

Town of Sudbury

Community Preservation Committee

cpc@sudbury.ma.us

Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776
978-639-3387
Fax: 978-639-3314
www.sudbury.ma.us/cpc

RECEIVED
OCT 07 2023

PROJECT SUBMISSION FORM

Applicant: Sheila Cusolito, Sudbury Housing Authority
SC

Submission Date:

10/06/2023

Group or Committee Affiliation (if any): Sudbury Housing Authority

Applicant Address:

55 Hudson Road
Sudbury, MA 01776

Purpose (please select all that apply):

- Open Space & Recreation
- Community Housing
- Historic Resource

Applicant Email & Phone Number:

director@sudburyha.org 978-443-5112

Project Manager Email & Phone Number: Emily Horgan ehorgan@cambridge-housing.org 978-810-2001
Matthew Zajac mzajac@cambridge-housing.org 413-887-8917

Project Name: Redevelopment of 21 Great Lake and 8 Oakwood Ave.

Project Description:

The Sudbury Housing Authority (SHA) is pleased to submit an application for Community Preservation Act funding to support the redevelopment of two obsolete single-family homes in its portfolio (21 Great Lake Drive and 8 Oakwood Avenue).

Please see the attached "Narrative and Statement of Need" for more information.

Costs:

Fiscal Year	Total Project Cost	CPC Funds Requested	Other Funding Sources (Amount and Source)
2025	\$1,661,345	\$450,000	SHA monies, private mortgage, green energy funding,
2026			competitive affordable housing loans: \$1,211,345
2027			
2028			
2029			
Total			

How does this project meet the General Criteria and Category Specific Criteria for Community Preservation Committee projects (see attached)?

This project will preserve and create deeply affordable rental housing opportunities for individuals and families with low to extremely low incomes. Please see "Narrative and Statement of Need" for further details.

Does this project fall within the jurisdiction or interest of other Town Boards, Committees, Commissions, or Departments? If so, please list the boards, committees, commissions, or departments, whether applications and/or presentations have been made, and what input or recommendations have been given.

Please see attached, "Narrative and Statement of Need".

For Community Preservation Committee Use:

Form Received On: _____

Project Presented to CPC On: _____

Reviewed By: _____

Determination: _____



End of Section

Narrative and Statement of Need

#1. Project Description:

The Sudbury Housing Authority (SHA) is pleased to submit an application for Community Preservation Act funding to support the redevelopment of two obsolete single-family homes in its portfolio (21 Great Lake Drive and 8 Oakwood Avenue). Exhibit A provides a map of these properties.

21 Great Lake and 8 Oakwood are single-family homes that SHA operates as state-assisted public rental housing for families through the Chapter 705 program.¹ Both of the homes, which are located in the Pine Lake neighborhood, have significant capital needs. 21 Great Lake is currently vacant due to a variety of concerns with the 1960s-built structure, particularly water/moisture damage. Exhibit B describes the extensive scope of work that would be required in order to return 21 Great Lake to occupancy, and Exhibit C provides photographs of existing conditions. It has been challenging for SHA to address these capital needs of its properties due to the limited amount of operating and capital funding that it receives from the State.

Prompted by the financial and physical challenges associated with operating 21 Great Lake and 8 Oakwood, SHA opted in 2022 to study its options for redevelopment of the sites. SHA hired an engineering firm (Hancock Associates) and an affordable housing consultant (the Cambridge Housing Authority) to help it evaluate redevelopment options.

With assistance from these consultants, SHA has developed a concept for future reuse of the properties. SHA proposes to demolish the existing single-family homes. Utilizing a mixture of public and private sources, a new duplex would be constructed on each site. All four units would be affordable rental housing. Two of the units would be replacement Chapter 705 state-assisted public housing apartments, and two of the units would be subsidized with tenant- or project-based vouchers. For all four apartments, residents would pay no greater than 30% of their income on rent. The maximum income of residents would be 80% of Area Median Income, but it is anticipated that the units would serve lower income families based on SHA's existing residents and applicants.

Exhibit D provides Hancock Associates' preliminary site plans for the duplexes. Each building depicted contains two (2) two-bedroom units. Soil testing was completed on both sites to confirm the feasibility of septic systems for two-family homes (Exhibit E). SHA wishes to articulate that the site plans are purely conceptual and do not represent its final plans for redevelopment of the sites. SHA anticipates an extensive process of community and resident engagement, as well as consultation with Town Departments, Boards, Committees, and Commissions, before putting a formal plan in front of those stakeholders for approval. SHA plans to host community meetings and resident meetings to share information and collect valuable feedback to guide the redevelopment effort. SHA wants to ensure the design reflects the characteristics of the neighborhood and uplifts the sites.

The redevelopment project will cost approximately \$1.6 million, with construction costs of approximately \$352 per sq. ft. In order to keep construction costs under control in today's inflationary economy, SHA intends to utilize modular construction, whereby elements of the buildings are efficiently constructed off-

¹ For a primer on the different types of public housing in Massachusetts please visit [Mass Legal Help](#)

site within factories. Among the sources that SHA anticipates using to fund the project are previously awarded CPA fund allocations and awarded National Development mitigation funds. The project will obtain a private mortgage (\$852k) and leverage green incentives and funding (\$30k). The requested CPA funds, \$450,000 represents just 27% of overall sources. Previously awarded CPA funding allocations along with this new CPA request total 42% of the project's funding sources. Exhibit F provides the preliminary project sources and uses.

SHA anticipates utilizing 2023 and 2024 to design the construction documents for the redevelopment project, apply for necessary local land use approvals, and assemble the needed funding. Construction will take approximately 12-16 months. In order to assist in the redevelopment project, SHA has retained Cambridge Housing Authority (CHA) to provide project management services through construction loan closing. As described in CHA's corporate resume (Exhibit G), the agency has successfully funded and managed the preservation and new construction of hundreds of units of affordable housing. The preliminary project budget is based on CHA's historical development costs and study of modular housing.

The redevelopment of 21 Great Lake and 8 Oakwood is an opportunity for SHA to provide additional affordable housing that aligns with the needs of Town residents, to modernize its portfolio, and to put the housing authority on stronger financial footing. SHA hopes that the redevelopment of 21 Great Lake and 8 Oakwood will prove to be a successful model for the modernization of its other scattered site housing (9 Richard Ave and 2 Beechwood Ave).

#2. How does this project meet the General Criteria and Category Specific Criteria for Community Preservation Committee projects?

The project meets the following General Criteria for eligibility:

- The new construction of affordable housing is eligible for Community Preservation Act (CPA) funding according to the requirements described in the CPA legislation.
- The project is consistent with and provides housing options that address some of the challenges identified in the 2021 Master Plan. All the units created and replaced in this project will count towards both affordable and subsidized housing, aligning with the plan's strategy to create a much more diverse housing stock.
- The project is consistent with the 2016 Housing Production Plan in terms of identified needs, goals, and strategies. The first goal says, "Create more affordable housing opportunities, both rental and homeownership, for eligible households, including for households with very low and extremely low incomes...", this project will create increased opportunities for individuals with very to extremely low incomes to secure stable and high-quality rental housing in the community.
- As with all prior development projects, SHA will assemble a talented design team in order to create housing that preserves the essential quality of the town and is harmonious architecturally with the surrounding neighborhood. These are cornerstone considerations for SHA.
- This project creates rental housing for low-income families and individual. Great Boston is in the midst of a housing affordability crisis due to these groups being underserved.
- While the project does not serve multiple needs, it does not conflict with open space or historic preservation work in town. The lots are already developed and in a mature neighborhood, and the existing homes are not historic in nature.

- In hiring CHA has a development consultant, modular construction was explored and identified as a cost and time effective measure to ensure the feasibility of this redevelopment project.
- Similar to the point above, development consultant CHA was hired to manage the redevelopment project expeditiously and within a reasonable budget.
- SHA explored project alternatives, particularly a substantial rehabilitation of 21 Great Lake, but found that the property's capital needs were too great to be financed by the sources available for such a project. Leonardi Aray Architects (LAA) investigated the scope of rehabilitation required to make the home habitable. LAA determined that the residence is in need of a new kitchen, selected interior finish replacements, flooring replacement, complete interior painting, mitigation of water infiltration issues in the basement, and window replacement. In addition to this interior work, SHA's civil engineering (Hancock Associates) weighed in that the septic system might require significant investment.
- This project will be majority-funded (59%) through SHA monies, private loans, private foundation support and public state and federal funding. SHA leverages \$1.41 of other private and public funding for every \$1 of CPA support. This advantageous return on investment is possible in-part because the project utilizes an existing Town asset (SHA-owned lots with a total assessed value of \$930,500²)

The project meets the following Community Housing Criteria for eligibility:

- The project will provide two net new affordable and deeply subsidized rental units for low-income families, contributing to the Town's goal of 10% affordability.
- The project will conform to the town's Housing Production Plan
- It will promote socioeconomic diversity by increasing housing opportunities for families and individuals with incomes at or below 80% AMI, 60% AMI and 30% AMI.
- New affordable, subsidized housing units will be woven into the fabric of an existing mixed income neighborhood.
- SHA will ensure long-term affordability through deed restrictions and regulatory agreements, with resident income eligibility periodically recertified.
- To the extent allowable while following Affirmative Fair Housing rules, the project will give preference to local residents, Town employees and families participating in METCO.

#3. Does this project fall within the jurisdiction or interest of other Town Boards, Committees, Commissions, or Departments? If so, please list the boards, committees, commissions, or departments, whether applications and/or presentations have been made, and what input or recommendations have been given.

SHA anticipates that the redevelopment project will involve collaboration with a broad range of Town stakeholders. To-date, SHA has not formally presented the preliminary redevelopment concept to outside Boards, Committees, Commissions, or Departments. SHA has, however, successfully collaborated with many stakeholders on previous projects to increase and/or stabilize rental housing and tenancies in Sudbury. The entities that SHA anticipates working with to ensure that the redevelopment project meets community needs include:

² Data collected from the Town of Sudbury Assessing Department.

- Town Manager
- Select Board
- Sudbury Housing Trust
- Planning and Community Development (and related committees)
- Community Preservation Committee
- Zoning Board of Appeals
- Conservation Commission
- Department of Public Works
- Facilities Department
- Building Department
- Board of Health
- Town Social Workers
- Police and Fire Departments
- Sudbury Foundation
- Council on Aging
- South Middlesex Opportunity Council
- Commission on Disability
- Veteran's Affairs
- Senior Center
- Public Schools

#4. Need for affordable housing in Sudbury

There is strong demand for affordable housing in Sudbury. Among data points that demonstrate the need for projects like the redevelopment of SHA's Chapter 705 homes are:

- Vacancy rates are very low for both owner-occupied (0.2%) and renter-occupied properties (1.9%)³.
- Thirty percent of households face a housing cost burden (paying more than 30% of their income on housing).
- SHA's May 2023 waiting list for family public housing contains 7,854 households.

#5. Provide examples of similar project proposals in other communities, if any, including examples of project scope, project cost, and status of completion

There are many CPA communities that strengthen affordable housing. In total, Massachusetts CPA communities supported the creation of 10,170 new affordable housing units and preserved 16,049 affordable housing units for a total of \$761,486,399 funds awarded⁴. A sample of projects similar in size and scope to SHA's proposed redevelopment include:

- The Commonwealth Avenue Project, Concord MA. In 2020, Habitat for Humanity of Greater Lowell in partnership with Concord Housing Authority received \$300,000 of local CPA funds for

³ All data via 2021 American Community Survey, unless stated otherwise.

⁴ Community Preservation Coalition.



the construction of an affordable homeownership opportunity. The development consisted of a two-bedroom single family home located at 367 Commonwealth Avenue, Concord, MA and had a total project cost of \$350,000. The project was designed to be energy efficient and consistent with the design and scale of the neighborhood. CPA funds represent 86% of the total development costs. This initiative supported Concord's goal of incorporating affordable housing opportunities into the development of a Town owned parcel⁵. The project broke ground in late 2022 and is slated to be completed soon⁶.

- The Mendes-Monteiro House, Dartmouth, MA. In June 2023, the Dartmouth Community Preservation Committee awarded \$500,000 for the construction of 10 units of subsidized rental housing for individuals over the age of 55 receiving services from the Department of Mental Health (DMH). Partners in Housing, Inc. will develop the project and upon completion it will be managed by Dartmouth Housing Authority with services provided by DMH. The development will consist of one (1) four-bedroom congregate unit and six (6) one-bedroom units. The total development cost is estimated to be \$5,091,873. Partners in Housing will utilize private and state funding sources in addition to CPA funds⁷.

⁵ Source: Town of Concord Community Preservation Committee.

⁶ Source: Habitat for Humanity of Greater Lowell.

⁷ Dartmouth Community Preservation Committee.



End of Section



Exhibit A

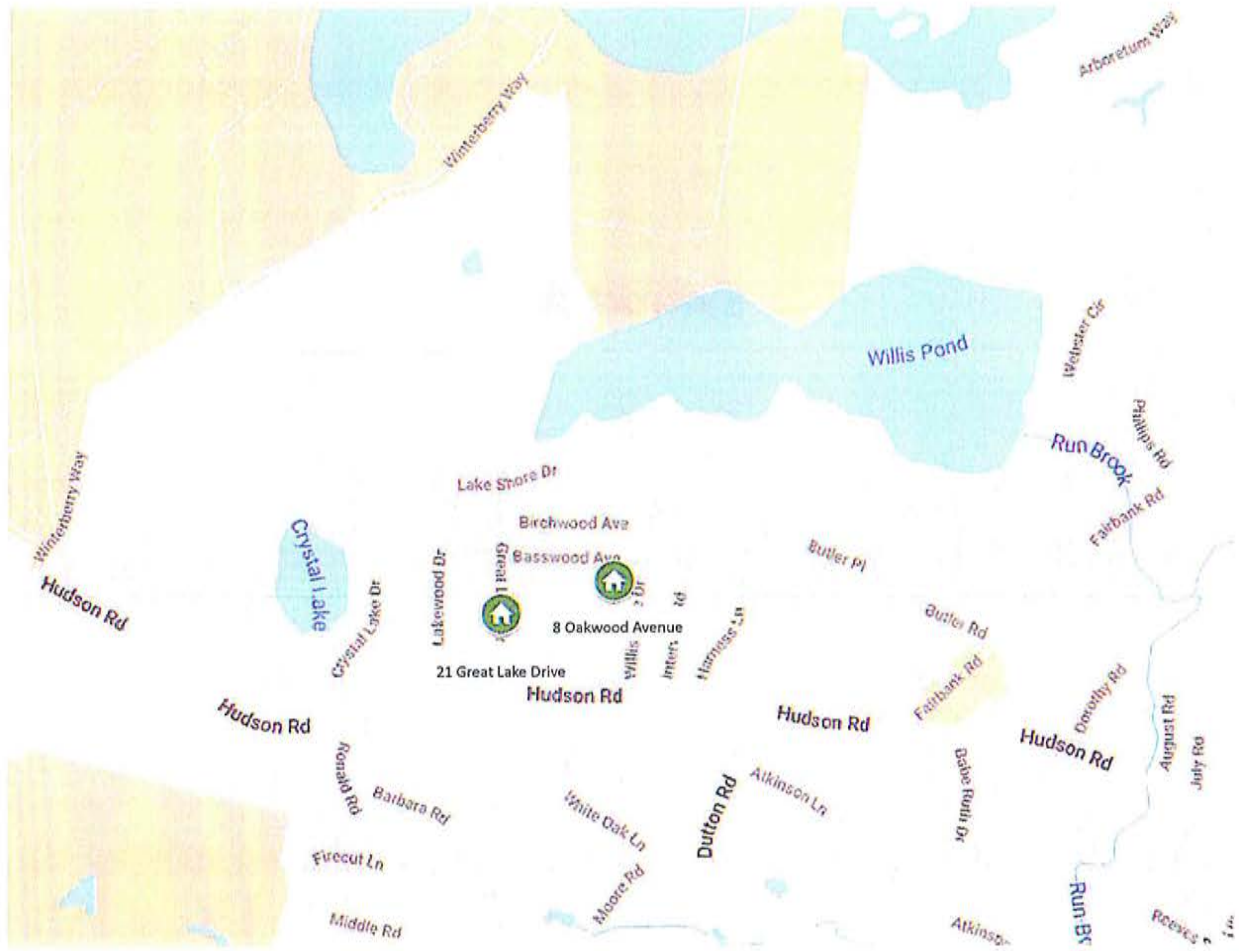




Exhibit B



Leonardi Aray Architects

Communicating Clients' Values through Design

July 27, 2022

Schematic Design (SD) Submission

Project #288076: Vacant Building Renovation, 21 Great Lake Drive, 705-1A
Sudbury Housing Authority

Per the work order, the subject property is a single-family residence with three bedrooms and single bath built in the early 1960s. The bath was renovated in 2017. The building requires an interior renovation including a new kitchen, selected interior finish and component replacement, flooring replacement and complete interior painting. The basement has water infiltration issues which must be investigated and mitigated. The work order also calls for the replacement of interior doors. Window and siding replacement are subject to budget.

During our site visit we observed water damage on a portion of the ceiling over the living area on the second (half) level. Interior finishes on the exterior walls in the basement show signs of water/moisture damage. It is our understanding that the LHA is considering to demolish the existing structure and build a duplex.

Taking into account needed repairs and potential future project, the enclosed Schematic Design drawings depict a scope of work to make the home habitable. The scope addresses needed repairs to mitigate water infiltration into the basement; the basement is treated as a non-habitable space that could serve as storage. A door and new insulation separate the basement from the rest of the home. Alt/add are also listed with the Construction Cost Estimate (CCE).

Alt/add scope primarily addresses improvements to the building enclosure to reduce energy consumption, extend the durability of the structure and improve indoor air quality thus creating a more conformable and healthy home. The scope is consequent to DHCD guidelines and comments from the LHA.

Siding. Vinyl siding has cracks, holes and is warping at various locations; it shows signs of aging and mildew forming. Vegetation in close contact with the structure should be removed. The following is recommended around the exterior walls, at least around the basement walls: remove organic material; add gravel over filter fabric, install waterproofing and aluminum flashing, 12" above grade and 6" below, over rigid insulation. Siding replacement will ease the effectiveness of this work.

Roofing. The roof is in fair condition but there is water infiltration over the ceiling in the living room. There is a considerable amount of organic material accumulating at various locations. The gutter at the front of the building is incomplete and has no downspout. Trimming of trees near the structure should be considered. Roof replacement is advised.

Refer to enclosed documents.

Leonardi Aray, AIA, CPHC

Managing Principal
Leonardi Aray Architects LLC
617-270-3912

leonardi@larayarchitects.com

www.larayarchitects.com

1035 Cambridge Street, Suite 1, Cambridge, MA 02141 | (617) 270-3912



Exhibit C

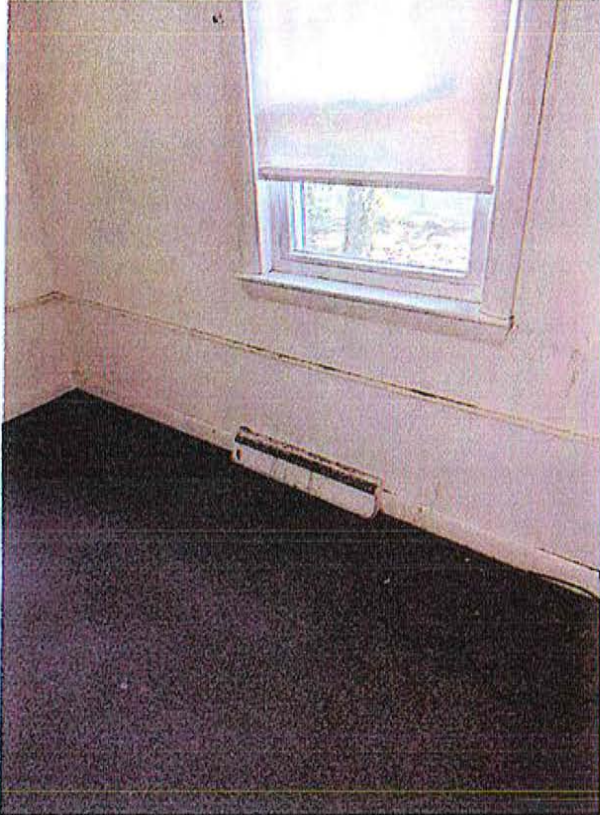


Photo showing moisture on wall and carpet.



The carpet and interiors need replacement.



21 Great Lakes in currently inhabitable due to ceiling damage.



A bedroom door needs replacement.



Exhibit D



Exhibit E



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

A. Facility Information

Sudbury Housing Authority

Owner Name

8 Oakwood Ave

Street Address

Sudbury

City

MA

State

Map F04, Lot 302

Map/Lot #

01776

Zip Code

B. Site Information

1. (Check one) New Construction Upgrade Repair

2. Soil Survey Available? Yes No If yes:

NRCS

Source

626B

Soil Map Unit

Merrimac Urban Land Complex

Soil Name

N/A

Soil Limitations

Stratified gravel to gravelly sand

Soil Parent material

Outwash Terrace

Landform

3. Surficial Geological Report Available? Yes No

If yes:

2018/ Stone & Stone

Year Published/Source

Coarse Deposits

Map Unit

Gravel, sand and gravel, and sand deposits

Description of Geologic Map Unit:

4. Flood Rate Insurance Map Within a regulatory floodway? Yes No

5. Within a velocity zone? Yes No

6. Within a Mapped Wetland Area? Yes No

If yes, MassGIS Wetland Data Layer:

Wetland Type

7. Current Water Resource Conditions (USGS):

11/21/2021

Month/Day/ Year

Range: Above Normal

Normal

Below Normal

8. Other references reviewed:



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

C. On-Site Review (minimum of two holes required at every proposed primary and reserve disposal area)

Deep Observation Hole Number: 1 Hole # 11/19/21 Date 8:00 am Time Sunny Weather 42.3946 Latitude 71.4534 Longitude:
 1. Land Use Residential (e.g., woodland, agricultural field, vacant lot, etc.) Short Grass Vegetation None Surface Stones (e.g., cobbles, stones, boulders, etc.) 0-2 Slope (%)
 Description of Location: _____
 2. Soil Parent Material: Glacial Outwash Outwash Terrace Landform SU Position on Landscape (SU, SH, BS, FS, TS)
 3. Distances from: Open Water Body ≥200 feet Drainage Way ≥200 feet Wetlands ≥100 feet
 Property Line ≥10 feet Drinking Water Well ≥100 feet Other _____ feet
 4. Unsuitable Materials Present: Yes No If Yes: Disturbed Soil Fill Material Weathered/Fractured Rock Bedrock
 5. Groundwater Observed: Yes No If yes: _____ Depth Weeping from Pit _____ Depth Standing Water in Hole

Soil Log

Depth (in)	Soil Horizon /Layer	Soil Texture (USDA)	Soil Matrix: Color-Moist (Munsell)	Redoximorphic Features			Coarse Fragments % by Volume		Soil Structure	Soil Consistence (Moist)	Other
				Depth	Color	Percent	Gravel	Cobbles & Stones			
0-28	Fill	SL							granular	friable	
28-31	Ab	SL	10YR2/2						granular	firable	
31-42	Bw	LS	10YR4/6				0-5		massive	loose	
42-110+	C	S	2.5Y6/4				0-5		massive	loose	

Additional Notes: _____



Commonwealth of Massachusetts
City/Town of _____

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

C. On-Site Review (minimum of two holes required at every proposed primary and reserve disposal area)

Deep Observation Hole Number: 2 Hole # 11/19/21 Date 8:20 am Time Sunny Weather 42.3946 Latitude 71.4534 Longitude:

1. Land Use: Residential (e.g., woodland, agricultural field, vacant lot, etc.) Short Grass Vegetation None Surface Stones (e.g., cobbles, stones, boulders, etc.) 0-2 Slope (%)
Description of Location: Front yard of residence of #8 Oakwood Ave

2. Soil Parent Material: Glacial Outwash Outwash Terrace Landform SU Position on Landscape (SU, SH, BS, FS, TS)

3. Distances from: Open Water Body >200 feet Drainage Way >200 feet Wetlands >100 feet
Property Line >10 feet Drinking Water Well >100 feet Other feet

4. Unsuitable Materials Present: Yes No If Yes: Disturbed Soil Fill Material Weathered/Fractured Rock Bedrock

5. Groundwater Observed: Yes No If yes: Depth Weeping from Pit Depth Standing Water in Hole

Soil Log

Depth (in)	Soil Horizon /Layer	Soil Texture (USDA)	Soil Matrix: Color-Moist (Munsell)	Redoximorphic Features			Coarse Fragments % by Volume		Soil Structure	Soil Consistence (Moist)	Other
				Depth	Color	Percent	Gravel	Cobbles & Stones			
0-14	Ap	SL	10YR2/2						granular	friable	
14-34	Bw	LS	10YR4/6						massive	loose	
34-112+	C	S	2.5Y6/4						massive	loose	

Additional Notes:



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

D. Determination of High Groundwater Elevation

- | | | |
|--|-------------------|-------------------|
| 1. Method Used: | Obs. Hole # _____ | Obs. Hole # _____ |
| <input type="checkbox"/> Depth observed standing water in observation hole | _____ inches | _____ inches |
| <input type="checkbox"/> Depth weeping from side of observation hole | _____ inches | _____ inches |
| <input type="checkbox"/> Depth to soil redoximorphic features (mottles) | _____ inches | _____ inches |
| <input type="checkbox"/> Depth to adjusted seasonal high groundwater (S _h)
(USGS methodology) | _____ inches | _____ inches |

Index Well Number _____

Reading Date _____

$$S_h = S_c - [S_r \times (OW_c - OW_{max}) / OW_r]$$

Obs. Hole/Well# _____ S_c _____ S_r _____ OW_c _____ OW_{max} _____ OW_r _____ S_h _____

2. Estimated Depth to High Groundwater: 110 inches

E. Depth of Pervious Material

1. Depth of Naturally Occurring Pervious Material

a. Does at least four feet of naturally occurring pervious material exist in all areas observed throughout the area proposed for the soil absorption system?

Yes No

b. If yes, at what depth was it observed (exclude A and O Horizons)?

Upper boundary: 42 inches Lower boundary: 110 inches

c. If no, at what depth was impervious material observed?

Upper boundary: _____ inches Lower boundary: _____ inches



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

F. Certification

I certify that I am currently approved by the Department of Environmental Protection pursuant to 310 CMR 15.017 to conduct soil evaluations and that the above analysis has been performed by me consistent with the required training, expertise and experience described in 310 CMR 15.017. I further certify that the results of my soil evaluation, as indicated in the attached Soil Evaluation Form, are accurate and in accordance with 310 CMR 15.100 through 15.107.

Signature of Soil Evaluator

Russell Tedford / SE#14372

Typed or Printed Name of Soil Evaluator / License #

Robert Lazo

Name of Approving Authority Witness

11/22/21

Date

7/1/2022

Expiration Date of License

Sudbury Health Department

Approving Authority

Note: In accordance with 310 CMR 15.018(2) this form must be submitted to the approving authority within 60 days of the date of field testing, and to the designer and the property owner with [Percolation Test Form 12](#).

Field Diagrams: Use this area for field diagrams:



Commonwealth of Massachusetts
 City/Town of
Percolation Test
 Form 12

Percolation test results must be submitted with the Soil Suitability Assessment for On-site Sewage Disposal. DEP has provided this form for use by local Boards of Health. Other forms may be used, but the information must be substantially the same as that provided here. Before using this form, check with the local Board of Health to determine the form they use.

Important: When filling out forms on the computer, use only the tab key to move your cursor - do not use the return key.



A. Site Information

Sudbury Housing Department

Owner Name

8 Oakwood Avenue

Street Address or Lot #

Sudbury

City/Town

MA

State

01776

Zip Code

978-443-51112

Telephone Number

Contact Person (if different from Owner)

B. Test Results

	11/19/21	9:30 am		
	Date	Time	Date	Time
Observation Hole #	1			
Depth of Perc	52"			
Start Pre-Soak	9:45am			
End Pre-Soak	Did Not Prep			
Time at 12"				
Time at 9"				
Time at 6"				
Time (9"-6")				
Rate (Min./Inch)	< 2			

Test Passed:
 Test Failed:

Test Passed:
 Test Failed:

Russell Tedford

Test Performed By:

Robert Lazo

Board of Health Witness

Comments:

25 gallons of water poured into P-1, did not maintain 12" level.



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

F. Certification

I certify that I am currently approved by the Department of Environmental Protection pursuant to 310 CMR 15.017 to conduct soil evaluations and that the above analysis has been performed by me consistent with the required training, expertise and experience described in 310 CMR 15.017. I further certify that the results of my soil evaluation, as indicated in the attached Soil Evaluation Form, are accurate and in accordance with 310 CMR 15.100 through 15.107.

Signature of Soil Evaluator	11/22/21
Russell Tedford / SE#14372	Date
Typed or Printed Name of Soil Evaluator / License #	7/1/2022
Robert Lazo	Expiration Date of License
Name of Approving Authority Witness	Sudbury Health Department
	Approving Authority

Note: In accordance with 310 CMR 15.018(2) this form must be submitted to the approving authority within 60 days of the date of field testing, and to the designer and the property owner with [Percolation Test Form 12](#).

Field Diagrams: Use this area for field diagrams:



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

A. Facility Information

Sudbury Housing Authority
Owner Name
21 Great Lakes Road
Street Address
Sudbury MA 01776
City State Zip Code
Map F04, Lot 601
Map/Lot #
01776
Zip Code

B. Site Information

- (Check one) New Construction Upgrade Repair
- Soil Survey Available? Yes No If yes: NRCS 626B
Source Soil Map Unit
Merrimac Urban Land Complex N/A
Soil Name Soil Limitations
Stratified gravel to gravelly sand Outwash Terrace
Soil Parent material Landform
- Surficial Geological Report Available? Yes No If yes: 2018/ Stone & Stone Coarse Deposits
Year Published/Source Map Unit
Gravel, sand and gravel, and sand deposits
Description of Geologic Map Unit:
- Flood Rate Insurance Map Within a regulatory floodway? Yes No
- Within a velocity zone? Yes No
- Within a Mapped Wetland Area? Yes No If yes, MassGIS Wetland Data Layer: Wetland Type
Range: Above Normal Normal Below Normal
- Current Water Resource Conditions (USGS): 11/21/2021 Range: Above Normal Normal Below Normal
Month/Day/ Year
- Other references reviewed: _____



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

C. On-Site Review (minimum of two holes required at every proposed primary and reserve disposal area)

Deep Observation Hole Number: 5 Hole # 11/19/21 Date 10:25 am Time Sunny Weather 42.3940 Latitude 71.4565 Longitude:

1. Land Use Residential (e.g., woodland, agricultural field, vacant lot, etc.) Short Grass Vegetation None Surface Stones (e.g., cobbles, stones, boulders, etc.) 0-2 Slope (%)

Description of Location: _____

2. Soil Parent Material: Glacial Outwash Outwash Terrace Landform SU Position on Landscape (SU, SH, BS, FS, TS)

3. Distances from: Open Water Body >200 feet Drainage Way >200 feet Wetlands >100 feet
Property Line >10 feet Drinking Water Well >100 feet Other _____ feet

4. Unsuitable Materials Present: Yes No If Yes: Disturbed Soil Fill Material Weathered/Fractured Rock Bedrock

5. Groundwater Observed: Yes No If yes: _____ Depth Weeping from Pit _____ Depth Standing Water in Hole

Soil Log

Depth (in)	Soil Horizon /Layer	Soil Texture (USDA)	Soil Matrix: Color-Moist (Munsell)	Redoximorphic Features			Coarse Fragments % by Volume		Soil Structure	Soil Consistence (Moist)	Other
				Depth	Color	Percent	Gravel	Cobbles & Stones			
0-14	Ap	SL	10YR2/2						granular	friable	
14-34	Bw	LS	10YR4/6						granular	firable	
34-84	C	S	2.5Y5/6				10-15	0-5	massive	loose	Coarse Sand
84-112+	2C	S	2.5Y6/4				0-5		massive	loose	Fine Sand

Additional Notes:



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

C. On-Site Review (minimum of two holes required at every proposed primary and reserve disposal area)

Deep Observation Hole Number: 6 Hole # 11/19/21 Date 10:50 am Time Sunny Weather 42.3946 Latitude 71.4534 Longitude:
 1. Land Use: Residential (e.g., woodland, agricultural field, vacant lot, etc.) Short Grass Vegetation None Surface Stones (e.g., cobbles, stones, boulders, etc.) 0-2 Slope (%)
 Description of Location: Front yard of residence of #21 Great Lakes Road
 2. Soil Parent Material: Glacial Outwash Landform Outwash Terrace Landform SU Position on Landscape (SU, SH, BS, FS, TS)
 3. Distances from: Open Water Body >200 feet Drainage Way >200 feet Wetlands >100 feet
 Property Line >10 feet Drinking Water Well >100 feet Other feet
 4. Unsuitable Materials Present: Yes No If Yes: Disturbed Soil Fill Material Weathered/Fractured Rock Bedrock
 5. Groundwater Observed: Yes No If yes: Depth Weeping from Pit Depth Standing Water in Hole

Soil Log

Depth (In)	Soil Horizon /Layer	Soil Texture (USDA)	Soil Matrix: Color-Moist (Munsell)	Redoximorphic Features			Coarse Fragments % by Volume		Soil Structure	Soil Consistence (Moist)	Other
				Depth	Color	Percent	Gravel	Cobbles & Stones			
0-13	Ap	SL	10YR2/2						granular	friable	
13-34	Bw	LS	10YR4/6						massive	loose	
34-84	C	S	2.5Y5/6				10-15	0-5	massive	loose	Coarse Sand
84-110+	2C	S	2.5Y6/4				0-5		massive	loose	Fine Sand

Additional Notes:



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

D. Determination of High Groundwater Elevation

1. Method Used:
- | | | |
|--|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Depth observed standing water in observation hole | Obs. Hole # _____
_____ inches | Obs. Hole # _____
_____ inches |
| <input type="checkbox"/> Depth weeping from side of observation hole | _____ inches | _____ inches |
| <input type="checkbox"/> Depth to soil redoximorphic features (mottles) | _____ inches | _____ inches |
| <input type="checkbox"/> Depth to adjusted seasonal high groundwater (S_h)
(USGS methodology) | _____ inches | _____ inches |

Index Well Number _____

Reading Date _____

$$S_h = S_c - [S_r \times (OW_c - OW_{max}) / OW_r]$$

Obs. Hole/Well# _____ S_c _____ S_r _____ OW_c _____ OW_{max} _____ OW_r _____ S_h _____

2. Estimated Depth to High Groundwater: 112 inches

E. Depth of Pervious Material

1. Depth of Naturally Occurring Pervious Material

a. Does at least four feet of naturally occurring pervious material exist in all areas observed throughout the area proposed for the soil absorption system?

Yes No

b. If yes, at what depth was it observed (exclude A and O Horizons)?

Upper boundary: 13 inches Lower boundary: 112 inches

c. If no, at what depth was impervious material observed?

Upper boundary: _____ inches Lower boundary: _____ inches



Commonwealth of Massachusetts
City/Town of

Form 11 - Soil Suitability Assessment for On-Site Sewage Disposal

F. Certification

I certify that I am currently approved by the Department of Environmental Protection pursuant to 310 CMR 15.017 to conduct soil evaluations and that the above analysis has been performed by me consistent with the required training, expertise and experience described in 310 CMR 15.017. I further certify that the results of my soil evaluation, as indicated in the attached Soil Evaluation Form, are accurate and in accordance with 310 CMR 15.100 through 15.107.

Signature of Soil Evaluator

Russell Tedford / SE#14372

Typed or Printed Name of Soil Evaluator / License #

Robert Lazo

Name of Approving Authority Witness

11/22/21

Date

7/1/2022

Expiration Date of License

Sudbury Health Department

Approving Authority

Note: In accordance with 310 CMR 15.018(2) this form must be submitted to the approving authority within 60 days of the date of field testing, and to the designer and the property owner with [Percolation Test Form 12](#).

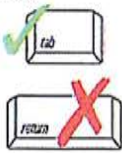
Field Diagrams: Use this area for field diagrams:



Commonwealth of Massachusetts
 City/Town of
Percolation Test
 Form 12

Percolation test results must be submitted with the Soil Suitability Assessment for On-site Sewage Disposal. DEP has provided this form for use by local Boards of Health. Other forms may be used, but the information must be substantially the same as that provided here. Before using this form, check with the local Board of Health to determine the form they use.

Important: When filling out forms on the computer, use only the tab key to move your cursor - do not use the return key.



A. Site Information

Sudbury Housing Department
 Owner Name
 21 Great Lakes Road
 Street Address or Lot #
 Sudbury MA 01776
 City/Town State Zip Code
 978-443-51112
 Telephone Number
 Contact Person (if different from Owner)

B. Test Results

	11/19/21 Date	11:05 am Time	Date	Time
Observation Hole #	See Comments			
Depth of Perc				
Start Pre-Soak				
End Pre-Soak				
Time at 12"				
Time at 9"				
Time at 6"				
Time (9"-6")				
Rate (Min./Inch)	< 2			

Test Passed: Test Passed:
 Test Failed: Test Failed:

Russell Tedford
 Test Performed By:
 Robert Lazo
 Board of Health Witness

Comments:
 Based on consistency of soils between 8 Oakwood Ave, 2 Beechwood Ave, and 21 Great Lakes Rd. no percolation test was ran for this and a < 2 mpi was agreed upon.



Exhibit F

Cambridge Housing Authority Mini Proforma



Project Identification	
Name of Project	21 Great Lake Drive & 8 Oakwood Ave
Date	10/2/23

Units and Project Size		Type of Subsidy	# of units	Gross Tenant Rent ¹	Utility Allowance ²	Net Tenant Rent	Subsidy ³	Monthly Income	Annual Income	\$/Unit	Total SF
Size											
2BR	70%		2	\$ 858	\$ 117	\$ 741	\$ 93	\$ 1,607	\$ 20,009	750	1,500
2BR	EOHLC PAV		2	\$ 800	\$ 117	\$ 773	\$ 2,502	\$ 6,551	\$ 78,610	750	1,500
			4					\$ 8,218	\$ 98,618		3,000

% FMR for PAVs	320%
Efficiency Loss	10%
Total Project SF	3,300

Notes:
 1. Gross Tenant Rent: For PAV units it started average indicated income - utility allowance. For PBR units, it's a 2023 80% AMI rent.
 2. Subsidy for 70% and 100% 2023 approved budget per unit (tenant 80%). For PBR units, it's 120% of 2023 PBR - Gross Tenant Rent.
 3. Utility Allowance is a Homebased Initiative Opportunity Grant PAV Grant.

UN
UN
UN

Preconstruction Sources and Uses	
Construction Loan LTV	85%
Construction Loan Interest Rate	5.35%
Construction Term (months)	10
Construction Loan	\$ 1,412,151

Source	Total	Per Unit
New First Mortgage	\$852,458	\$213,115
National Development Bottleneck Funds	\$90,000	\$22,500
Sudbury Community Preservation Act - Current Request	\$450,000	\$112,500
SHA Previously Awarded CPA Fund Allocations	\$238,895	\$59,724
Green Energy Funding (PACE, Utility Rebates, Solar ITC, GRRP)	\$30,000	\$7,500
Total	\$1,661,354	\$415,334

Uses	Input Factor	Total	Per Unit	Per SF
Acquisition		\$ -	\$ -	\$ -
Demolition		\$ 65,000	\$ 16,250	\$ 22
Permits and Fees		\$ 26,488	\$ 6,722	\$ 9
Construction (Structure)		\$ 739,200	\$ 184,800	\$ 224
Construction (Site)		\$ 120,000	\$ 30,000	\$ 40
General Conditions	7%	\$ 66,576	\$ 16,644	\$ 22
General Admin	4%	\$ 38,044	\$ 9,511	\$ 13
Bond and Insurance	2%	\$ 19,022	\$ 4,755	\$ 6
Hard Cost Contingency	5%	\$ 47,554	\$ 11,889	\$ 16
Architectural/Engineering		\$ 168,343	\$ 42,086	\$ 56
Construction Loan Interest		\$ 42,130	\$ 10,533	\$ 14
Financing Fees		\$ 87,061	\$ 21,765	\$ 27
Other Soft Costs		\$ 75,000	\$ 18,750	\$ 25
Relocation		\$ -	\$ -	\$ -
Reserves		\$ 22,135	\$ 5,529	\$ 7
Developer Fee	30.0%	\$ 149,022	\$ 37,255	\$ 50
Total		\$ 1,661,354	\$ 415,334	\$ 54

Stabilized Cash Flow Proforma	
Operating Cost Per Unit	\$ 8,500

Income/Expense	Annual Value	Per Unit Per Month	Per Unit Per Year
Gross Potential Rents	\$ 98,618	\$ 2,055	\$ 24,655
Vacancy Loss/Bad Debt Loss (5%)	\$ (4,931)	\$ (103)	\$ (1,233)
Other Income	\$ -	\$ -	\$ -
Effective Gross Income	\$ 93,687	\$ 1,952	\$ 23,422
Total Operating Costs	\$ 34,000	\$ 708	\$ 8,500
Low Income Housing Tax Credit Costs	\$ -	\$ -	\$ -
Annual Deposit to Replacement Reserves	\$ 3,600	\$ 33	\$ 400
Total Expenses	\$ 35,600	\$ 742	\$ 8,900
Net Operating Income	\$ 58,087	\$ 1,210	\$ 14,522
First Mortgage Debt Service	\$ 62,860	\$ 1,101	\$ 13,215
Operating Cash Flow	\$ 5,228	\$ 109	\$ 1,307

Debt Service Coverage Ratio	1.10
Mortgage Term	40 years
Mortgage Interest Rate	5.51%



Exhibit G



Firm Profile—Cambridge Housing Authority

Qualifications as Project Developer and Sponsor

RELEVANT EXPERIENCE AND ACCOMPLISHMENTS

The Cambridge Housing Authority (CHA) has been a respected name in the development, construction, and management of low-income housing dwellings for nearly seventy-five years. It has seen great success in stabilizing, recapitalizing and preserving deeply affordable housing in Cambridge. Since 2010, the CHA has secured over \$642 million in construction funding to protect and preserve over 2,300 units of affordable housing. As part of that work, CHA has constructed over 200 new housing units. The CHA has used a variety of funding programs and tools to secure this financing including the Rental Assistance Demonstration (RAD) and Section 18 Disposition Programs through the U.S. Department of Housing and Urban Development (HUD), as well as the Moving to Independence and the High Leverage Asset Preservation Program through Massachusetts' Department of Housing and Community Development. The CHA has also used tax-exempt bond financing, Low-Income Housing Tax Credits, historic tax credits, and has evaluated the Section 202 Program for potential use in Cambridge.

Key accomplishments:

The CHA is responsible for eleven successful Section 18 Disposition applications impacting 1,690 units primarily in Cambridge but also in Brockton, Watertown, and Lewiston, ME. The resultant vouchers add over \$12 million of annual income to the housing authorities to support their portfolio conversions.

CHA has used the conversion of its public housing as a catalyst to move forward in its efforts to complete long-deferred, much-needed renovations at all its properties. CHA initiated work in 2010 using ARRA and LIHTC funds to undertake its first significant capital improvements in this effort. Since 2010, CHA has completed or funded over \$640 million in improvements impacting over 2,100 units.

CHA has used the Low-Income Housing Tax Credit Program, RAD Program, RAD Blended and the Section 18 Disposition to convert 2,338 units of its 2,427 federal public housing units, or 96% of its portfolio. Since 2010, CHA has secured over \$1 billion in financing including approximately \$354 million in LIHTC equity, \$288 million in hard debt, \$357 million in soft debt and \$25 million in developer/sponsor contributions.

In addition to using federal programs, the CHA has successfully obtained state resources from programs such as the Moving to Independence, High Leverage Asset Preservation Program, Affordable Housing Trust, Community Based Housing, Facilities Consolidated Funding, Housing Stabilization Funding, Housing Innovation Funding, and the Commercial Area Transit Node Housing Program, among others.

CHA is using its capital improvement activity to provide better, healthier living environments for its residents. All modernization, redevelopment and new development projects are now designed to meet Enterprise Green Communities standards which is equivalent to LEED Gold or higher. To date, portfolio-wide energy efficiency upgrades have reduced CHA's annual utility costs by 32% while improving resident comfort and building performance.

With the amount of construction, CHA is skilled at effectively developing and managing phased construction in occupied or partially occupied developments. We have developed and implemented relocation procedures and policies with each resident community detailing the phasing and relocation requirements for each property. CHA has a relocation staff of 4 that manage the moving and relocation activity impacting over 1,500 units resulting from the CHA's ongoing recapitalization.

CHA Projects Since 2010

Project	Units	LIHTC	Total Development Cost	Construction Cost	Completion Date
Saltonstall Building	222	4%	\$141,000,000	\$106,488,000	Under Construction
116 Norfolk Rehab/Addition	62	4%	\$48,060,000	\$32,054,748	Under Construction
Putnam School Modernization	34	4%/Historic	\$20,169,868	\$12,259,074	Under Construction
Millers River Revitalization	300	4%	\$175,618,901	\$114,194,625	2022
Burns Apts. Revitalization	198	4%	\$91,601,169	\$70,729,297	2022
Roosevelt Towers Comp Mod.	112	4%	\$59,858,381	\$38,380,716	2022
Truman Apts. Revitalization	59	4%	\$35,203,625	\$24,987,193	2021
Porter Road Revitalization	26	4%/Historic	\$18,213,964	\$12,842,855	2021
St. Paul's Residence Rehabilitation	24	N/A	\$9,671,185	\$6,409,383	2020
Garfield Street Rehabilitation	8	N/A	\$3,831,649	\$2,406,774	2020
Russell Apts. Revitalization	52	4%	\$27,788,808	\$14,400,523	2019
Manning Apts. Revitalization	205	4%	\$85,514,333	\$66,046,735	2018
Jefferson Park State New Construction	104	4%	\$66,022,389	\$54,757,529	2018
Putnam Gardens Rehabilitation	122	4%	\$56,389,830	\$25,244,394	2018
Newtowne Court Rehabilitation	268	4%	\$115,996,359	\$48,455,076	2018
Washington Elms Rehabilitation	175	4%	\$76,703,718	\$28,237,830	2017
Woodrow Wilson Court Rehabilitation	68	4%	\$16,447,108	\$2,566,099	2016
Cheryl Ann's Place New Construction	40	9%	\$20,971,001	\$11,760,445	2015
Lincoln Way New Construction	70	4%	\$28,594,021	\$35,945,787	2013
Lyndon B. Johnson Apts. Revitalization	177	4%	\$69,106,697	\$32,445,272	2012
Jackson Gardens Revitalization	45	4%	\$22,456,948	\$12,093,690	2011
Total	2,371		\$1,189,219,954	\$752,706,045	

Michael Johnston, Esq.

Executive Director, Cambridge Housing Authority (CHA)



Michael J. Johnston, Esq., has been the Executive Director of CHA since February 2017. Mr. Johnston has thirty years of experience in public housing policy, operations, and program management.

Mr. Johnston started in this field at CHA in 1991 working as Deputy Director of Leased Housing, directing the administrative operations of CHA's 1,800-unit Federal and State Leased Housing Program. He was subsequently promoted to Deputy Director of Leasing and Occupancy, followed by a seven-year stint as the Director of Leasing and Occupancy. He served as CHA's Deputy Executive Director for Administration for nine years from January 2008 to February 2017. As Deputy Director, he supervised the Authority's Public Housing Operations and Leased Housing Departments, as well as all Human Resource functions.

Under his tenure, the Leased Housing Program doubled in size. Also as Deputy Director, Mr. Johnston assisted in the preparation and presentation of the annual \$111-million budget for the Authority, as well as ongoing budget monitoring and enforcement. He served as the Authority's Lead Negotiator in three union contract negotiations. Mostly recently, he supervised the implementation of RAD requirements as CHA moved 1,150 units from the federal public housing program to the project-based voucher program.

Mr. Johnston is well known and regarded for his ability to utilize CHA's Moving to Work (MTW) Deregulation Demonstration Agreement to protect and preserve affordable units in Cambridge and beyond. He developed the Authority's Local Payment Standards and other incentives to lease-up units in the high-cost Cambridge rental market. He also created the Expiring Use Preservation Program in 2011, which enables CHA to collaborate directly with local nonprofits and private landlords to preserve the affordability of hard units in Cambridge and across the state of Massachusetts. Over 1,600 units have been or will be preserved by this innovative program. Mr. Johnston was also the mastermind of CHA's Sponsor-Based Housing Program, which has elevated the Authority's role in local approaches to end homelessness, foster family self-sufficiency, and support women fleeing violent situations.

Prior to his tenure at CHA, Mr. Johnston served as Vice President for a developer in southeast Massachusetts, where he assisted in the development of over 500 housing units.

Mr. Johnston is a graduate of the University of Massachusetts and the New England School of Law. He is admitted to practice law in Massachusetts. He is also a Massachusetts Certified Purchasing Official.

Margaret Moran

Deputy Executive Director for Development, Cambridge Housing Authority (CHA)



Margaret Donnelly Moran has over thirty years of experience repositioning, recapitalizing, and building new affordable and public housing units. Margaret currently directs the CHA's Planning and Development Department in accordance with the Authority's mission, as well as state and federal regulations. She has secured over \$1 billion in financing for CHA to substantially rehabilitate or create over 2,000 units of affordable housing. Margaret has overseen portfolio-wide energy efficiency upgrades that have reduced CHA's annual utility costs by over 30%, while also improving resident comfort and building performance.

Ms. Moran developed and implemented CHA's portfolio-wide RAD conversion, which was the fifth largest in the nation when it was approved in 2013. She successfully completed all RAD-related tasks, including: pre-application planning, application preparation and submission, investor and lender selection, project supervision, and closing coordination and oversight. Ms. Moran successfully completed eight RAD closings in six months, involving 952 units and \$270 million in financing.

For over 20 years, Ms. Moran administered CHA's Capital Planning Program, including formulating funding strategies, preparing funding applications and proformas for new affordable housing development and preservation projects, communicating the capital planning needs to residents and other stakeholders, creating and assessing the CHA's Annual Capital Plan under the Moving to Work Deregulation Demonstration, and supervising financial transactions totaling over \$1 billion since 2009.

Under Ms. Moran's leadership, CHA formulated and secured four competitive ARRA stimulus grants, totaling \$24 million. ON a per capita basis, this was one of the highest awards received by any housing authority. Ms. Moran was responsible for using the ARRA grants as a catalyst to secure over \$102 million in additional tax and debt financing for projects. SHE served as the project manager for the \$68-million comprehensive modernization and deep energy retrofit of LBJ Apartments, which resulted in a 55% reduction in annual utility costs, while improving building's overall marketability, increasing tenant comfort, and ensuring the long-term viability of the building.

Outside of CHA, Ms. Moran worked as Principal of MDM Housing Consulting from 1995-2015 and for the Town of Amesbury's Community Development Department from 1987-1988. Ms. Moran's consulting work has included evaluating the operating and performance of low-performing and troubled housing agencies. She assessed organizational structures and developed reorganization strategies, identified and presented recommendations for improvement, created enhanced policies and procedures, and created and implemented staff training programs.

Ms. Moran is a graduate of Boston College and well-versed in HUD and Commonwealth of Massachusetts regulations and programs, including: local zoning and special permit requirements, state and federal procurement requirements (M.G.L. 30B, M.G.L. c. 149, and M.G.L. c 149A), and tax credit/bond financing. She is frequently consulted as a national expert in affordable housing, having appeared as a panelist at recent conferences, including MTW, National NAHRO, and NCD Academy.

Clara Fraden

Director of Development for Development, Cambridge Housing Authority (CHA)



Clara Fraden is responsible for the operations of CHA's Department of Planning and Development, staff supervision, and project oversight. Ms. Fraden joined CHA in 2017.

She served as project lead on the successful Millers River Revitalization effort. This \$115-million development is the largest and most complex CHA capital project to date. Ms. Fraden has also been leading the CHA team that is seeking to broaden the Authority's partnerships with health care providers.

The other CHA projects for which Ms. Fraden has had responsibility include Roosevelt Towers (renovation, Section 18), Truman Apartments (renovation, Section 18), Porter Road Apartments (renovation), Putnam School (renovation), Jefferson Park (new construction, master planning, Section 18), and 116 Norfolk (renovation, new construction, supportive housing, RAD).

Ms. Fraden's responsibilities include:

- Supervising external teams of architects, engineers, contractors and internal teams of planning and construction staff to ensure project goals, budgets, deadlines are met
- Managing community processes and maintaining effective communication with residents and external stakeholders to expand support for CHA's mission
- Coordinating necessary permitting and approvals processes with state and local agencies, including representing the CHA at public hearings
- Preparing project budgets and funding applications for public and private partners and assisting with the financial closing process, including review of legal loan documents
- Managing and implementing public procurement through MGL C 30B, 149, and 149A
- Working closely with the Operations Department during design development to ensure renovations meet capital needs and can be maintained over time, and during construction to ensure relocation, phasing, and lease-up milestones are met
- Collaborating with various departments to create cross-sector partnerships with healthcare organizations and manage pilot programs to improve residents' health

Prior to joining CHA, Ms. Fraden worked as a planning and architectural assistant for Allford Hall Monaghan Morris, a service designer for supportive housing at Settle Support, a planner on the Envision Cambridge team at Interboro Partners, a building manager with Eat Work Art, and a planning assistant with SXSW. She is a graduate of the University of Texas-Austin and the Harvard University Graduate School of Design.

Goran Smiljic

Director of Development for Construction, Cambridge Housing Authority (CHA)



Goran Smiljic is an experienced engineer, building commissioner, and inspector. Mr. Smiljic is a dynamic professional with more than 15 years of experience guiding teams to successful project completion.

He is an expert in compliance with the laws and regulations applicable to building construction and inspections. Among Mr. Smiljic's proficiencies are managing building operations and related trades, developing budgets, tracking costs, and maintaining finances.

As Director, Mr. Smiljic oversees all construction projects and construction staff at CHA. He simultaneously guides multiple construction projects with values in excess of \$100 million.

His responsibilities include

- Delivering strategic direction for various projects from initial conception to successful execution
- Leading teams through design process within time and budget constraints to ensure compliance with contract terms and conditions
- Directing diverse internal and external teams of architects, consulting engineers, contractors, and vendors to steer projects towards short-term and long-term success
- Employing interpersonal skills to develop and sustain meaningful business relationships with all parties involved in projects and to ensure understanding of projects' scope
- Developing project schedules and driving projects towards completion on time and within budget
- Acting as Owner's Project Manager (OPM) and senior-level contact for the GC, subs, and other stakeholders
- Establishing and assessing RFPs, contracts, budgets, scope reporting, and invoices
- Orchestrating due diligence on behalf of teams, partners, and end users

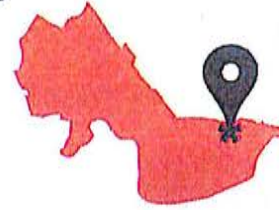
Prior to joining CHA, Mr. Smiljic was the Director of Inspectional Services for the City of Somerville, MA between 2013-2018. In that position, he directed and evaluated 40 employees in obtaining goals and directives established by Mayor and City Council and reviewed plans, oversaw certificate issuance, evaluated inspectional services, investigated complaints, and drafted governing ordinances. From 1997-2013, Mr. Smiljic held a variety of positions with the city of Utica, NJ, including building and housing inspector, Commissioners of the Codes Departments, and deputy city engineer.

A graduate of the State University of New York-Utica, Mr. Smiljic also holds a variety of licenses and certifications, including CBO – Certified Building Official, Mass. Inspector of Buildings / Building Commissioner, CPMM – Certified Professional Maintenance Manager, MCPPO – Massachusetts Certified Public Purchasing Official, and CS-License – Construction Supervisors License.

Millers River Apartments

15 Lambert Street

Millers River Apartments is a 19-story concrete building with 300 units for elders and disabled individuals. Originally built in 1971 as federal public housing, Millers River was converted to project-based assistance under the Section 18 Disposition Program in 2016. The revitalization prioritized deep-energy retrofits – installing new and efficient building systems, a tri-generation plant, and a new building envelope – and resident comfort – upgrading all apartment layouts to universal design standards, converting studios to one-bedrooms, installing central AC, and building a new community center addition to expand services and amenities on site.



Average rent for 1-bed in East Cambridge: ~\$3,030/month

Average monthly household income at Millers River: \$1,422/month



Project Team

Architect: Dietz & Company

Contractor: Consigli

Investor: Wells Fargo

Lender: Citibank

Bonds: MassHousing

Legal: Nolan Sheehan Patten LLP



\$115M



in construction

\$121M



supported debt and equity

297



affordable units renovated

3



new affordable units

300+



people housed

The Revitalization of Millers River broke ground on January 2, 2019 and took roughly 3.5 years to complete. The building remained occupied during construction and residents relocated temporarily to allow construction on their floor. CHA is committed to supporting and expanding diversity in the workforce by strongly encouraging and promoting the hiring of women and people of color on the job site. Photos below by Robert Umenhofer.

483,072



**construction
hours worked**

40,576

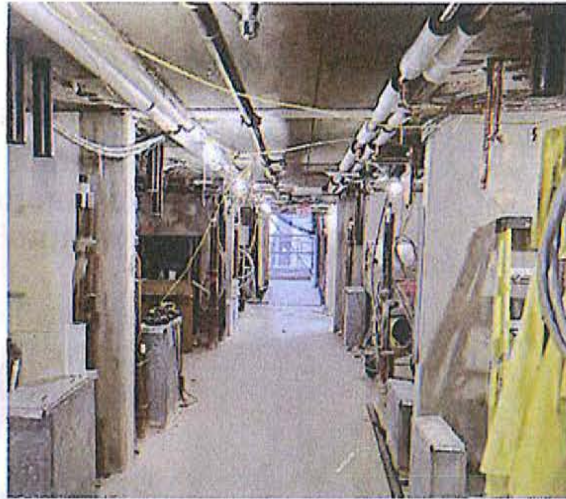


**women
hours worked**

158,050



**minority
hours worked**



Roosevelt Towers Family

900 Cambridge Street

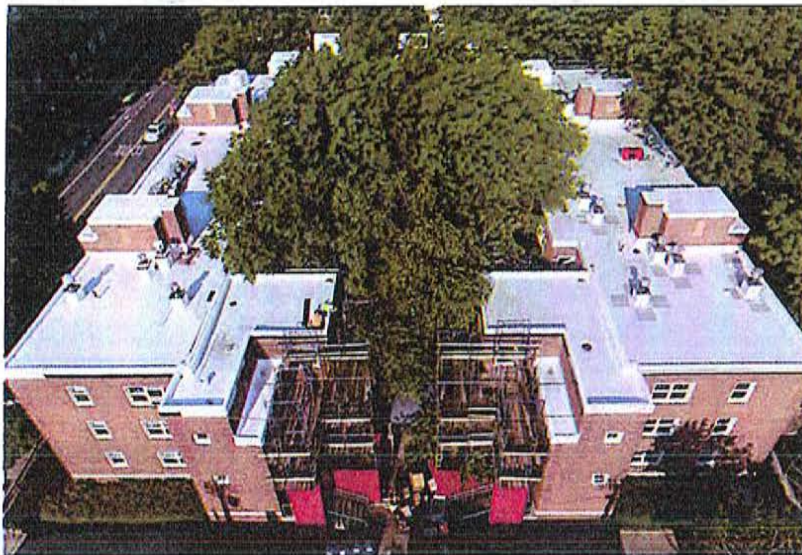
Roosevelt Towers Low-rise is a family site with 112 apartments in four low-rise masonry buildings. It was constructed in 1949 as family public housing and converted to project-based assistance under the Section 18 Demolition/Disposition Program in 2019. Renovations included creation of a new boiler room, improvements to the site courtyards, and replacement of roofs, windows, appliances, domestic hot water piping, and entry doors.



Average rent for 2-bed in Wellington Harrington: \$3,700/month

3-bed: \$4,500/month

Average monthly household income at Roosevelt Towers Family: \$3,971/month



Project Team

Architect: Dietz & Co.

Contractor: Colantonio Inc.

Investor: Enterprise Community Partners

Lender: Silicon Valley Bank

Bonds: MassDevelopment

Legal: Nolan Sheehan Patten LLP



112



affordable units renovated

\$38.7M



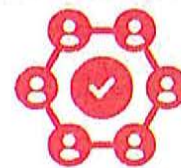
in construction

\$48.1M



supported debt and equity

\$73.2M



potential local economic benefit

282



people housed

Burns Apartments

Daniel F. Burns Apartments is a 4- to 6-story concrete building originally constructed in 1971 for elderly and disabled residents. Its 198 apartments were converted from public housing to project-based assistance under the Section 18 Disposition Program in 2018. The revitalization prioritized energy-efficient upgrades including a new electrical system, new heating and cooling system, and a new exterior building envelope, and resident comfort improvements including converting all studio units to one-bedrooms, reconfigured community spaces, accessibility upgrades, reclaiming a residential unit previously used as an office, a new common resident exterior deck, and a new commercial-grade kitchen.



30 & 50 Churchill Street

Average rent for 1-bed
in North Cambridge:
\$2,600/month

Average monthly
household income
at Burns:
\$1,473/month



Project Team

Architect: Bargmann Hendrie +
Archetype, Inc.
Contractor: Consigli Construction
Investor: Wells Fargo
Lender: Wells Fargo, MassHousing
Bonds: MassHousing
Legal: Nolan Sheehan Patten LLP

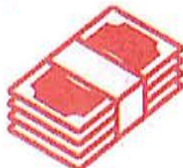


198



affordable
units renovated

\$71.2M



in construction

\$80.2M



supported debt
and equity

\$135M



potential local
economic benefit

212



people
housed



"The apartments are beautiful. I am so blessed to be living in a brand-new apartment, coming from where I came."
— Burns Resident

Truman Apartments

25 8th Street

Truman Apartments is an 8-story concrete building with 59 units for elders and disabled individuals. Truman Apartments was built in 1969 as public housing and converted to project-based assistance under the Section 18 Demolition/Disposition Program in 2020. The revitalization prioritized expansion of common spaces through an addition that allowed an expanded community room and laundry room as well as a new TV room, waiting room, computer room, conference room, and social work office. It also included roof replacement, a new heating and cooling system, creation of a ventilation system, accessibility improvements to the building entrance, and the re-cladding of the building to improve energy efficiency and eliminate leaks.



Average rent for 1-bed in East Cambridge: \$2,650/month

Average monthly household income at Truman: \$1,749/month



Project Team

Architect: BWA Architecture
 Contractor: Shawmut
 Investor: Enterprise Community Partners
 Lender: Silicon Valley Bank
 Bonds: MassDevelopment
 Legal: Nolan Sheehan Patten LLP



59



affordable units renovated

\$25.7M



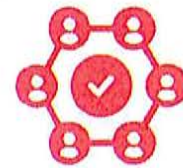
in construction

\$25.6M



supported debt and equity

\$48.5M



potential local economic benefit

63



people housed



CHA's 116 Norfolk Street Property Stands to Become More Than Just Housing



As the Cambridge Housing Authority's first permanent supportive housing project, the revitalization of 116 Norfolk Street marks an important milestone for the agency. 116 Norfolk Street was built in 1907 as a convent for the neighboring St. Mary's Church. CHA purchased the building in 1975 and renovated the property into 37 units of single-room occupancy type (SRO) congregate housing and one concierge unit. While the SRO units are an invaluable source of housing for extremely low-income households, the existing facilities have reached the end of their useful life.

In December 2022, CHA closed on \$21 million in construction financing that will allow the agency to reconfigure the site and existing unit layouts to better meet the needs of its residents and the Cambridge community. CHA will comprehensively renovate the existing building, converting the SROs to studio apartments. A new building addition will be constructed in order to increase 116 Norfolk's unit count to 62 apartments. In addition to the apartments, the renovated 116 Norfolk will include an on-site management office; a social services office for Eliot Community Human Services (the agency which has partnered with CHA to provide four full-time case managers on-site after renovations); a multipurpose room; common lounges on each floor; a laundry room; two bike storage rooms; a common kitchen; and a TV lounge. The community will serve low-income individuals who are exiting chronic homelessness.

The \$41+ million revitalization of 116 Norfolk is a collaborative effort with many dedicated funding partners, including Cambridge Trust, Red Stone Equity Partners, MassDevelopment, Eastern Bank, the City of Cambridge, and Cambridge Housing Affordable Lending (an affiliate of CHA).

The U.S. Department of Housing and Urban Development is facilitating the project through both conversion of the existing housing to Section 8 Project Based Vouchers (PBV) through its Rental Assistance Demonstration (RAD) program and the creation of new PBVs through the innovative, streamlined new public housing (i.e. Faircloth)-to-RAD process.

