

January 11, 2022

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

Dear Mr. Englander:

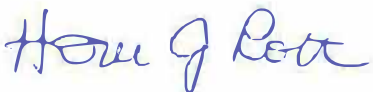
Enclosed please find the PILOT community benefits report showing MASCO's programs carried out to support our 50% community benefits deduction from the City of Boston. MASCO's financial books are kept on a fiscal year basis from the period of July to June so this report includes activity for our most recent fiscal year- July 1, 2020 – June 30, 2021. 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. In FY21 MASCO donated \$25,000 to the Fenway CDC and \$5,000 ABCD Parker Hill.

MASCO's Federal Tax Identification Number 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,

A handwritten signature in blue ink that reads "Holli G. Roth". The signature is written in a cursive, flowing style.

Holli G. Roth
Vice President and Chief Financial Officer



**Community Benefits Provided to the City of Boston by MASCO
Fiscal Year 2021 (July 1, 2020- June 30, 2021)**

Program	Expenditure	Area Served	Program Category
<p><i>CommuteWorks – Longwood’s Transportation Management Association (TMA)</i></p> <p>In a year with changing commuting patterns because of the pandemic, MASCO’s CommuteWorks programs (the region’s first TMA) continued to provide services that directly support the City’s goals of reduced VMT and GHG emissions:</p> <ol style="list-style-type: none"> 1. Direct Services: <ul style="list-style-type: none"> • Personalized Commuting Assistance: Responded to approximately 700 inquiries or feedback including personalized commuting assistance, MBTA feedback, and general questions/comments. • CommuteFit: 83 new participants • Emergency Ride Home (ERH): 67 new participants • CommuteSwap: 1 new participant 2. Bicycle Events: Sponsored and organized 5 days of free bike tune-ups in Longwood by. 3. RideAmigos: Secured 260 new signups for programs including CommuteFit, ERH, and Carpool. This resulted in 1,900 non-drive-alone trips taken, 8,073 non-drive-alone miles logged, and 6,384 lbs. of CO2 reduced. 4. Bluebikes: Provided 16 free Bluebikes monthly passes to essential hospital workers. 5. Carpooling/Vanpooling Incentive Programs: 2 people registered in Carpool Incentive Program. 6. Lyft Programs: 8 Emergency Ride Home trips taken via Lyft. 7. Mass DEP RideShare Reports: Assisted in completion of DEP rideshare reporting on behalf of 9 institutions in Longwood. Summarized area-wide commuter program participation and transportation projects. 	<p>\$17,312</p>	<p>City Wide Fenway/ Longwood</p>	<p>Built Environment</p>

<p>Transportation Planning/Capital:</p> <ul style="list-style-type: none"> ▪ LMA Regional Access: Involved as stakeholder in Town/City/MBTA/State planning in the following roadway, transit, and access projects: <ul style="list-style-type: none"> i. I-90 Allston Interchange Study Task Force ii. MBTA/MassDOT Better Bus Project iii. Green Line Transformation (GLT) iv. Route 9/Gateway East Bus Lane Pilot v. Boylston Street Re-Design vi. Fenway Development Transportation Mitigation and Planning ▪ Francis/Binney Street Walk Safety Improvements: Finalized approvals for LED stop signs for the intersection Francis and Binney Streets including maintenance agreements. ▪ Francis Street Restriping: Developed striping plan for Francis Street including re-aligned center lines, turn lanes to support improved traffic operations, patient drop-off and access to Brigham and Women’s front door. MASCO will be funding implementation. ▪ MBTA Advocacy in Support of Frontline Worker Commuting Needs during Pandemic: With the MBTA implementing service cuts because of a drop in transit ridership resulting from the pandemic, MASCO was successful in preserving and restoring services for LMA frontline and essential workers who have continued to commute by transit to LMA hospitals, colleges, and cultural institutions. This included working with the T to avert: <ul style="list-style-type: none"> ○ A planned shutdown of service on the Green Line, E branch between Brigham Circle and Heath Street. ○ A reduction in service frequencies on bus routes and subways serving the LMA. ○ Stopping Commuter Rail service after 9 pm. 	<p>\$118,459</p>	<p>City Wide Fenway/ Longwood</p>	<p>Built Environment</p>
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FY '21 Community Benefits Provided to the City of Boston by MASCO

<ul style="list-style-type: none"> ▪ Enhanced Commuter Rail Service to Ruggles Station: Working with MBTA Commuter Rail Operations, secured additional commuter rail service to Ruggles Station with construction of the third platform completed in spring 2021. ▪ Green Line Transformation (GLT) Testimony: Testified in support of accelerating funding for Green Line Transformation future phases including new, larger cars, and signal and track improvements. ▪ Ave. Louis Pasteur Safety/Multi-Modal Improvements: Advanced updated plan for Avenue Louis Pasteur seeking to balance MASCO shuttle operations, MBTA buses, Boston Latin School pick-up and drop-off, loading and curbside needs, and walk safety. ▪ Construction Impact Mitigation: Developed and distributed construction project information such as the BWSC water main replacements on Blackfan Circle, Francis and Binney streets, Beth Israel Deaconess Medical Center New Inpatient Building and Boston Children’s Hospital Hale Building construction. Information helped member institutions and employees to plan and mitigate potential emergency vehicle access, patient access and traffic impacts to public (and private) streets. ▪ E-Line Shutdown Advance Coordination: Worked with MBTA and member institutions, to assess impacts of proposed E Branch shutdown during reconstruction of E line between Brigham Circle and Heath Street. ▪ Uber/Lyft/TNC Pilot. Re-started plan to pilot Transportation Network Company (TNC) pick-up and drop-off in response to employee demands conflicting with front door patient and visitor access. 			
<p>Transportation Vision + Framework</p> <ul style="list-style-type: none"> ▪ Transportation Framework: Conceptualized a scope of work for the LMA Transportation Framework. 		<p>City Wide/ Fenway/ Longwood</p>	<p>Built Environment</p>

FY '21 Community Benefits Provided to the City of Boston by MASCO

<ul style="list-style-type: none"> ▪ Successfully completed the second year of a three-year placemaking pilot. ▪ There were 8 sites, 3 of which were new. ▪ Due to ongoing public health restrictions instituted due to the Covid-19 pandemic, programs were adjusted to ensure social distancing. In total, amenities included 20 musical performances by roaming classical and jazz roaming musicians, 87 tables and chairs and umbrellas deployed, and 16 food trucks serving per week (11 vendors), and 2 sidewalk chalk spaces. ▪ Worked with VPNE, who were contracted as site managers, to monitor the spaces, frequently clean tables, and interact with guests. ▪ Completed inventory, shutdown, storage, and repair of assets. ○ 2021 (first half): <ul style="list-style-type: none"> ▪ Successfully launched the third year of a three-year placemaking pilot. ▪ Completed plans and programming for 8 sites (with one new site designed at Stoneman Centennial Park), which involved drafting and finalizing site plans, license agreements, contracts, waivers, and other financial and legal documents with vendors and institutional partners. ▪ Organized and scheduled a slightly more expanded program schedule, with public health restrictions with the Covid-19 pandemic easing. Programming included deploying 208 assets (including tables, chairs, umbrellas, signs), 28 musical performances, 6 art blade displays, a ping pong table, a week of yoga classes, and food truck 5 days per week (with 7 vendors total). ▪ Worked with VPNE, who were contracted as site managers, to monitor the spaces, frequently clean tables, and interact with guests. 			
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FY '21 Community Benefits Provided to the City of Boston by MASCO

<ul style="list-style-type: none"> ▪ GIS: Provided technical mapping support for emergency preparedness and in support of Economic Impact Study. ▪ Technical Assistance: Coordinated with City bike rack program and members to ID locations for potential new bike racks. ▪ Banners: Managed the installation, removal, and repairs of the area-wide banners for TI, MCA and HSPH. Provided technical Assistance to EC, SC, and TI relative to their new logos and banner locations, approvals, and installation. ▪ Planning Operations: Managed the maintenance, repair and installation of the MASCO assets located throughout the LMA including 37 Big Bellies, 70 metal benches, 33 metal waste/recycling receptacles, and 175 wayfinding signs. ▪ Construction Coordination: Posted 133 construction and traffic notices, coordinated 17 building, utility, and infrastructure projects, held 9 construction coordination meetings. The projects included the replacement of water mains on Francis Street, Binney Street and Blackfan Circle, repaving sections of Brookline Avenue, major facility improvement at BWH, BIDMC, MATEP, MCA and TI and new buildings at BIDMC and BCH. Completed the annual Construction Coordination report. ▪ City Services: Reported and tracked the progress of 38 city service issues including clogged catch basins, traffic light outages, street and sidewalk repairs, and sign replacement. 			
<p><i>Energy/Environmental Utility Infrastructure</i></p> <ul style="list-style-type: none"> ▪ Legislative and Policy Initiatives: On behalf of members, monitored, assessed, and provided public comment on legislative and policy initiatives in sustainability, energy, state, and City climate regulations including BERDO, ZNC/Article 37, Groundwater Conservation Overlay District (GCOD) regulations, and TDM and 		City Wide	Built Environment

FY '21 Community Benefits Provided to the City of Boston by MASCO

<p>parking guidelines. Participated in the Boston Climate Action Plan Update Working Group. Reported to members and others on BERDO, Zero Net Energy legislation, Decarbonization Road Map BTM's new parking and TDM guidelines.</p> <ul style="list-style-type: none"> ▪ Technical Meetings/Forums: Hosted technical meetings with medical and educational institutions to review draft Emission Performance Standards. Held four Tech Talks on: Refrigerants Management, Decarbonization Technologies, the State Waste Ban, and the Future of Electricity Markets. Leader discussions included: Updates on city and state climate policies, and LMA Work from Home impacts on Transportation, Real Estate and Sustainability. Obtained sustainability data. ▪ Sustainability Leaders & Green Labs: Held technical forums with expert speakers on topics including reduction of refrigerants, decarbonization technologies, changes in the state waste ban, future electricity markets, and Work-From-Home impacts on Transportation, Real Estate and Sustainability. Additional leader discussion topics included: updates on city and state climate policies, Round Robin sharing and compilation of Earth Day activities. 			
<p>Open Space</p> <ul style="list-style-type: none"> ▪ Beautification Programs: Implemented the LMA Beautification program including 58 seasonal planters, 164 gateway hanging baskets, and 5 perennial beds including trees, shrubs, bulbs, and perennials during the 2020 growing season. Added 13 new planters. Created a new 'LMA Planting Palette' with proven winners to beautify the neighborhood. ▪ Evans Way: Installed rose bush replacements (10), maintenance, fertilization, and watering of the pedestrian island. Added 150 more daffodil bulbs. ▪ Huntington Avenue: Continue to care for 225 trees, including fertilization, pruning, and irrigation maintenance. ▪ Ave. Louis Pasteur/Green Infrastructure Pilot: Received Public Improvement Commission (PIC) approval for this open space and resiliency concept; the pilot 	<p>\$ 42,057</p>	<p>Fenway/ Longwood</p>	<p>Built Environment</p>

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<p>project is now 'shovel ready'. Due to work at abutting institution the project will begin construction in spring of 2022.</p> <ul style="list-style-type: none"> ▪ Technical Assistance: Conducted tree evaluation and irrigation analysis for Huntington Ave. with GIS. ▪ Open Space Advocacy: Served on Emerald Necklace Conservancy (ENC) Park Overseer's Committee, the Project Review Committee, the Advocacy Committee, and the Muddy River Maintenance and Management Oversight Committee (MMOC) for the Muddy River Restoration Project. 			
<p>Capital Improvements</p> <ul style="list-style-type: none"> ▪ MASCO Asset redesign: Completed the MASCO trash receptacle design and wrapped 35 Big Belly Stations with the new graphic. Began design work for the 2022 LMA banners. ▪ Blackfan Maintenance Management: Managed snow removal, maintenance, and repair services for Blackfan Circle abutters. 	\$32,105	City Wide Fenway/ Longwood	Built Environment
<p>Snow Removal</p> <ul style="list-style-type: none"> ▪ Performed a critical public service by paying for the clearing of snow 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). ▪ Surveyed and reported to city and private plowers the need for snow removal around the LMA after each snow event. 	\$1,168	Fenway/ Longwood	Built Environment
<p>Total</p>	\$ 345,973		

COMMUNITY BENEFITS RECAP

Please note that the deadline for Community Benefits is April 1, 2022. There are also two additional data points we would like to collect this year (see footnotes for more info).

Once completed, please rename the document to reflect the name of your organization. Email an excel and PDF version to sharon.butler-charles@boston.gov.

INSTITUTION NAME:

MASCO

FINANCIAL YEAR:

2021

Program Name	Brief Program Description	Amount (\$)	Cash, In-Kind, or Both ¹	1-time or Ongoing ²	Who is Served ³	Program Initiator ⁴	City-wide or Neighborhoods Served ⁵	Community Benefit Category ⁶	Partners
CommuteWorks	In a year with changing commuting patterns because of the pandemic, MASCO's CommuteWorks programs (the region's first TMA) continued to provide services that directly support the City's goals of reduced VMT and GHG emissions: 1. Direct Services: • Personalized Commuting Assistance: Responded to approximately 700 inquiries or feedback including personalized commuting assistance, MBTA feedback, and general questions/comments. • CommuteFit: 83 new participants • Emergency Ride Home (ERH): 67 new participants • CommuteSwap: 1 new participant 2. Bicycle Events: Sponsored and organized 5 days of free bike tune-ups in Longwood by. 3. RideAmigos: Secured 260 new signups for programs including CommuteFit, ERH, and Carpool. This resulted in 1,900 non-drive-alone trips taken, 8,073 non-drive-alone miles logged, and 6,384 lbs. of CO2 reduced. 4. Bluebikes: Provided 16 free Bluebikes monthly passes to essential hospital workers. 5. Carpooling/Vanpooling Incentive Programs: 2 people registered in Carpool Incentive Program. 6. Lyft Programs: 8 Emergency Ride Home trips taken via Lyft. 7. Mass DEP RideShare Reports: Assisted in completion of DEP rideshare reporting on behalf of 9 institutions in Longwood. Summarized area-wide commuter program participation and transportation projects.	\$17,312					City-wide Fenway/Longwood	Built Environment	
Transportation Planning/Capital	□LMA Regional Access: Involved as stakeholder in Town/City/MBTA/State planning in the following roadway, transit, and access projects: i. I-90 Allston Interchange Study Task Force ii. MBTA/MassDOT Better Bus Project iii. Green Line Transformation (GLT) iv. Route 9/Gateway East Bus Lane Pilot v. Boylston Street Re-Design vi. Fenway Development Transportation Mitigation and Planning □Francis/Binney Street Walk Safety Improvements: Finalized approvals for LED stop signs for the intersection Francis and Binney Streets including maintenance agreements. □Francis Street Restriping: Developed striping plan for Francis Street including re-aligned center lines, turn lanes to support improved traffic operations, patient drop-off and access to Brigham and Women's front door. MASCO will be funding implementation. □MBTA Advocacy in Support of Frontline Worker Commuting Needs during Pandemic: With the MBTA implementing service cuts because of a drop in transit ridership resulting from the pandemic, MASCO was successful in preserving and restoring services for LMA frontline and essential workers who have continued to commute by transit to LMA hospitals, colleges, and cultural institutions. This included working with the T to avert: o A planned shutdown of service on the Green Line, E branch between Brigham Circle and Heath Street.	\$118,459					City Wide Fenway/Longwood	Built Environment	

<p>Transportation Planning/Capital (continued)</p>	<p>o A reduction in service frequencies on bus routes and subways serving the LMA.</p> <p>o Stopping Commuter Rail service after 9 pm. <input type="checkbox"/></p> <p>Enhanced Commuter Rail Service to Ruggles Station: Working with MBTA Commuter Rail Operations, secured additional commuter rail service to Ruggles Station with construction of the third platform completed in spring 2021.</p> <p><input type="checkbox"/>Green Line Transformation (GLT) Testimony: Testified in support of accelerating funding for Green Line Transformation future phases including new, larger cars, and signal and track improvements.</p> <p><input type="checkbox"/>Ave. Louis Pasteur Safety/Multi-Modal Improvements: Advanced updated plan for Avenue Louis Pasteur seeking to balance MASCO shuttle operations, MBTA buses, Boston Latin School pick-up and drop-off, loading and curbside needs, and walk safety.</p> <p><input type="checkbox"/>Construction Impact Mitigation: Developed and distributed construction project information such as the BWSC water main replacements on Blackfan Circle, Francis and Binney streets, Beth Israel Deaconess Medical Center New Inpatient Building and Boston Children's Hospital Hale Building construction. Information helped member institutions and employees to plan and mitigate potential emergency vehicle access, patient access and traffic impacts to public (and private) streets.</p> <p><input type="checkbox"/>E-Line Shutdown Advance Coordination: Worked with MBTA and member institutions, to assess impacts of proposed E Branch shutdown during reconstruction of E line between Brigham Circle and Heath Street.</p> <p><input type="checkbox"/>Uber/Lyft/TNC Pilot. Re-started plan to pilot Transportation Network Company (TNC) pick-up and drop-off in response to employee demands conflicting with front door patient and</p> <p><input type="checkbox"/>Transportation Framework: Conceptualized a scope of work for the LMA Transportation Framework.</p>								
<p>Transportation Vision + Framework</p>	<p><input type="checkbox"/>Transportation Framework: Conceptualized a scope of work for the LMA Transportation Framework.</p>								
<p>Community Relations</p>	<p><input type="checkbox"/>Community Relationship Building: Worked with or financially contributed to community groups such as: ABCD/Parker Hill Summer Youth Program, Friends of the Muddy River, Friends of Ramler Park, Emerald Necklace Conservancy, WalkBoston, and Fenway Community Development Corporation.</p>	<p>\$3,465</p>					<p>City Wide Mission Hill Fenway/Longwood</p>	<p>Social Environment Direct Monetary Support Good Neighbor Activity</p>	

<p>Long Range Planning/Development Coordination, Planning Operations, City Services and Construction Coordination</p>	<p> <input type="checkbox"/> Master Plan/Project Review/Technical Assistance: Provided Technical Assistance to three members regarding public approvals. <input type="checkbox"/> LMA/Neighborhood Stakeholder Participation in Public Meetings: Participated in and contributed to numerous public meetings regarding development projects including WS Development/Red Sox project, 109 Brookline Avenue, and Landmark Center Phase 3 project. Provided technical comment letters addressing wide range of topics affecting the Fenway and LMA including land use and transportation. <input type="checkbox"/> 2019 Data: Collated, analyzed, and synthesized 2019 data addressing economics, demographics, employment, students, patients, visitors, land use, workforce, sustainability, and environment. <input type="checkbox"/> Economic Impact Study: Completed Economic Impact Study addressing the Longwood Medical and Academic Area's Economic Contributions to Boston and Massachusetts. <input type="checkbox"/> Physical and Social Placemaking o "Outside" 2020 (second half): <input type="checkbox"/> Successfully completed the second year of a three-year placemaking pilot. <input type="checkbox"/> There were 8 sites, 3 of which were new. <input type="checkbox"/> Due to ongoing public health restrictions instituted due to the Covid-19 pandemic, programs were adjusted to ensure social distancing. In total, amenities included 20 musical performances by roaming classical and jazz roaming musicians, 87 tables and chairs and umbrellas deployed, and 16 food trucks serving per week (11 vendors), and 2 sidewalk chalk spaces. </p>	<p>\$131,407</p>					<p>Fenway/Longwood</p>	<p>Built Environment Good Neighbor Activity</p>	
<p>Long Range Planning/Development Coordination, Planning Operations, City Services and Construction Coordination (continued)</p>	<p> <input type="checkbox"/> Worked with VPNE, who were contracted as site managers, to monitor the spaces, frequently clean tables, and interact with guests. <input type="checkbox"/> Completed inventory, shutdown, storage, and repair of assets. o 2021 (first half): <input type="checkbox"/> Successfully launched the third year of a three-year placemaking pilot. <input type="checkbox"/> Completed plans and programming for 8 sites (with one new site designed at Stoneman Centennial Park), which involved drafting and finalizing site plans, license agreements, contracts, waivers, and other financial and legal documents with vendors and institutional partners. <input type="checkbox"/> Organized and scheduled a slightly more expanded program schedule, with public health restrictions with the Covid-19 pandemic easing. Programming included deploying 208 assets (including tables, chairs, umbrellas, signs), 28 musical performances, 6 art blade displays, a ping pong table, a week of yoga classes, and food truck 5 days per week (with 7 vendors total). <input type="checkbox"/> Worked with VPNE, who were contracted as site managers, to monitor the spaces, frequently clean tables, and interact with guests. <input type="checkbox"/> GIS: Provided technical mapping support for emergency preparedness and in support of Economic Impact Study. <input type="checkbox"/> Technical Assistance: Coordinated with City bike rack program and members to ID locations for potential new bike racks. <input type="checkbox"/> Banners: Managed the installation, removal, and repairs of the area-wide banners for TI, MCA and HSPH. Provided technical Assistance to EC, SC, and TI relative to their new </p>								

<p>Long Range Planning/Development Coordination, Planning Operations, City Services and Construction Coordination (continued)</p>	<p>□Planning Operations: Managed the maintenance, repair and installation of the MASCO assets located throughout the LMA including 37 Big Bellies, 70 metal benches, 33 metal waste/recycling receptacles, and 175 wayfinding signs. □Construction Coordination: Posted 133 construction and traffic notices, coordinated 17 building, utility, and infrastructure projects, held 9 construction coordination meetings. The projects included the replacement of water mains on Francis Street, Binney Street and Blackfan Circle, repaving sections of Brookline Avenue, major facility improvement at BWH, BIDMC, MATEP, MCA and TI and new buildings at BIDMC and BCH. Completed the annual Construction Coordination report. □City Services: Reported and tracked the progress of 38 city service issues including clogged catch basins, traffic light outages, street and sidewalk repairs, and sign replacement.</p>								
<p>Energy/Environmental Utility Infrastructure</p>	<p>□Legislative and Policy Initiatives: On behalf of members, monitored, assessed, and provided public comment on legislative and policy initiatives in sustainability, energy, state, and City climate regulations including BERDO, ZNC/Article 37, Groundwater Conservation Overlay District (GCOD) regulations, and TDM and parking guidelines. Participated in the Boston Climate Action Plan Update Working Group. Reported to members and others on BERDO, Zero Net Energy legislation, Decarbonization Road Map BTD's new parking and TDM guidelines. □Technical Meetings/Forums: Hosted technical meetings with medical and educational institutions to review draft Emission Performance Standards. Held four Tech Talks on: Refrigerants Management, Decarbonization Technologies, the State Waste Ban, and the Future of Electricity Markets. Leader discussions included: Updates on city and state climate policies, and LMA Work from Home impacts on Transportation, Real Estate and Sustainability. Obtained sustainability data. □Sustainability Leaders & Green Labs: Held technical forums with expert speakers on topics including reduction of refrigerants, decarbonization technologies, changes in the state waste ban, future electricity markets, and Work-From-Home impacts on Transportation, Real Estate and Sustainability. Additional leader discussion topics included: updates on city and state climate policies, Round Robin sharing and compilation of Earth Day activities.</p>	<p>\$1,851</p>					<p>City Wide</p>	<p>Built Environment</p>	

