



MEDICAL ACADEMIC AND SCIENTIFIC COMMUNITY ORGANIZATION, INC.

CITY OF BOSTON
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December 19, 2016

Mr. Mathew Englander
Director of Tax Policy
City of Boston Assessing Department
City Hall, Room 301
Boston, MA 02201

Dear Mr. Englander:

Enclosed please find the PILOT community benefits report showing MASCO's programs carried out to support our 50% community benefits deduction from the City of Boston. MASCO's financial books are kept on a fiscal year basis from the period of July to June so this report includes activity for our most recent fiscal year- July 1, 2015 – June 30, 2016. Please note that all dollar amounts detailed in the report are for actual expenses. Some of the activities listed were performed by MASCO staff however, and we are not reporting in kind amounts but feel it is important that you be aware of them.

In addition, MASCO has historically made contributions to community organizations for which we received credit against our PILOT payment. A copy of the letter accompanying these payments in 2016 is attached. MASCO is in the process of making contributions again for 2017.

MASCO's Federal Tax Identification Numbers is 04-2507445.

Please feel free to contact me directly, if you have any questions on any of this material. I can be reached at hroth@masco.harvard.edu or (617) 632-2788.

Regards,

Holli G. Roth
Vice President and Chief Financial Officer

Community Benefits Provided to Boston by MASCO Area Planning
Fiscal Year 2016 (July 1, 2015- June 30, 2016)

Program	Expenditure
<p>1. CommuteWorks:</p> <p>MASCO's Transportation Management Association supports the Mayor's development policies of attaining .75 parking spaces per 1,000 sf of developed space, keeping commuter parking out of the neighborhoods, building a bike-friendly city, and incentivizing commuters out of cars which congest city roadways. Program funding for CommuteWorks goes to market and implement programs including emergency ride home for carpoolers and MBTA riders, Bike Week promotions that support bicycling as a travel mode to the LMA, and CommuteFit and CommuteSwap, among others. Mode shift changes resulting from this program include a reduction in drive alone of 13% and a shift to transit of 5%.</p> <ul style="list-style-type: none"> • Direct Services: Year-to-date, served LMA commuters through New Employee Orientations (64), benefit fairs/information tables (21), general inquiry phone calls/emails (>500), and CommuteWorks programs (CommuteFit: 670, Emergency Ride Home: 333, CommuteSwap: 10, Dump the Pump: 31) • Rideshare Reports: Assisted 11 institutions in preparation of 2015 DEP Rideshare Reports and reporting reform (BCH, BIDMC, BWH, DFCI, HMS, HSDM, MCA, MCPHS, SC, WIT). • Bicycling: Promoted bicycle commuting by providing 3 bike clinics, supporting six bike workshops and maintenance classes, facilitated a group bike commute led by a certified instructor from Jamaica Plain, and led spring Bike Week registration and events. MASCO members registered 1000+ participants and logged 15,000+ total miles • Member Technical Assistance: Assisted 12 members in applying for Massachusetts Excellence in Commuter Options (ECO) Awards. • Carpooling/Vanpooling Incentive Programs: 14 carpools registered in FY16 Carpool Incentive Program. Revised and remarketing the carpool program. • Rideshare Loyalty Program: Developed and marketed new long-term rideshare incentive program. • CommuteFest: Planned and implemented an area-wide Transportation Day at Blackfan Circle with approximately 160 attendees and representation from 12 institutions. • Bi-Annual ETA Breakfast: Held bi-annual ETA Breakfasts to market and promote CommuteWorks programs with member transportation staff <p>Grant and MASCO funding which support staff and in-kind contributions are not included in the expenditure column.</p>	<p>\$36,010</p>

2. *Transportation Planning/Capital Funding:*

This program supports the Mayor's policies for improving city access conditions, without burdening the City Transportation Division for resources; promoting Boston as a bike-friendly city; implementation of transit services in Boston and the Compact Communities, and others.

- **LMA Regional Access:** Involved as stakeholder in City/State planning in the following roadway, transit and access projects: Boston MPO's Regional Transportation Advisory Council; I-90 Allston Interchange Study Task Force; MBTA's Policy Advisory Committee for the Service Delivery Policy Update; City of Boston's Transportation Vision Boston 2030 advisory, data and parking groups to represent LMA interests in their future action plan.
- **Francis/Binney Improvements:** To improve pedestrian safety partnered with Brigham & Women's Hospital to install 4 way stop sign control, a modified crosswalk design at the intersection, intersection repaving and restriping. Evaluation of operations following installation has shown that improvements have been an effective, low-cost alternative to a full traffic signal. City of Boston has approved the new intersection control.
- **MBTA Fare Increases and Commuter Rail Service Changes:** Conducted employee survey (over 1200 responses) on T's proposed commuter rail service changes and led advocacy efforts with Secretary of Transportation and General Manager that resulted in restoration of equivalent trains.
- **T Advocacy:** Shared 240 YTD service comments with the MBTA resulting in added new route 47 bus (PM peak hour) and added cars to Worcester/Framingham Train 506.
- **Oscar Tugo Circle Pedestrian Improvements:** Implemented added striping and signage, in cooperation with Harvard Medical School, to improve pedestrian safety following incident where pedestrian was injured at the Longwood Avenue crossing. Conducted evaluation of additional improvements and modifications to solar beacons.
- **Brookline Avenue/Riverway Intersection:** Developed a new design concept, being reviewed with the City, the State and the community, the purpose of which is to improve safety for pedestrians and bicyclists, reduce overall congestion, and strengthen connections to the Emerald Necklace pathway network.
- **Ruggles Street Corridor Study:** Studied corridor from perspective of existing and future auto, pedestrian, bus, and bicycle access. Worked with adjacent members to develop a set of short-term recommendations for improvements to the intersections of Ruggles Street/Huntington Avenue and Ruggles Street/Parker Street that would address congestion and improve mobility and safety for vehicles, transit, and pedestrians.

\$ 163,720

- **Bicycle Facilities:** Working with representatives of Longwood Bicycle group to identify ways to collaborate on activities such as conducting bike parking counts, exploring feasibility of adding side guards to trucks delivering member institutions, and identification of physical improvement priorities for improved safety.
- **Accessible Pedestrian Signals (APS):** Evaluated feasibility of installing APS at the Riverway & Longwood Avenue intersection; submitted recommendations to State for their future implementation.
- **Pedestrian Safety at Palace Road/Longwood Avenue:** Evaluated safety and effectiveness of pedestrian crossings in vicinity of Palace Road based on field observations and consultation with adjacent members.
- **Palace Rd. Improvements:** Continuing to work with members and the City to implement street parking changes on Palace Road to accommodate safe access to the recycling dumpster at Mass Art.
- **Bicycle Safety Improvements at Massachusetts Avenue/Beacon Street Intersection:** Worked with MASCO Operations to relocate the inbound stop for the M2 Shuttle to support the bicycle safety improvements implemented by the City of Boston following a fatal bicycle crash at the intersection.
- **Longwood Avenue Urban Design/Transportation Study:** Completed preliminary evaluation of eastern section of Longwood Ave. to include urban design principles and transportation improvement in concert with a member's redevelopment planning.
- **Parking:** Assisted Operations in search for offsite parking replacement and expansion including Wentworth and Chestnut Hill alternatives. Provided technical assistance to BWH including evaluation of underutilized MBTA lots. Analyzed 2013 ZIP code information to identify patterns in commuting behavior to the LMA weighing for factors tied to subsidized transit vs. parking costs.
- **Technical Assistance:** Assisted DFCI evaluation of geographic distribution of staff in preparation for emergency winter conditions.
- **Karma Commuting:** With Communications, completed third phase of safety campaign to change commuter behavior.
- **Brookline Avenue Sidewalk Installation:** Advocated for and assisted in coordination of construction by the Public Works Department along Brookline Ave and Pilgrim Road. A total of 1,250 linear feet of concrete sidewalk was replaced
- **Riverway Sidewalk, Ramps & Crosswalk Installation:** Advocated for and assisted in coordination of construction by the State of crossing ramps along the Riverway. . A total of 768 linear feet of sidewalks and crosswalks were reconstructed to code with a grant from DCR Partnership Matching Funds during the course of the two year project.
- **Potential Changes to MBTA Crosstown Transit Service:** Evaluated impacts from replacement of Route CT3 service with modified service on Route 47 and developed alternative service changes for study by the State to provide a greater benefit to LMA-bound transit riders.
- **Barr BRT Study:** Reviewed the Boston BRT report and evaluated its applicability to other efforts to improve crosstown transit service.

<ul style="list-style-type: none"> • Bicycle Parking: Provided technical assistance to BWH and HMS to analyze and explore ongoing campus bicycle parking management and capacity challenges. • Universal Access/ADA Survey: To improve access conditions updated LMA-wide universal accessibility survey of sidewalks on all public and private streets, identifying priority locations for sidewalk and ramp replacements for review with State and city agencies. • Pavement Markings: Placed 2,075 (as of 6/30/16) linear feet of pavement markings in various locations throughout the LMA. This included lane markings, crosswalk, turn arrows and text. • Construction Coordination: Sent out 152 (as of 6/30/16) member advisories; coordinated 16 building, street paving, and infrastructure projects; held 11 construction coordination meetings. • Assisted Muddy River Project sponsors: Served as communication point to get information out to the LMA community and to the Army Corps of Engineers (ACE). Provide 24/7 access to LMA Emergency Communications. • City Services: YTD, reported and followed up on 82 (as of 6/30/16) issues with utility companies, city and state agencies, and MASCO operations regarding: street light outages, pothole, sink holes, damages street signs, traffic light issues, graffiti removal, leaf removal, street and sidewalk repair, and flooding issues. • LMA Transportation Vision: With active engagement of Strategic Planning Committee, completed final report on Transportation Vision, additional cost estimating for future project implementation, collateral materials for and preliminary discussions with public agencies and political leaders regarding political and financial support for the Transit Hub. Evaluated potential federal and state funding for the Transit Hub based on "Complete Streets" principles. Completed preliminary metrics for measuring the project benefits. • Loading and Delivery: Worked with loading subcommittee to assess short-term and medium-term recommendations and actions for improving mobility of goods within the LMA. 	<p>\$111,033</p>
<p>3. Transportation Vision</p> <ul style="list-style-type: none"> • LMA Transportation Vision: With active engagement of Strategic Planning Committee, completed final report on Transportation Vision, additional cost estimating for future project implementation, collateral materials for and preliminary discussions with public agencies and political leaders regarding political and financial support for the Transit Hub. Evaluated potential federal and state funding for the Transit Hub based on "Complete Streets" principles. Completed preliminary metrics for measuring the project benefits. • Loading and Delivery: Worked with loading subcommittee to assess short-term and medium-term recommendations and actions for improving mobility of goods within the LMA. 	

<p>4. Government and Community Relations</p> <p>Support the Mayor's policies to encourage development, strengthen neighborhoods and enhance Boston resident youth and adult employment.</p> <ul style="list-style-type: none"> • Community Relationship Building: Worked with or financially contributed to community groups such as: Friends of the Muddy River, Friends of Raimler Park, WalkBoston, Emerald Necklace Conservancy, Mission Hill Youth Collaborative, Mission Hill Main Streets Program, Fenway Civic Association, Fenway Community Development Corp, Mission Hill Neighborhood Services, and Roxbury Tenants of Harvard. <p>(Costs of serving on task forces, organizing, co-hosting, and writing/distributing minutes of the LMA Forum meetings with Boston Redevelopment Authority, for community review of LMA Article 80 Projects are not included in the expenditure column; Staff time and in-kind contributions for Boston Shines Program are not included in the expenditure column).</p>	<p>\$9,601</p>
<p>5. Long Range/Planning Operations:</p> <p>Supports City policies to lessen the burdens on the City of Boston Transportation and Public Works departments, reduce traffic congestion in the city, and improve the urban environment.</p> <ul style="list-style-type: none"> ▪ Master Plan/Project Review/Technical Assistance: Provided assistance to MATEP (121 A amendment), Emmanuel and Boston Children's Hospital regarding their IMP project approvals including hosting LMA Forums, serving on Emmanuel's Task Force and testifying at the BRA Board for BCH. ▪ Huntington Avenue Design Guideline Project: Reviewed and submitted comment letter to Boston Redevelopment Authority regarding the final design guidelines. ▪ Imagine Boston 2030: Initiated discussions with Strategic Planning Committee and BRA staff regarding how Longwood Area issues and interests will be addressed in the first comprehensive plan in the city in 40 years. ▪ Urban Renewal Update: Hosted member session regarding BRA urban renewal extension; supported extension at City Council hearing. ▪ LMA No Smoking Policy: Worked with medical members to support and map their initiative to expand "no smoking" areas and policy discussions with the City of Boston. Developing companion map for colleges. 	<p>\$11,898</p>

<ul style="list-style-type: none"> ▪ Security Camera Database: Worked with MASCO's security committee to support and map MASCO members' external facing security cameras. ▪ Mapping: Developed a new online GIS system to better track and report on MASCO assets in the LMA. Transitioned the MASCO Online GIS Portal to a new secure hosting platform that will improve accessibility for members. ▪ Aerial Images: Provided technical assistance to coordinate aerial oblique photographs of seven member campuses (BWH, BCH, WIT, MCA, SC, EC, DFCI, MCPHSU). ▪ LMA 3D Model: Updated MASCO's 3D LMA model to reflect recent and upcoming changes to members' campuses. 	<p style="text-align: right;">\$75,294</p> <p>6. City Parks and Open Space:</p> <p>Supports City policies to lessen the burdens on the Boston Parks Department through public-private partnerships.</p> <ul style="list-style-type: none"> • Blackfan Beautification: To create a more attractive urban place, completed beautification plan by installing 12 planters at BioMed including 4 trees. Maintained 31 planters, over 3,000 perennials, 20 trees, 55 shrubs and 700 bulbs, leveraging funding from abutters. Held two 'Bands on Blackfan' events with music and food, attended by 950 people. • Brookline Ave. Gateway Planters: Enhance branding of LMA through completion of seasonal plantings (4/yr.) and maintenance of seven median and sidewalk planters near Riverway/Francis/Brookline intersections. • Brookline Ave. Hanging Baskets: To make avenue more attractive for patients, students, visitors, and employees, completed fifth and installed sixth summer program including 68 flower baskets on 17 street light poles. • Binney Beautification: Completed landscape design with abutter approval. Installed improvements in April 2016 including 11 planters and plantings, 12 shrubs, 4 trees and 415 perennials, six bike racks and two crosswalks. • Beautification Rebid: Developed specifications and bid out open space projects on Blackfan, Binney and Brookline Ave. plantings to five contractors as a part of an area-wide program. Awarded contract including winter treatment, spring and summer installations and summer maintenance of perennial beds. • Evans Way: Replaced rose bushes and continued maintenance of the pedestrian island plantings. • Huntington Ave.: Upheld private commitment to City as steward of 225 trees, completed routine and special irrigation system maintenance and repairs due to construction, annual maintenance (spring clean-up, rice stone in tree pits, bi-annual tree inspection and fertilization), removal of 18 dead trees, and replanting of 26 trees (5 species).
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<ul style="list-style-type: none"> • Avenue Louis Pasteur/Oscar Tugo Circle: Conducted compaction testing and soil analysis to evaluate whether the gypsum application in the spring will help to save the remaining legacy trees on ALP. • Technical Assistance: Conducted area-wide evaluation of tree grates, found 42 impacting tree trunks, identified costs to expand the grate circles, and worked with owners in the two most impacted areas to budget future improvements. • Open Space Advocacy: Advocated for LMA flood control for Muddy River Phase II funding at a meeting with Senator Markey; served on Emerald Necklace Conservancy (ENC) Park Overseer's and Project Review committees, and assisted with the annual Park Partners Picnic; served on the Muddy River Maintenance and Management Oversight Committee (MMOC) for the Muddy River Restoration Project. 	
<p>7. Snow Removal</p> <ul style="list-style-type: none"> • Performed a critical public service by paying for the clearing of snow from the public sidewalks that run from the Longwood T-stop on Chapel Street to Longwood Avenue, as well as along Longwood Avenue from Chapel Street to Brookline Avenue. This is one of the most heavily used pedestrian corridors in the Longwood Medical and Academic Area (LMA). • Survey and assessed the need for snow removal around the LMA after each snow event. 	<p>\$10,294</p>
<p>8. Energy/Environmental Utility Infrastructure:</p> <p>Supports the Mayor's Initiative for Climate Action Change and Adaptation Planning.</p> <ul style="list-style-type: none"> • Utility Resiliency Planning: Joined the Infrastructure Advisory Group (IAG) for Mayor Walsh's Climate Ready Boston Initiative charged with assisting the City in implementation of the Climate Action Plan, beginning with a comprehensive metropolitan area vulnerability assessment, the results of which will drive the development of critical focus areas, resilience initiatives and priorities for investment. Completed legal assessment of public information laws to provide guidance to members; completed Non Disclosure Agreement language, coordinated execution of NDAs and data inventory submissions from participating members. • Legislative and Policy Initiatives: Completed advocacy strategy on Flame Retardant Chemicals in Furniture testifying at Boston City Council; recommended advocacy strategy to members on State Carbon Tax Legislation; submitted comment letter on Mass Energy Efficiency Advisory Council's 2016-2018 Energy Efficiency plans. 	<p>\$1,140</p>

<ul style="list-style-type: none"> • Forum on Sustainable Food Purchasing: Convened forum attended by 70 for members' food service providers, purchasing agents and sustainability leaders, to advance purchasing of sustainable, local and organic food in the LMA, with the goal of healthier outcomes for patients, students and staff and reduction of members' environmental impacts. • Energy: Green@LMA: Completed 3 issues featuring members' sustainability accomplishments, directed towards an audience of public policy makers. • Green Labs: Developed a program to incentivize researchers to purchase energy efficient ULT freezers, secured Eversource rebate rate to Universities for hospitals (\$700/freezer). Completed member best practice sharing on freezer energy and space savings and researcher engagement. Worked with Associated Grantmakers to find potential grant program funders. Submitted two Letters of Interest for funding. <p><i>Energy/Environmental Utility Infrastructure: (cont)</i></p> <ul style="list-style-type: none"> • Sustainability: With committee explored Solar Recs, the Sustainable Endowments Institute Green Revolving Fund, tracking system to benchmark the ROI of various energy improvements, Sustainability Metrics, and held tour of the Casella single-stream recycling plant. <p>(Staff and in-kind costs for these initiatives are not included in the expenditure column)</p>	<p style="text-align: right;">\$529,189</p>
<p>9. Signage and Street Furnishings</p> <ul style="list-style-type: none"> • LMA Sign Program: Completed the fabrication and began the installation phase of LMA wayfinding sign program of four large directional signs and three pedestrian kiosks; inventoried and replacing missing trailblazer signs; working with operations to identify shuttle stop signage needs. • DCR Sign Program: Working with the DCR to study possible upgrades/changes to the LMA parkway sign program along the Riverway and the Fenway. Removed three large directional signs per State request. • Banners: Managed the banner change process on behalf of MASCO, TI, BIDMC, SC, EC and MCA. Established annual vendor contract guaranteeing the quality of the products installed and locking in installation costs for one year. • Planning Operations: Implemented an area wide asset maintenance program for 14 Big Belly Solar compactors, 73 metal benches, 12 metal trash receptacles, and wayfinding signage for 72 signs. This includes integration into our GIS mapping and tracking program. Identified and mapped LED streetlights and identified the few that remain to be switched to LED. 	<p style="text-align: right;">\$948,179</p>
	<p style="text-align: right;">Total</p>

032013 PILOT 2016 1/20/2016 25000.00 25000.00 0.00 25000.00

1/26/2016 023765 *****25000.00

Twenty-Five Thousand and 00/100-----

THE FENWAY CDC
70 BURBANK STREET
BOSTON, MA 02115

Handwritten signature

Vendor FENCDC011

Check Date 1/26/2016

Check Number 023765

<u>Ref Nbr</u>	<u>Notes</u>	<u>Inv Date</u>	<u>Invoice Amount</u>	<u>Amount Paid</u>	<u>Net Check Amt</u>
032013	LIEU OF TAXES PILOT 2016	1/20/2016	25000.00	25000.00	25000.00

HTC



January 13, 2016

Marilyn Swartz-Lloyd
President and CEO
MASCO
375 Longwood Avenue
Boston, MA 02215

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Executive Director
Leah Camhi

**FENWAY
COMMUNITY
DEVELOPMENT
CORPORATION**

70 Burbank Street
Boston, MA 02115

www.fenwaycdc.org
Telephone
617-267-4637
Facsimile
617-267-8591

**BUILDING
A BETTER FENWAY
SINCE 1973**

Dear Marilyn:

We greatly appreciate your community partnership with the Fenway Community Development Corporation (CDC). We are writing to request that MASCO direct its 2015 Community Service Contribution of its Payment In Lieu of Taxes (PILOT) to support Fenway CDC.

Every year, Fenway CDC serves approximately 1,000 low- and moderate-income residents through our housing development and preservation program, community organizing and planning, resident services, and workforce development program. We are seeking your continuous support to advance our vision for an economically diverse neighborhood through our community organizing and planning program.

MASCO's PILOT funds will enable Fenway CDC to achieve our shared goals of building a healthier and thriving community. We will continue to preserve the neighborhood's affordability and diversity—assets that are increasingly threatened by gentrification and large-scale commercial and institutional development in the Fenway. We will work with residents, city officials, and community organizations to advocate the improvement of the city's housing policies to create more affordable housing for low- and moderate-income people.

We strive to maintain healthy physical settings that facilitate communities; and residents can access employment, housing, education, healthcare, transportation, community and green space, and arts and cultural activities in the Fenway. We will continue to help residents access social services, education advancement opportunities, skills training, job placements, financial education, and health improvement programs.

We look forward to your continued support to help residents, institutions, and businesses thrive together. If you have questions, please contact Iris Tan at itan@fenwaycdc.org or (617) 267-4637 ext. 25. She'll be glad to assist you. We wish everyone at MASCO good health and continued success.

Sincerely,

Leah Camhi
Executive Director
Fenway Community Development Corporation

8960-1-721
25,000.00

Thanks so much Marilyn

Maria please process PILOT payment of \$25,000 tax



MEDICAL ACADEMIC AND SCIENTIFIC COMMUNITY ORGANIZATION, INC.

PEOPLE | PLACES | PLANS | FUTURE

December 12, 2016

John J. Drew
President/CEO
ABCD
178 Tremont Street
Boston, MA 02111

Dear Mr. Drew:

MASCO is pleased to be able to continue our annual support of the Parker Hill Food Bank operated by ABCD. We know that our contribution allows you to distribute food to a number of low income families living in areas adjacent to us. This contribution is a result of us directing a portion of our 2016 payment in lieu of taxes (PILOT) as a Community Service contribution to your organization. Enclosed please find our check in the amount of \$5,000.

We wish everyone at ABCD continued success.

Sincerely,

A handwritten signature in cursive script that reads "Holli Roth".

Holli Roth
Vice President and CFO

