

B. Team Overview

The Athena team has been assembled based on residential, home ownership and affordable design and development experience as well as a commitment to community, diversity and equity. Key members of the team are described below and their complete Firm Overviews and Bios are located in Appendix A of this document.

Athena Real Estate Development

Lisa Serafin, Founder and President of Athena, will direct all development activities of the project including design, financing, construction and sales. Athena is a women-owned (WBE) development firm established to develop mixed-income housing. Ms. Serafin has managed real estate development projects in Boston, Cambridge and other communities in Greater Boston for over 20 years. Ms. Serafin was a founding partner of Redgate, established in 2009 to develop mixed use urban infill projects for its own portfolio and for its clients. As part of the senior leadership team, Ms. Serafin oversaw the investment development of over 1,000 multifamily units Boston including Addison in East Boston (230 units), 355 Bennington Street in East Boston (170 units), 1141 Bennington (221 units) as well as multiple similar projects in Quincy, Somerville, Chelsea and Revere. She also managed the development of over 250 condominium units in Cambridge and Boston and led the creation of the first 20% inclusionary affordable project in Cambridge. Before Redgate, Ms. Serafin was a Senior Vice President for Development at Jones Lang LaSalle/Spaulding & Slye.

Ms. Serafin has significant experience with Article 80 Large Project Review, Planned Development Area permitting and community process including multiple projects in the Seaport, Fort Point Channel, Charlestown and LMA neighborhoods. These include the 10 Farnsworth condominium project in the Fort Point Channel Historic District, Simmons College's new 1000+ room living community and Children's Hospital research and clinical buildings in the LMA and Fan Pier in the Seaport. She is also experienced in the City of Cambridge Article 19 process for MIT's properties in Kendall Square, 585 Third Street and 55 Wheeler Street Apartments and Condos.

Ms. Serafin served on the Board of MassHousing from 2016 – 2022 with roles including Chair of the Loan Committee, Treasurer, and Chair of the MassHousing Retirement Board. She has also served on the Boston Landmarks Commission and the Brookline Board of Zoning Appeals.

Athena Real Estate Development, LLC is a for profit entity registered in Massachusetts.

ICON Architecture

The design team will be led by **Kendra Halliwell**, Associate Principal of ICON. ICON is a 50 person, Boston-based, women-owned (WBE) architectural practice with award-winning work focused on sustainable transformative projects that create new paradigms for living. Their designs range from complex multi-phase redevelopments to infill transit-oriented development. A leader in innovation, ICON's work engages sustainable building practices, such as Passive House and Fitwel, and efficient construction methods, such as modular and mass timber.

At the heart of ICON's practice is the belief that affordable housing makes a difference; a substantial portion of our practice is devoted to the design of affordable housing and equitable neighborhoods. They are committed to the highest quality of design, sustainability, livability and long-range economy. Their built work demonstrates sensitivity to neighborhood context and displays our ability to work thoughtfully with residents, neighbors, and administrators to achieve quality planning and design with superior lasting value.

Ms. Halliwell has led the design of many affordable housing projects in the City of Boston and surrounding communities including 250 Centre/25 Amory (154 units, Jamaica Plain), 84 Warren Street (65 units, Nubian Square), Holtzer Park (62 unit, Jamaica Plain), Cheney Street (48 units, Roxbury). ICON Architecture has decades of history creating some of Boston's most impactful affordable housing communities including Olmstead Green in Mattapan and Maverick Landing in East Boston.

RBLA Design

The landscape design team will be led by **Rebecca Bachand**, Principal of RBLA. RBLA is woman-owned firm (WBE/DBE) focusing on landscape design for multi-unit, senior, and assisted living residential projects throughout Eastern Massachusetts. RBLA combines progressive ideas about stormwater management, water reclamation, use of native, low maintenance plants, and potential use of appropriate recycled and/or repurposed materials to maximize programming of project needs while engaging the site's natural features. As LEED Accredited Professionals, RBLA works with clients to integrate LEED points and sustainable techniques into all projects.

Ms. Bachand assisted the CICD POUA AFL-CIO team developing the Cote Ford Site in the Mattapan neighborhood of Boston with the Boston Redevelopment Authority's Article 80 Review process. Opened in spring 2022, this site features a mix of apartment-style and townhome units, rooftop and ground level outdoor gathering spaces convenient to the MBTA service. Rebecca completed the community design and construction documents for the Odom Serenity Garden, Dorchester for Boston Parks in conjunction with the Boston Department of Neighborhood Development / POUA CICD proposal for Morton Street Village, Mattapan, and is working with both project teams to see those developments through construction.

All City of Boston projects have been LEED-Certifiable, with native-based, drought-tolerant plant palettes, limited use of turf, and BTDC Complete Streets and Low Impact Development (LID) techniques where appropriate.

Kaplan Construction

Nate Peck of Kaplan Construction will be responsible for providing Predevelopment and Construction Services for the project. Kaplan Construction is a WBE, family-owned general contractor and construction management firm in Brookline, Mass. that provides preconstruction planning, construction management, design/build services, and general construction for commercial, institutional, healthcare, houses of worship, and residential clients. From one of its earliest projects in 1976, a historic rehabilitation and adaptive reuse, to its multi-faceted work

today, Kaplan continues to serve the Greater Boston community by providing best-in-class construction services.

Kaplan is dedicated to building trusted, long-lasting relationships based on personal involvement, reliability, and quality construction. Its team of employees and subcontractors has established a reputation for superb workmanship, and its highly successful projects have garnered a long list of industry awards and repeat clients. We are a mid-sized firm with a current staff of 37 and an average annual volume of \$50MM.

Kaplan is committed to providing sustainable design and construction, and it takes a proactive role in lean building, energy efficient systems, and integrated project delivery (IPD). Kaplan's LEED® and Passive House accredited professionals are committed to green building and they strive to work with project teams who share these values. Kaplan's efforts helped the Brookline Teen Center achieve LEED® Silver certification in 2015 and the recently completed Tilia condominiums in Jamaica Plain and Boston University Children's Center are expected to do the same. Kaplan recently broke ground at 9 Leyland Street in Boston, which is expected to be certified as both Passive House and LEED® Silver.

As a contractor, Kaplan has always felt a civic responsibility to build in areas of disinvestment and improve the lives of people where it operates. Kaplan is drawn to community-oriented developers to fulfill this mission. Kaplan has nurtured several successful relationships with Boston-based CDCs, sharing the idea that affordable, aesthetically pleasing, and quality buildings are not mutually exclusive. They also recognize that community development goes further than just building homes. As such, Kaplan gravitates towards projects that focus on job creation and economic growth in our neighborhoods, like the Bornstein & Pearl Food Production Center and Pierce Building, both in Dorchester, and the mixed-use development at 2147 Washington Street in Roxbury.

As a WBE and Equal Employment Opportunity employer, Kaplan has long recognized the value that diversity offers the construction industry and has been committed to maximizing that value in all facets of hiring. This commitment has helped the firm gain considerable experience over the years in the affordable housing arena of Greater Boston. Kaplan is currently working on three projects in Dorchester and Roxbury with BRJP hiring goals. Kaplan has strong relationships with minority and women-owned subcontracting firms and a partnership with Conrad Builds LLC, a local diversity and compliance consulting firm, that will meet the diversity goals for this project.

In the past two years Kaplan have hosted three job fairs, a jobsite walkthrough for OSHA trainees, and a program kickoff for Lena Park CDC's L.E.A.A.P. event, which raises awareness about the trades and opportunities available through Kaplan. Additionally, Conrad Builds has assisted Kaplan in diversifying its own workforce as well as meeting project hiring goals.

Hornblower/Coldwell Banker

Richard Hornblower will serve as both affordable housing lottery agent and market sales agent. As a Realtor in the Back Bay office of Coldwell Banker Realty for the last 15 years, Mr. Hornblower has worked extensively in Boston and the surrounding areas with buyers and sellers, affordable housing,

relocations, new construction, and first-time home buyer lotteries. He recently completed the sales of a 38 unit building in Brighton and has experience working with the Allston-Brighton CDC to support affordable home ownership. Rich currently serves as a member of the Diversity, Equity, and Inclusion Task Force for the Greater Boston Association of Realtors and serves on the Council of the Friends of the Public Garden.

Our Village Initiative (OVI)

Led by **Denisha McDonald**, OVI is a woman and minority owned social impact platform and consulting firm focused on building a community committed to closing the racial wealth gap. OVI will lead the team's effort to market the Seattle Street project to communities throughout Boston in the interest of achieving a diverse ownership base for both affordable and market rate units. OVI's mission is to increase the rate of home ownership in communities of color by creating and curating solutions to help residents save, invest and own their legacy. Their goal is to build stronger, diverse communities committed to equity and closing the racial wealth gap through financial empowerment, real estate and social responsibility.

The Our Village Initiative and Build Black Wealth Platform builds stronger communities by providing and increasing access to and execution of financial education, investments and homeownership in communities of color. OVI has worked on several home-ownership projects in the City of Boston, including Saige on Fountain, a 40 unit home ownership development in Roxbury, and has significant experience with and knowledge of the Mayor's Office of Housing policies and procedures and MassHousing's Commonwealth Builder program.

Dain Torpy

Tim Fraser of Dain Torpy will guide the project through the City of Boston Article 80 Large Project Review and PDA processes. Dain, Torpy, Le Ray, Wiest & Garner, P.C. is the premier commercial real estate boutique law firm in Massachusetts. The firm's zoning and permitting attorneys counsels owners, developers, investors, tenants, and managers of commercial real estate in a wide range of permitting, compliance, and dispute resolution matters. Dain Torpy attorneys advise clients on site selection, due diligence, acquisition, financing, joint venture formation, zoning, permitting and development, environmental and clean energy issues, leasing, disposition, and risk management and litigation. Experienced Dain Torpy attorneys include, among others, a former MEPA director, a former chair of the Boston Board of Appeal, the chair of the Boston Conservation Commission, a member of the Chelsea Economic Development Board, a former member of the Hingham Planning Board, current and former members of the board of directors for the Real Estate Bar Association for Massachusetts (REBA), and a LEED accredited professional.

Mr. Fraser has represented multiple development projects in the City of Boston including for sale condominium and mixed-income housing.

Additional Team Members

The Athena Seattle Street project team includes a number of additional, highly-regarded, engineering firms including GeoEngineers (Environmental), Nitsch (Civil), Stantec (Transportation Planning), Peterson (MEP and Passive House Consulting) and Souza True (Structural). Their Firm Overviews and Team Bios are included in Appendix I of this document.

Appendix I

Firm Qualifications and Resumes



Lisa Serafin, President

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Athena is a real estate development company dedicated to strengthening cities, neighborhoods and town centers through projects that foster diversity, equity and livability. The team prioritizes mixed income housing and cultural projects that support and catalyze community.

ABOUT ATHENA

Athena is a Boston based company that seeks to create housing that benefits and communities and addresses the housing supply challenges. Athena believes that opportunities for affordable living should exist in all cities and towns of the Commonwealth. Athena is pursuing projects that provide the opportunity for people to live in the towns in which they grew up in and/or work in and that also spreads the responsibility for keeping the region affordable, and thereby thriving economically, among all communities.

LEADERSHIP

Athena President Lisa Serafin has over 20 years of diverse experience in real estate development including complex, mixed-use projects with significant residential, commercial and public spaces. Her areas of expertise include predevelopment strategy, financial feasibility, infrastructure, and government relations/approvals.

Prior to leading Athena, Ms. Serafin was a Founding Principal of Redgate Real Estate, a real estate services and investment company established in 2010. Ms. Serafin led the firm's strategy and institutional practices and was part of the leadership team responsible for day-to-day operations and the strategic, financial and investment planning activities of the company through 2022. Redgate currently has 60 employees, manages over \$2 billion in client risk and is headquartered in Boston with offices in the Mid-Atlantic and North Carolina.

Ms. Serafin initiated Redgate's RISE women's affinity group and sat on the firm's standing DEIB Task Force. She has served on numerous non-profit and civic Boards and Commissions, including MassHousing, as well as held leadership positions in industry organizations, including CREW Boston.



Lisa Serafin, President Athena Real Estate Development

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Prior to establishing Athena, Ms. Serafin was a Founding Principal of Redgate Real Estate, a real estate services and investment company established in 2010. Ms. Serafin led the firm's strategy and institutional practices and was part of the leadership team responsible for day-to-day operations and the strategic, financial and investment planning activities of the company through 2022. Redgate currently has nearly 70 employees, manages over \$2 billion in client risk with offices in Boston, the Mid-Atlantic and North Carolina.

Ms. Serafin initiated Redgate's RISE women's affinity group and sat on the firm's standing DEIB Task Force. She has served on numerous non-profit and civic Boards and Commissions, including MassHousing, and has held leadership positions in several industry organizations, including CREW Boston.

Residential Development Experience

Ms. Serafin managed the development process for multi-family and condominium projects in and around the Boston region. Representative projects include:

- **55 Wheeler Street:** 525-unit multifamily project, including a public park and new roads and infrastructure in Cambridge's Alewife neighborhood. This was the first project permitted under the City's 20% inclusionary requirement.
- **10 Farnsworth:** Luxury 10-unit condominium building in Boston's Fort Point Channel neighborhood. This modern design was approved by the Fort Point Channel Landmarks District Commission.
- **Boardwalk Residences at Marina Bay:** 352-unit multifamily project including new retail spaces and boardwalk in Marina Bay, Quincy.
- **Sierra and Tango:** 250 condominium units, along with 5-acre urban park, at North Point in East Cambridge.

Development Advisory Experience

Ms. Serafin's Redgate development advisory practice included strategy, financial feasibility, project planning, entitlement, communications, team management, infrastructure/financing sequencing and partnership structuring for complex mixed use projects. Representative projects include:

- **Massachusetts Institute of Technology (MIT):** Advised MITIMCo/MIT as it redeveloped vacant parking lots and the Volpe Transportation Center into a vibrant 5 million square feet mixed-use, transit-oriented community in Kendall Square over 15 years.

- **Canal District Kendall:** Advised Biomed on its mixed-use development in Kendall Square including a 500,000 sf lab building and new theater complex.
- **Simmons University:** Provided Simmons University strategic guidance as it disposed of 6 acres of land and embarked on its campus planning efforts to align its physical facilities to its strategic planning. Managed the Article 80 permitting process for a new 200+ room living center in the Longwood Medical Area.

Strategic Real Estate Advisory Experience

Ms. Serafin's Redgate real estate advisory practice included advising institutions, municipalities and investors on acquisition and disposition of real estate assets to align with their strategic growth plans. Activities include developing implementation roadmaps, structuring and evaluating deal structures and identifying incentives for encouraging desired growth. Representative projects include:

- **Massachusetts Port Authority:** Advised Massport's Commercial Real Estate group as the Authority developed a new strategic plan for the next 20 years, including the disposition of underutilized property.
- **City of Quincy:** Advised the City of Quincy in its downtown development initiative and developed strategic recommendations for advancing infrastructure, housing and commercial development in Quincy Center.

Prior Professional Experience

- **Jones Lang LaSalle/Spaulding & Slye**, *Senior Vice President of Development (2000 to 2009)*
- **Epsilon Associates**, *Senior Project Manager, Urban Development Group (1998 to 2000)*
- **Greater Boston Chamber of Commerce**, *Assistant Director of Economic Development (1997 to 1998)*

Education

Columbia University | M.S., Urban Planning and Economic Development
Syracuse University | B.S., Public Policy and Economics

Selected Professional and Civic Leadership

MassHousing Board of Directors 2016-2022 (Chair, Loan Committee; Treasurer)
CREW Boston Board of Directors 2014-2019 (President 2016-2017)
Brookline Override Study Committee (2013 – 2015)
Brookline Board of Zoning Appeals (2009 – 2012)
Boston Museum of Science Board of Overseers (2003 – 2009)
Boston Landmarks Commission (1998 – 2001)
South End District Landmark Commission (1998 – 2001)
