstrated track record in the delivery of complex urban infill projects that mix public and private uses and have substantial public benefits.

### **Private Sector Participation Required**

Utilizing private sector participation will allow the Commonwealth to densify the Hurley Disposition Area, enliven the Disposition Site, and assemble the team and marshal the resources necessary to significantly expand the building improvements onsite. Development sites of this size are quite rare in Downtown Boston, so this should be an attractive opportunity for well-respected, large development firms.

### **Schedule for Implementation**

The estimated timeline for the Project includes:

- RFP: early 2021;
- Redeveloper designation: late 2021;
- Permitting and Financing completed by redeveloper: 2023;
- Construction commencement: 2023; and
- Construction completion: 2025

## **Performance Measures**

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 can be measured objectively by the following criteria:

- The Procurement Process will yield new office space for state employees that meets the Commonwealth's requirements;
- The lease will not result in windfall profits to any individual as per 810 CMR 2.02(1)(e);
- The lease will maximize the utilization of the Commonwealth's real estate assets at this location; and
- The Project will be financially feasible over the term of the Ground Lease.

## **III. Public Comments and Responses**

The draft Final Project Proposal was made available to the public on December 2, 2020. Written comments were accepted via regular mail and electronic mail through Wednesday, December 23, 2020. A copy of all 17 written comments received by that date are included in Appendix D.

DCAMM also held a virtual public hearing on the project proposal on December 17, 2020. 148 people attended that hearing, with many offering verbal and written comments or questions. A summary of that meeting is included in Appendix D, and a full recording can be found on the project website ([mass.gov/hurley-redevelopment](http://mass.gov/hurley-redevelopment)).

Notice of the public hearing, and an invitation for public comment on this proposal, was published in the Boston Globe and the Central Register once a week for two consecutive weeks prior to the hearing. Notice was also sent electronically and via First Class mail to members of the General Court in the legislative district in which the Hurley Building is located, and to the Mayor of Boston and all members of the Boston City Council. Municipal officials were asked to post the notice in a public place on the City of Boston website, as well as at City Hall. A copy of the hearing notice is available here as Appendix J.

It should be noted that the draft Final Project Proposal that was published in November was, itself, a reflection of public input received by DCAMM over the prior year, as DCAMM sought to better define the project for the Final Project Proposal. This input was gathered in a variety of ways, including:

- A comment form on DCAMM's website, along with direct contact information.
- Presentations to neighborhood association including the West End Civic Association, Beacon Hill Civic Association, and Downtown North Association.
- Meetings with relevant elected officials.
- Meeting with relevant staff at the City of Boston, including Boston Planning and Development Agency, Environment and Open Space cabinet, and Boston Landmarks Commission.
- Correspondence with the Massachusetts Historical Commission, and correspondence and meetings with consultation partners (including preservation advocates). A copy of all such correspondence is included here (see Appendix F).

- DCAMM staff reviewed comments in new articles and other public fora relating to the Hurley Redevelopment project.

A good deal of DCAMM’s public engagement work prior to publishing the draft FPP revolved around developing a set of design guidelines, which DCAMM intends to include in its eventual RFP for the site. Those guidelines are included in this Project Proposal in Appendix G.

Outreach relating to the design guidelines includes:

- DCAMM convened an informal advisory group which included neighbors, developers, and preservation advocates, to help shape the draft design guidelines prior to gathering public input.
- DCAMM held a virtual public meeting with approximately 250 attendees to review the draft design guidelines. The meeting included poll questions and small group breakouts to facilitation discussion among participants.
- The poll questions asked at the public meeting were also made available on the Project’s website via a web survey that reiterated all the same questions. 7 individuals responded to the survey, often providing detailed written comments.

All of the written comments received prior to December 2, 2020, when DCAMM made the draft FPP available, is included here as background information in Appendix E.

## **Public Comments and DCAMM’s Response**

### *Comments Received Prior to FPP Issuance*

The design guidelines which will be attached to the RFP to be issued by DCAMM for this project reflect a changed understanding by DCAMM of the project and project approach resulting directly from some of the outreach detailed above. In particular:

1. An emphasis on adaptive reuse / building preservation

While the majority of commenters advocated building preservation, there were several strong opinions expressed in favor of building demolition. DCAMM intends to express a preference in the RFP for redevelopment schemes that pursue adaptive reuse of the existing building – that is, schemes that retain some or all of the existing building, but include new improvements to modernize what is retained, and address some of the urban design challenges that many of the building’s detractors find so problematic. Given that the site is eligible for listing in the state and local registers of historic places, and that MHC has indicated that it expects DCAMM to prioritize preservation, this compromise is recommended.

2. An approach that addresses open space across the entire site – including surrounding the Lindemann building – even though the Lindemann building itself is not part of the project.

One of the greatest areas of concern from both preservation advocates and neighbors has to do with the condition of “Merrimac Plaza,” in front of the Lindemann building. In response to these concerns, DCAMM has included consideration of open spaces throughout the site in its FPP, so that it may enter into a long-term lease with the selected developer for improvements to, and ongoing maintenance of, Merrimac Plaza and other open spaces.

## *Comments Received on the Draft FPP*

### 1. Community Uses

Several stakeholders expressed interest in seeing community uses incorporated into the site, including: educational uses, such as a public school, preschool; a community center or senior center; and affordable housing. DCAMM will note these in the RFP as examples of uses desired by the local community for the site.

### 2. Lindemann Building

Several commenters questioned the exclusion of the Lindemann Building from the redevelopment project, since the two buildings were built under one overarching design concept. DCAMM explained that the mental health-related uses in the Lindemann Building cannot be relocated at this time, unlike the office uses in the Hurley Building. As noted above, as a direct result of stakeholder input, the design guidelines do incorporate potential improvements to the public areas surrounding the Lindemann Building, so that the redevelopment of the Hurley Building may begin to address some of the challenges presented by Lindemann.

### 3. Ground-Level Experience

Many stakeholders noted that walking past the Hurley Building is an unpleasant experience, citing that there is little to engage pedestrians and many blind recesses that can make people feel uneasy. Several neighbors noted that neighborhood-type retail uses, community uses, and open space would not only serve the community, but enliven the site.

### 4. Construction Impacts

Neighbors expressed concern about impacts arising from the construction of new improvements on the site of the Hurley Building – dust, traffic, etc. These concerns will be addressed as part of the City’s permitting process.

### 5. Major Infrastructure Projects

Neighbors expressed concern about the number of large-scale construction projects planned for the immediate neighborhood of the Hurley Building, and the need for these projects to be coordinated to minimize impact on area residents and businesses. Planned projects include an expansion of nearby Mass General Hospital; a reconstruction of Cambridge Street, possibly in conjunction the extension of the MBTA’s Blue Line to connect it to the Red Line; and the reconstruction of a portion of Storrow Drive in conjunction with the relocation of parking facilities for Mass Eye and Ear Institute. DCAMM and our consultants have reviewed relevant transportation planning documents, and will continue to have discussions with MBTA and City staff to stay up-to-date on these plans.

### 6. Other preservation topics

There are two preservation concerns not explicitly addressed in the design guidelines that have been raised by commenters:

(a) The two-story, fresco murals in the lobby of the Hurley Building created by artist Constantino Nivola. DCAMM has commissioned an art conservation study to enhance understanding of the significance of these murals, and considerations for restoration / relocation, if required. DCAMM intends to make the results of this study available to potential bidders who may find such information useful.

(b) The setback along Cambridge Street created by the building angling away from the street. This creates a view corridor from City Hall Plaza to the Old West Church, and a few commenters expressed concern that DCAMM does not explicitly call for preservation of this view corridor. We believe that this topic is addressed in our design guidelines relating to open space. Additionally, that portion of the site is currently zoned as open space, which provides it an additional measure of protection.

#### 7. Parking and Traffic

Several commenters raised concerns about traffic impacts of the redevelopment. Several commenters encouraged parking at the site to be kept to a minimum in light of its proximity to transit, and encouraged DCAMM to reduce its project requirement of 200 spaces. Traffic impacts and parking requirements will be worked out with the City during the permitting process, and DCAMM will continue to evaluate its parking need in conjunction with its office space requirements.

## **IV. Laws and Regulations to be Waived**

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

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

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

M.G.L. Chapter 7C, Section 35

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

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 non-collusion in contracting requirement.

810 CMR 2.06(2)(b)

810 CMR 2.06(2)(c)

M.G.L. c. 7C, § 33 – Establishes the process for the disposition of surplus 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 surplus 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, § 35 (10 Year Limitation) – Limits the term of any lease acquisition to a maximum of 10 years.



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 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 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 will not apply. The noncollusion 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)(b) (Agency Inventory) – No inventory is required because no asset of the proposing agency is being declared as surplus.

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 is not applicable (see above request for waiver of Agency Inventory). 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.

### **Alternative Disposition / Acquisition Process**

DCAMM anticipates issuing a Request for Proposals (RFP) to solicit redevelopment proposals for the site. DCAMM will select the proposal that is most advantageous to the Commonwealth (reserving the right to reject any and all proposals for any or no reason), using evaluation criteria that include, but are not limited to:

1. Team qualifications
  - a. Experience with similar
  - b. Ability to execute
  - c. Diversity, equity and inclusion
2. Business terms
  - a. Space cost to Commonwealth
3. Development proposal
  - a. Market / financial feasibility
  - b. Permitting feasibility
4. Design proposal
  - a. Adherence to design guidelines (urban design, building design, sustainable design)

Availability of the RFP will be announced via DCAMM’s website, emails to DCAMM’s database of developers and other interested parties, publication in the Central Register, and other channels. The RFP will contain sufficient information for interested parties to develop a

responsive proposal, and will establish an evaluation process that ensures fair treatment of proposers. The proposal evaluation criteria will be included in the RFP.

## **V. Implementation and Performance Monitoring**

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).

Individuals responsible for this monitoring include:

- *Carol Gladstone, Commissioner, DCAMM*  
Carol Gladstone was appointed by Governor Baker as Commissioner of DCAMM on February 26, 2015. She has more than 35 years of experience in both public and private real estate development and project management.
- *Paul M. Crowley, Deputy Commissioner for Real Estate, DCAMM*  
Paul M. Crowley is DCAMM Deputy Commissioner for Real Estate, with responsibility for leading the agency's real estate acquisition, disposition, and leasing efforts. He has held several executive-level real estate and asset management positions in the private and not-for-profit sectors.
- *Nick Tsaparalis, Deputy Director for Asset Management, DCAMM*  
Nick Tsaparalis is Deputy Director for Asset Management and serves as Board Secretary for the Asset Management Board. In that role, he is responsible for compiling annual reports to the AMB on project performance.
- *Abi Vladeck, Director of Public-Private Development, DCAMM*  
Abi Vladeck is DCAMM's Director of Public-Private Development, handling large, complex disposition projects on behalf of the agency. Ms. Vladeck has over ten years of experience in public sector capital planning and real estate.
- *Daniel Cordeau, Leasing Director, DCAMM*  
Daniel Cordeau joined the Division of Capital Asset Management (DCAMM) as Director of Leasing in August 2020. He came to this position with over 30 years of experience in the private real estate market. Dan manages a team responsible for transactions (new space acquisition, relocation or renewing, closing) related to over 500 leased premises throughout the Commonwealth.
- *Natalie Sawyer, General Counsel, DCAMM*  
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.
- *Freya Bernstein, Deputy General Counsel, DCAMM*  
Freya Bernstein has practiced law for over 35 years in both the private and public sectors, including at law firms, financial institutions, corporations and with government

agencies, concentrating in commercial real estate development, finance and loan restructure. She has served as DCAMM Deputy General Counsel since 2004.

## **VI. Trust Fund Information**

Although consideration for the Ground Lease is expected to be realized in the form of reduced cost of occupancy in the office space that the Commonwealth leases (or buys) back, a Trust Fund will be created to accept cash payments. Disbursements from this fund would be used for capital improvements to be identified by the DCAMM Commissioner. Fifty percent of cash proceeds would be deposited into this fund and fifty percent into the General Fund, as required by M.G.L. Chapter 7B and 810 CMR 2.09.

## **VII. Appendices**

### Included in a Separate Attachment

*Appendix A: DCAMM Lease Search Area*

*Appendix B: Letter from Secretary of Administration and Finance Supporting Project and Creation of Trust Fund*

*Appendix C: Other Letters of Support*

*Appendix D: Public Comments on Draft Final Project Proposal and Minutes from Public Hearing on Draft Final Project Proposal*

*Appendix E: Other Public Comments Received by DCAMM on Overall Project and Summary of First Public Meeting*

*Appendix F: Correspondence with Massachusetts Historical Commission and Historic Preservation Consultation Partners*

*Appendix G: Applicable Reports and Studies*

*Appendix H: Private Individuals and Consultants Involved in Proposal Preparation*

*Appendix I: Appraisal*

*Appendix J: Public Hearing Notice*