



**(RFP) For City of Lawrence-
Owned Properties Published**

**Consultant Name:
The Business Factory**

CONTACT:



**Dr. Jose Perez
CEO**



jose.perez@roadscg.com



857.557.5138

PRINCIPAL PLACE OF BUSINESS:

974 Bennington St, East Boston MA 02128.
Texas Office: 13105 Northwest Fwy, Houston, TX 77040.

Jose Perez
Print Name of Authorized Signatory
Date: **September 13th, 2024**

CONTENT



01	COVER LETTER
02	OPERATOR TEAM EXECUTIVE SUMMARY <ul style="list-style-type: none">• ROADS OVERVIEW• WHY ROADS
03	MISION
04	VISION
05	WHY LAWRENCE
06	WHY IT MATTERS
07	OUR PROPOSAL
08	LAND USE & CONCEPTUAL DESIGNS
09	BUILDING RESPONSIBLY
10	PARTNERS INVOLVED
11	STRATEGIC ALLIANCES
12	FINANCIAL PROJECTIONS
13	TIMELINE
14	LICENSES REQUIRED
15	COMMUNITY ENGAGEMENT
16	TBF ACTIVATION PLAN
17	CLOSING STATEMENT
18	REFERENCES
19	AWARDS & MINORITY CERTIFICATIONS

September 13, 2024

Dear Mr. Spanner,

I hope this letter finds you well.

I am excited to submit our organization's letter of interest in response to the LRA Redevelopment Partnership Opportunity. Our proposal outlines that Roads Consulting Group will serve as the project operator for The Business Factory (TBF), which we envision as a transformative initiative for lots 7 & 9 on South Canal Street in Lawrence, MA.

The Business Factory will be the new identity and vision we propose to establish if awarded the partnership. This initiative is designed to be a dynamic force for economic revitalization and business growth within the Lawrence community. Roads Consulting Group will manage the operational aspects of TBF, leveraging our expertise to drive success and ensure that the initiative aligns seamlessly with the LRA's goals.

Roads Consulting Group is a respected consulting firm known for our commitment to integrity, trust, and confidentiality. Our diverse team of experts is dedicated to supporting the City of Lawrence's vision of fostering economic growth by expanding access to capital for small businesses, especially those that are home-based and in need of critical support. Our multilingual capabilities—offering services in English, Spanish, Portuguese, French, and Korean—enable us to provide inclusive solutions, ensuring all Lawrence businesses can benefit from our services without language barriers.

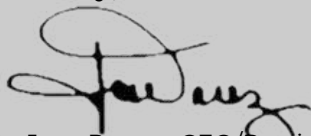
With over a decade of experience in economic development and community outreach, we have a proven track record of delivering technical assistance and capital access solutions. Our extensive experience in collaborating with community-based organizations and local governments positions us uniquely to contribute to the growth of businesses and minority business owners in Lawrence.

We believe our concept for The Business Factory aligns perfectly with the LRA's objectives for revitalizing the area. We would be honored to discuss our proposal in greater detail and demonstrate how TBF can contribute to the LRA's vision.

Attached, you will find a detailed letter of interest elaborating on our plan and the transformative potential of The Business Factory. We look forward to the opportunity to collaborate and contribute to the success of the LRA Redevelopment Partnership Opportunity.

Thank you for considering our proposal. We are eager to work together to achieve our shared goals.

Sincerely,



Dr. Jose Perez - CEO/President/Founder
974 Bennington St, East Boston MA 02128
Phone: 781 346 464 / Fax: 857-557-5254
Email: jose.perez@roadscg.com



EXECUTIVE SUMMARY

Company Overview

Roads Consulting Group Limited Liability Company (RCG) is a Massachusetts domestic LLC registered in 2017 under the Secretary of State under number 001287621, also registered in the State of Texas under Road Consulting Group LLC file number: 805068783.

- Headquarters: 974 Bennington St, East Boston MA 02128
- Texas office: 13105 Northwest Fwy, Houston, TX 77040
- RCG's website: <https://roadscg.com>
- EIN: 82-2673805
- DUNS: 081119324
- SAM UEI: VDWVD713FLX5
- CAGE Code: 92WL3
- MBE – NMSDC: GN10818

Phone numbers:

- Roads Consulting Group Main Line: (857) 557-5138
- Office of the CEO/President: (857) 557-5027
- Accounting: (857) 557-5199
- Recruiting: (857) 557-5283

Brief History and Organization:

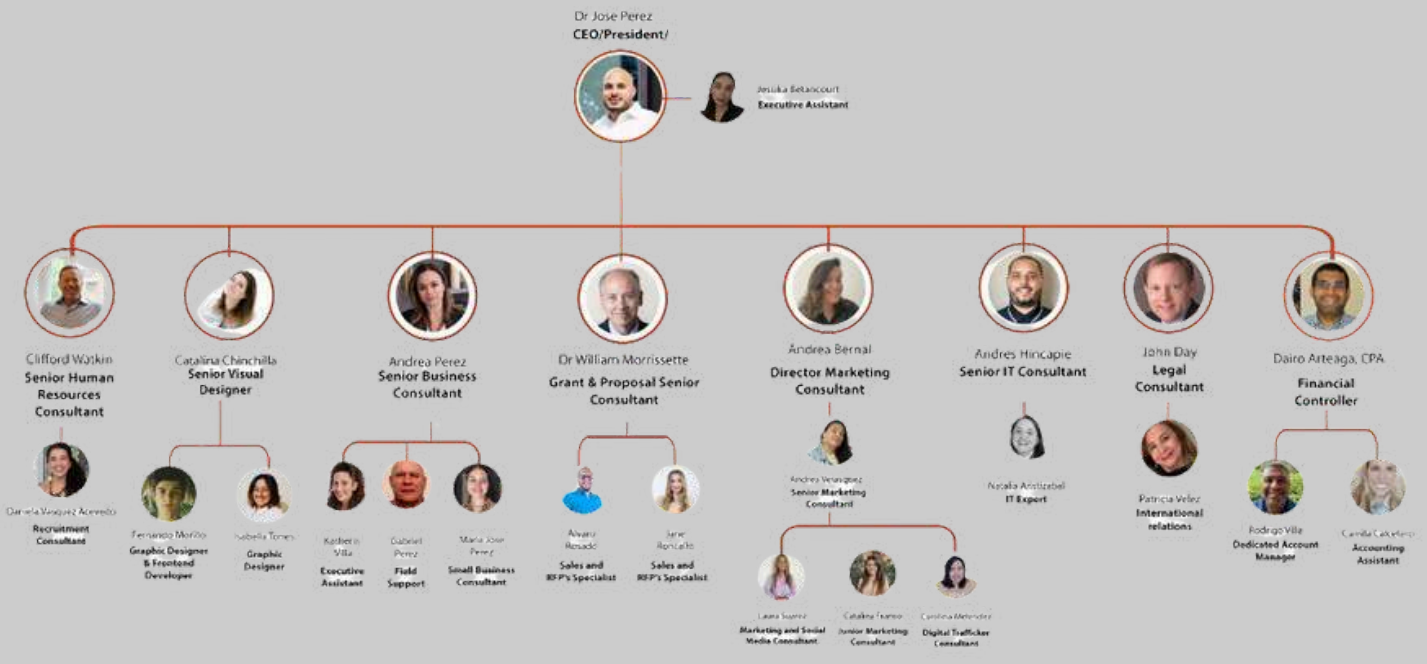
Roads Consulting Group (RCG) was founded to address the strategic growth needs of businesses, ensuring they remain profitable, productive, and technologically advanced. Faithfully following the vision of its founder, Dr. Jose Perez, RCG has excelled in delivering consulting services designed to help clients become more efficient and effective by supporting their organization's strategy and design.

Over the years, RCG has provided technical assistance to small businesses by working closely with business owners and entrepreneurs to address complex business needs and improve their business objectives. Our technical assistance includes strategic planning, financial consulting, marketing support, and operational improvements.

Our commitment to fostering strong relationships has extended to collaborations with various municipalities and organizations focused on economic development. These partnerships have allowed us to implement successful programs that enhance the business environment and promote sustainable growth within communities.

Through our dedicated efforts, we have successfully supported numerous small businesses in overcoming challenges, achieving sustainable growth, and enhancing their competitive edge in the market. Our comprehensive approach ensures that small businesses receive the guidance and resources they need to thrive in a competitive economy.

OUR TEAM



RCG is a dynamic team of over 26 diverse individuals who are passionate about our work. We take pride in helping business owners and organizations achieve their goals and genuinely believe in our ability to make a difference. Our team's diversity and language proficiency enable us to offer inclusive solutions in English, Spanish, Portuguese, French, and Korean. This multilingual capability allows us to penetrate various markets without barriers, positioning us as premier leaders in technical assistance and support.

WHY ROADS



Our combined experience revolves around business and entrepreneurship. **All of us on the table know what it is to have a business, build a business and ultimate grow a business.** This is way we want to lay the groundwork for others to take advantage.



OUR MISSION

The mission of The Business Factory is to cultivate a vibrant and innovative ecosystem where transformative ideas evolve into thriving businesses. We are dedicated to providing state-of-the-art facilities, comprehensive resources, and a collaborative environment tailored to the diverse needs of entrepreneurs. **Our goal is to support ventures at every stage, from initial concept through to successful operation, by offering access to cutting-edge technology, essential tools, and professional development opportunities.**

Roads Consulting Group, LLC will play a pivotal role in launching and operating The Business Factory, leveraging its extensive expertise to guide and mentor entrepreneurs. With a focus on delivering strategic insights and fostering a network of industry experts and advisors, Roads Consulting Group will ensure that The Business Factory delivers impactful results. Our partnership is committed to driving sustainable business growth, fostering innovation, and enhancing the economic vitality and prosperity of the Lawrence community.



OUR VISION

We are excited to share our ambitious vision for transforming **Lots 7 & 9 of South Canal Street in Lawrence, MA**, into a pioneering establishment: The Business Factory. This innovative project aims to create a vibrant hub where creativity and enterprise converge, serving as the epicenter of entrepreneurial activity in the region.

The Business Factory will be more than just a physical space; it will be a dynamic ecosystem designed to foster innovation, collaboration, and growth. By providing state-of-the-art facilities, cutting-edge resources, and a supportive network, we intend to empower a diverse array of ventures and nurture the careers of tomorrow's leaders. Our vision encompasses a broad spectrum of business activities, from emerging startups to established enterprises, all operating under one roof and benefiting from a shared environment of creativity and support.

Graciously nestled in the heart of Lawrence, The Business Factory will be strategically positioned to drive local economic development and enhance the community's prosperity. Our goal is to create a space where new ideas are continually nurtured and where entrepreneurs can access the tools and connections needed to turn their visions into reality.

The Business Factory will serve as a cornerstone of innovation, positioning Lawrence as a key player in the entrepreneurial landscape. By fostering a culture of collaboration and excellence, we aim to propel local businesses to statewide recognition and global impact, ultimately contributing to the broader growth and success of the region.

With The Business Factory, we envision a future where Lawrence stands at the forefront of entrepreneurial achievement, and where every innovator and business within its walls has the opportunity to thrive and make a significant impact on the world.

WHY LAWRENCE

Economic Challenges

Lawrence has faced economic challenges in the past, which have disproportionately affected minority communities. Supporting small businesses in these areas can help stimulate economic growth and provide opportunities for local residents.

Diverse Population:

Lawrence has a significant minority population, including a large Hispanic and Latino community. This diversity creates an environment where projects aimed at supporting minority-owned businesses can have a direct and meaningful impact.

Community Support:

There are often strong community networks and support systems in place within minority communities in Lawrence. This can be valuable for implementing and sustaining projects aimed at supporting small businesses.



Access to Resources

While Lawrence faces economic challenges, it also benefits from being part of the larger Boston metropolitan area. This means there may be access to resources such as funding, mentorship programs, and networking opportunities that can support minority entrepreneurs.

Historical Context

Lawrence has a rich history of immigration and labor movements, making it a place where entrepreneurship and community empowerment have deep roots. Building on this history can provide inspiration and momentum for projects aimed at supporting minority small business owners.

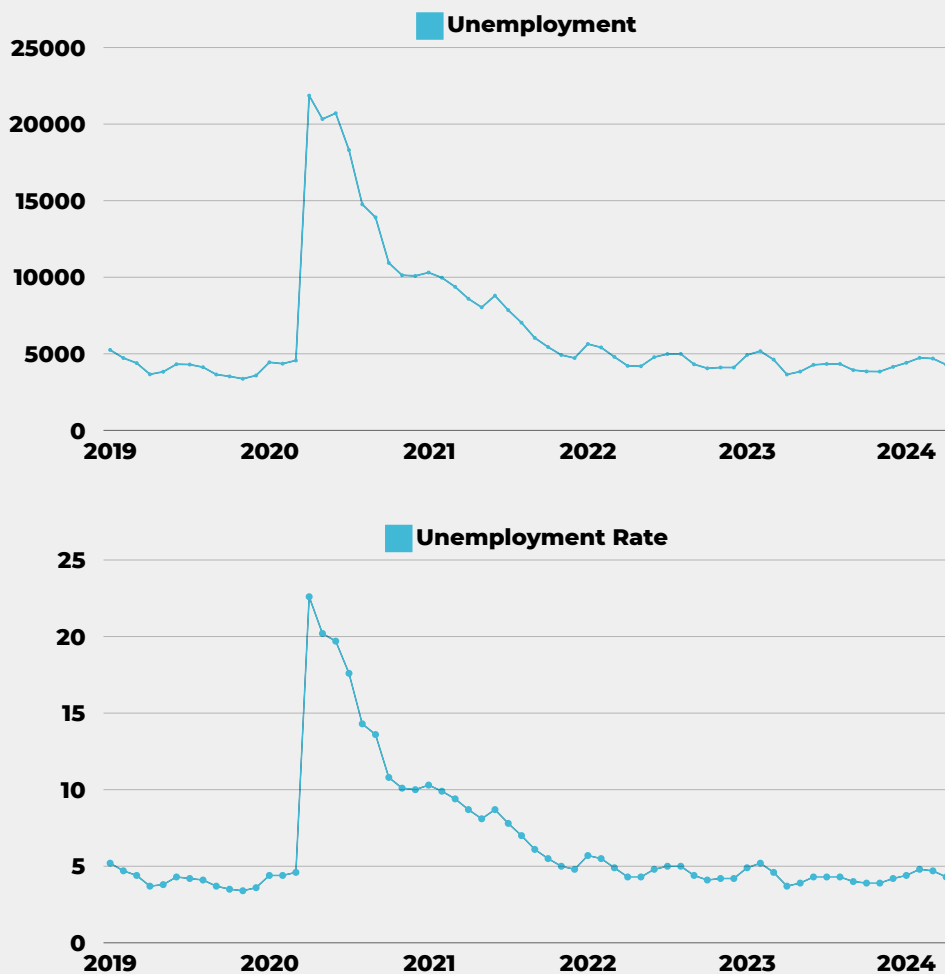


Fig.1: Lawrence , MA Unemployment Rate From 2019 to 2024. Extracted from the [U.S. Bureau of Labor Statistics](#)

Massachusetts is home to over
700,000 small businesses that employ
1.5 million people.

Overall, Lawrence's diverse population, economic challenges, community support networks, access to resources, and historical context make it a promising location for a project benefiting minority small business owners.



SITE OF INTEREST

Lawrence, MA

- **7 South Canal Street** Map 123 Lot 1

This lot is located along the Merrimack Street corridor, which should generate interest in the city project. Perhaps we can contribute to developing a portion of it.

- **9 South Canal Street** Map 123 Lot 2

The old Merrimack Paper Company, which burned down in 2019, has caught the attention of the city. The mayor announced in 2020 that the city has allocated \$750,000 to demolish the site. According to The Eagle Tribune, it has the potential to be designated as a Superfund site due to environmental hazards.



WHY IT MATTERS:



FACILITATES ENTREPRENEURIAL GROWTH:

The Business Factory offers affordable, flexible spaces and a comprehensive suite of resources to empower entrepreneurs. By providing cost-effective office solutions and essential business support—such as mentorship, networking opportunities, and professional development—we enable innovators to focus on their ideas and accelerate their journey from concept to execution. This holistic approach minimizes financial burdens and streamlines the entrepreneurial process, allowing startups to scale more efficiently and successfully.



COMMUNITY-CENTRIC APPROACH:

More than a commercial space, The Business Factory champions community development by prioritizing local entrepreneurs and fostering a collaborative environment. This approach not only strengthens Lawrence's social fabric but also stimulates broader economic growth by creating a dynamic hub where innovation and community engagement drive success.



DRIVING LOCAL ECONOMIC DEVELOPMENT:

By supporting small businesses and fostering innovation, The Business Factory generates jobs, attracts investment, and stimulates economic activity in Lawrence and beyond. It serves as a crucial catalyst for sustainable economic growth and prosperity, driving long-term success and community advancement.





BOOSTING COMMUNITY GROWTH AND EMPOWERMENT

OBJECTIVE:

To achieve a target of employing 30% of Lawrence residents at The Business Factory by leveraging business development support, job creation incentives, local business support, community engagement, tech incubation, and recognition programs. This plan outlines how these strategies will drive local employment and economic growth.

1. BUSINESS DEVELOPMENT SUPPORT:

- **Free or Discounted Business Services:** Facilitate access to essential legal, accounting, and consulting services at reduced rates for local entrepreneurs, making it easier for Lawrence residents to start and sustain businesses, thereby creating more local job opportunities.
- **Workforce Training Programs:** Provide grants or subsidies for training and development programs to enhance the skills of the local workforce, preparing Lawrence residents for employment opportunities at The Business Factory and beyond.
- **Business Mentorship Programs:** Offer mentorship opportunities for community members to receive guidance from experienced professionals, helping them navigate business challenges and grow, which in turn supports local employment and entrepreneurship.

2. JOB CREATION INCENTIVES:

- **Job Training Grants:** Allocate funding to support training programs specifically designed for new hires, ensuring that local residents are well-prepared for job roles within The Business Factory. This initiative will promote job creation and enhance local workforce development.

3. LOCAL BUSINESS SUPPORT:

- **Local Vendor Preferences:** Prioritize sourcing products and services from local businesses, stimulating the regional economy and creating additional employment opportunities. This preference will encourage more local businesses to engage with The Business Factory, boosting local job prospects.
- **Networking Opportunities:** Provide access to local business networks and industry associations, facilitating connections and collaborations that can lead to job creation and career advancement for Lawrence residents.

4. COMMUNITY ENGAGEMENT:

- **Community Integration Grants:** Offer financial support for projects that promote community involvement and social cohesion, fostering a supportive environment where local residents are more likely to benefit from employment opportunities at The Business Factory.
- **Public Event Sponsorships:** Sponsor or support local events that raise awareness about job opportunities at The Business Factory and promote community businesses, increasing visibility and encouraging local residents to apply for positions.

5. TECH INCUBATION SUPPORT:

- **Tech Incubation Support:** Collaborate with local tech incubators or accelerators to provide resources and mentorship for tech startups and entrepreneurs. This support will create additional job opportunities for Lawrence residents within the tech sector and related fields.

6. RECOGNITION AND AWARDS:

- **Business Excellence Awards:** Implement programs to recognize outstanding local businesses and community members, highlighting successful employment initiatives and promoting The Business Factory as a key player in local job creation.

- **Media Exposure:** Utilize city-sponsored media channels to increase the visibility of job opportunities and promote The Business Factory's commitment to employing Lawrence residents, driving engagement and applications from the local community.

CONCLUSION:

By integrating these practices and incentives, The Business Factory aims to effectively achieve its goal of employing 30% of Lawrence residents. These strategies not only foster a supportive environment for local businesses and entrepreneurs but also enhance workforce skills, create job opportunities, and drive economic growth in the community. Through targeted support and engagement, The Business Factory will contribute to a thriving, employed, and empowered Lawrence community.

PREVAILING WAGE PLAN FOR THE BUSINESS FACTORY

Objective:

To ensure fair compensation for all workers involved in the construction, maintenance, and operations of The Business Factory, thereby supporting local economic growth and promoting equity in the workforce.

Overview:

The Business Factory is committed to adhering to prevailing wage standards for all projects and services associated with the development and operation of the facility. This plan outlines the approach to implementing and maintaining these standards to ensure fair wages and support for the local workforce.

Implementation Strategy

- **Compliance with Regulations:** Ensure adherence to all relevant local, state, and federal prevailing wage laws and regulations. This includes reviewing and applying wage determinations from the Department of Labor or other relevant agencies.

- **Contractor Requirements:** All contractors and subcontractors engaged in construction, maintenance, or other services at The Business Factory must agree to pay prevailing wages as part of their contractual obligations. Contracts will include specific clauses requiring compliance with prevailing wage laws.

- **Documentation and Reporting:** Maintain accurate records of wages paid to workers, including timesheets, pay stubs, and payroll reports. Regular audits will be conducted to ensure compliance with prevailing wage requirements.

- **Training and Awareness:** Provide training for contractors, subcontractors, and project managers on prevailing wage laws and their responsibilities. This will help ensure proper implementation and adherence to wage standards.

Monitoring and Enforcement:

- **Regular Audits:** Conduct periodic audits of payroll records and wage payments to verify compliance with prevailing wage rates. Address any discrepancies or violations promptly.

- **Employee Reporting Mechanism:** Establish a confidential reporting mechanism for workers to report any concerns or violations related to prevailing wages. Ensure that these reports are investigated and resolved in a timely manner.

- **Penalties for Non-Compliance:** Implement penalties for contractors or subcontractors found to be non-compliant with prevailing wage requirements. This may include financial penalties, contract termination, or legal action.

Community and Economic Impact:

- **Local Workforce Support:** By adhering to prevailing wage standards, The Business Factory supports fair compensation for local workers, contributing to economic stability and growth in the community.

- **Quality of Work:** Fair wages help attract and retain skilled workers, ensuring high-quality construction and maintenance services for The Business Factory.

Communication and Transparency:

- **Public Information:** Regularly update the community and stakeholders on prevailing wage practices and compliance efforts. Transparency in wage practices helps build trust and reinforces the commitment to fair labor standards.

Review and Updates:

- **Ongoing Review:** Periodically review and update the prevailing wage plan to ensure continued compliance with changing laws and regulations. Adapt the plan as necessary to address emerging issues or challenges.

CONCLUSION:

The prevailing wage plan for The Business Factory underscores our commitment to fair labor practices and community support. By ensuring that all workers receive fair compensation, we contribute to a positive working environment, support local economic development, and uphold the principles of equity and integrity.

OUR PROPOSAL

Imagining a vibrant 50,000 square foot facility, we're poised for a transformative endeavor empowering emerging entrepreneurs, not only in Lawrence, MA but beyond. With a bold \$10 million investment, we're committed to fostering fertile ground for aspiring business owners to flourish.

OUR GOAL: cultivate innovation, nurture creativity, and let the entrepreneurial spirit soar. This investment reflects our dedication to the project's success and our belief in the limitless potential of those it serves.

OUR COMPREHENSIVE FACILITY WILL OFFER THE FOLLOWING AMENITIES:



SHARED KITCHEN SPACE:

A communal kitchen area where entrepreneurs can collaborate, network, and fuel their creativity over shared meals and coffee.

CO-WORKING SPACE:
Dedicated workspaces equipped with essential amenities, fostering productivity and collaboration among business owners from various industries.





RETAIL INCUBATORS:

Tailored spaces designed to support small businesses and nurture their innovative ideas, providing them with a platform to showcase their products and connect with customers.



WAREHOUSE OPEN CONCEPT SPACE:

A versatile area specifically designed to accommodate the needs of creatives, tech enthusiasts, and innovators, fostering an environment conducive to experimentation and collaboration.



Located in the heart of Lawrence, The Business Factory will be a beacon of opportunity and innovation, attracting entrepreneurs, investors, and community stakeholders. This cutting-edge facility will offer an exceptional blend of affordability, accessibility, and support, poised to redefine the entrepreneurial landscape and drive regional economic growth.

The Business Factory will feature modern workspaces, high-speed internet, and a range of resources to support startups and established businesses. Its central location will enhance accessibility for local and external talent, fostering valuable connections and collaboration.

With comprehensive support including business development workshops and funding opportunities, **The Business Factory aims to remove barriers to success and accelerate innovation. By creating a vibrant, resource-rich environment, it will serve as a catalyst for economic development, elevating local businesses and generating new opportunities for growth.**

LAND USE

Overview for 7 South Canal, Lawrence, MA



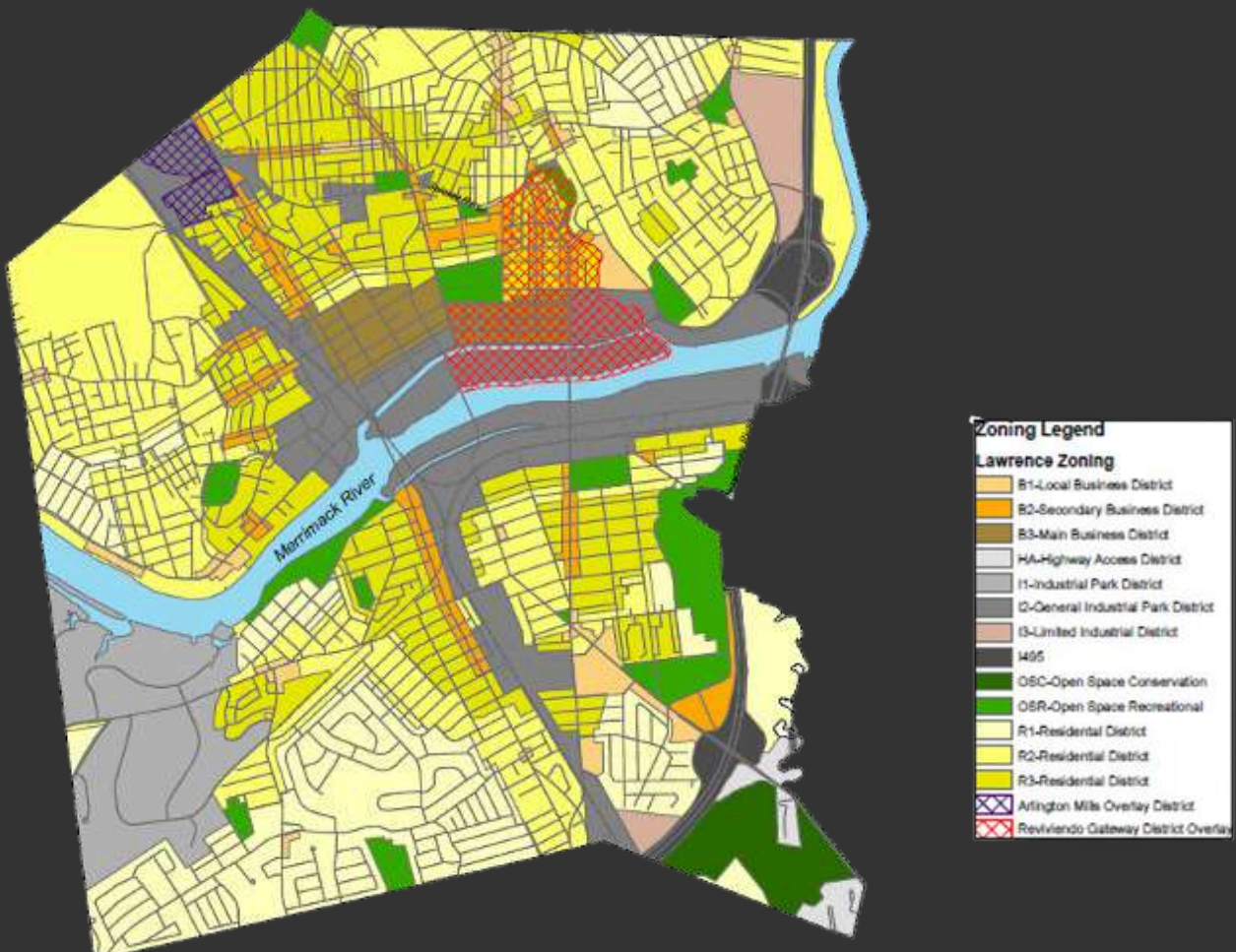
Current Zoning

The proposed development site at **7 South Canal Street, Lawrence, MA**, is located in the General Industrial Park District (Zone I-2). This zoning allows for a wide range of uses that align with the proposed mixed-use development. The development is fully compliant with the zoning requirements, and **no rezoning is necessary**. The project is consistent with the city's broader urban development initiatives for the Merrimack Street Corridor, which aim to enhance the area's economic and social fabric.

SITE SETBACKS AND BUILDING SPECIFICATIONS

- Front Setback: 30 feet
- Side Setback: 25 feet
- Rear Setback: 25 feet
- Lot Coverage: 0% (No specific maximum lot coverage for this zoning).
- Building Height Maximum: None (as per zoning guidelines).

Zoning Map
City Of Lawrence, MA



The building will be designed to comply with all setback requirements and will feature underground parking to efficiently use the available space. The underground parking will help protect against potential flood risks, as the site is located within a floodplain. Additionally, the building will be elevated to further mitigate flood risks.



PROPOSED USES

The development will include a combination of shared kitchen spaces, maker spaces, office spaces (co-working), and retail spaces, creating a vibrant mixed-use environment that will support community engagement and entrepreneurial growth. The project will also feature courtyard areas for expanded maker space activities during warmer months, promoting outdoor community events and engagement.

THIS PROPOSED LAND USE ALIGNS WITH LAWRENCE'S GOALS TO DEVELOP THE MERRIMACK STREET CORRIDOR AND IMPROVE THE ECONOMIC VIABILITY OF THE AREA.

SUSTAINABILITY AND BUILDING DESIGN

In line with the city's emphasis on sustainable development, the building will be constructed using Cross-Laminated Timber (CLT) or Nail-Laminated Timber (NLT) to reduce the project's carbon footprint. Additionally, the design aims to achieve Passive House standards, making the project not just net-zero but net-positive in terms of energy consumption. The project's focus on sustainability will not only reduce environmental impact but also serve as a model for future developments in the region.

FLOOD ZONE CONSIDERATIONS

As the site lies within a floodplain, the design includes measures to mitigate flood risk. The underground parking garage will be engineered to handle potential flooding, protecting the building structure above. Elevating the building further ensures that critical areas remain secure during high-water events. This design is in accordance with city guidelines and flood mitigation strategies.

HISTORIC AND ENVIRONMENTAL CONSIDERATIONS

While the site is adjacent to the historically significant Merrimack Paper Company location, it is not part of a historic district. The design will pay homage to the site's industrial past, incorporating elements that reflect Lawrence's rich history. This is in line with community values and the aesthetic goals of the city's redevelopment plans.

There is also a possibility that neighboring sites may be designated as brownfields or superfund sites. We plan to coordinate closely with the City of Lawrence to manage environmental concerns as they arise, ensuring that our project is in full compliance with all environmental and safety regulations.

Infrastructure and Transit Access

The site is well-served by public transportation, with an existing bus stop directly across the street on Merrimack Street. We propose adding a new bus stop directly in front of the building to further improve access for employees, visitors, and residents. Utilities are assumed to be available nearby, given the presence of existing industrial and commercial businesses in close proximity.

Economic Impact

The project is expected to generate significant economic benefits for the City of Lawrence. Over the next 20 years, it will serve as a hub for small businesses, including food production, retail incubators, and shared workspaces. These spaces will foster job creation and support entrepreneurial activities, directly contributing to the city's long-term economic development goals. For more detailed financial projections and economic impact analysis, please refer to the Economic Impact section of the TBF RFP Draft.

Expedited Permitting

The project qualifies under the state's 43D Expedited Permitting for food manufacturing uses, allowing for a fast-tracked approval process. This will enable quicker deployment of resources and support for local businesses, accelerating the community and economic benefits.

SUSTAINABILITY FEATURES FOR 7 SOUTH CANAL, LAWRENCE, MA

The 7 South Canal project is designed to set a benchmark in environmental stewardship, sustainability, and energy efficiency. As a Passive House certified building, it is positioned to achieve LEED certification, making it a leader in sustainable urban development. This project integrates cutting-edge green building strategies and systems that not only reduce environmental impact but also provide long-term economic and health benefits to the community.

1. PASSIVE HOUSE CERTIFICATION

- **Ultra-Energy Efficiency:** Passive House design standards will significantly reduce energy consumption by up to 90% compared to conventional buildings. The design includes super-insulated walls, triple-pane windows, airtight construction, and continuous ventilation systems with energy recovery.
- **Thermal Comfort:** The building will maintain optimal indoor temperatures year-round, ensuring comfortable living and working conditions without excessive reliance on mechanical heating or cooling systems.

2. LEED CERTIFICATION TARGET

The project is designed to meet LEED standards, focusing on energy, water, materials, and indoor air quality:

- **LEED Points:** Pursuing high-level certifications by leveraging sustainable materials, energy-efficient building systems, water conservation, and innovative design strategies that contribute to a lower carbon footprint.
- **Net-Positive Energy Goal:** With the integration of solar power, energy-efficient lighting, and smart building systems, we aim to produce more energy than we consume.

3. RENEWABLE ENERGY INTEGRATION SOLAR PANELS:

The rooftop will house solar photovoltaic panels capable of generating renewable energy to power most of the building's operations. These panels are integrated with an energy storage system to maximize efficiency and provide backup power.



Battery Storage:

Advanced energy storage batteries will store excess energy generated from solar panels, ensuring that the building remains powered even during cloudy days or grid outages.

4. GREEN ROOF AND BIODIVERSITY ENHANCEMENT

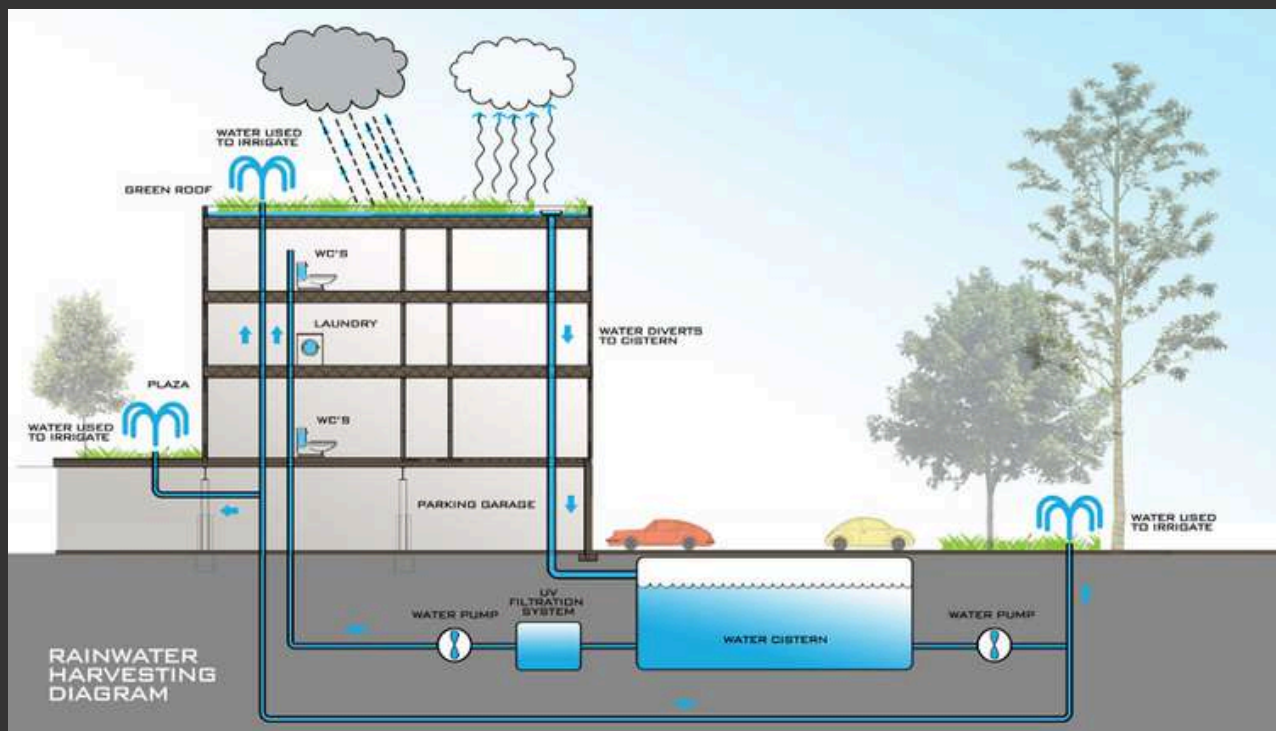
Intensive Green Roof: The roof will include a diverse green space with a variety of plants, including native species that create a haven for local wildlife, such as birds, bees, and butterflies. This green roof will provide thermal insulation, reduce the urban heat island effect, and improve air quality.



Pollinator Gardens: Integrated flower gardens on the roof and courtyards will promote biodiversity and support bee and butterfly populations, contributing to pollinator health and urban ecological balance.



5. WATER CONSERVATION AND MANAGEMENT



- **Rainwater Collection System:** A sophisticated water collection and filtration system will capture rainwater, which will be reused for non-potable purposes like irrigation and toilet flushing. This minimizes stormwater runoff, preventing flooding and reducing strain on the city's drainage system.
- **Stormwater Management:** By utilizing bioswales, permeable paving, and vegetative buffer zones, the project will filter and slow down stormwater runoff, preventing it from polluting the Merrimack River. This will help protect the surrounding ecosystem.
- **Greywater Recycling:** The greywater system will capture and treat wastewater from sinks and showers, making it reusable for irrigation and flushing, thus reducing overall water demand.

6. ENERGY-EFFICIENT SYSTEMS

- **Advanced HVAC Systems:** The building will use state-of-the-art energy recovery ventilation (ERV) systems to reduce heating and cooling loads while maintaining high indoor air quality. The ERV will recover heat from outgoing air and use it to warm fresh incoming air.
- **LED Lighting and Daylight Harvesting:** Energy-efficient LED lighting will be installed throughout the building, paired with daylight sensors that adjust indoor lighting based on natural light availability to minimize energy use.
- **Smart Thermostats:** Automated systems will manage heating, cooling, and ventilation efficiently, ensuring that no energy is wasted and comfort is optimized for all users.
- **High-Efficiency Appliances:** All equipment and appliances installed in the building, including HVAC, lighting, and kitchen appliances, will meet or exceed ENERGY STAR standards.

7. SUSTAINABLE MATERIALS AND CONSTRUCTION

CLT/NLT Building Materials: The building will be constructed using Cross-Laminated Timber (CLT) or Nail-Laminated Timber (NLT), both of which sequester carbon and reduce the overall embodied energy of the construction. Timber will be sourced from certified sustainable forests.



- **Low-Carbon Concrete:** For the foundation and structural elements, we will use low-carbon concrete mixes to reduce the project's embodied carbon.
- **Recycled and Renewable Materials:** Recycled materials will be prioritized wherever possible, including insulation, wall panels, and finishes. Interior spaces will feature sustainable materials such as bamboo flooring, reclaimed wood, and eco-friendly paints.

8. WASTE MANAGEMENT AND CIRCULAR ECONOMY

- **Onsite Waste Management System:** A waste management system will be implemented to separate recyclable materials from landfill waste. Composting areas will be provided for organic waste from the shared kitchen spaces, contributing to a circular economy.
- **Construction Waste Reduction:** During construction, waste minimization strategies will be employed, including the reuse of materials from the site, such as excavated soil or demolished materials, wherever feasible.



9. SMART BUILDING TECHNOLOGY

- **Building Automation System (BAS):** A fully integrated BAS will monitor and control energy usage, water consumption, indoor air quality, and temperature. It will optimize performance in real-time, ensuring the building's efficiency and reducing its carbon footprint.
- **IoT Sensors:** The building will feature Internet of Things (IoT) sensors to monitor occupancy, lighting, and air quality in all spaces, ensuring res

10. INDOOR ENVIRONMENTAL QUALITY

- **Low-VOC Materials:** Only low-volatile organic compound (VOC) paints, sealants, and adhesives will be used to minimize the release of harmful chemicals into the indoor environment, promoting healthier air quality for occupants.
- **Air Filtration Systems:** HEPA filters and UV sterilization will be used to ensure that the indoor air remains free from pollutants, allergens, and pathogens.

11. URBAN HEAT ISLAND REDUCTION

- **Cool Pavement and Roof Design:** In addition to the green roof, the building will feature cool roofing materials that reflect solar heat, reducing heat absorption. Permeable paving around the site will reduce the heat island effect and contribute to stormwater management.

12. ELECTRIC VEHICLE INFRASTRUCTURE

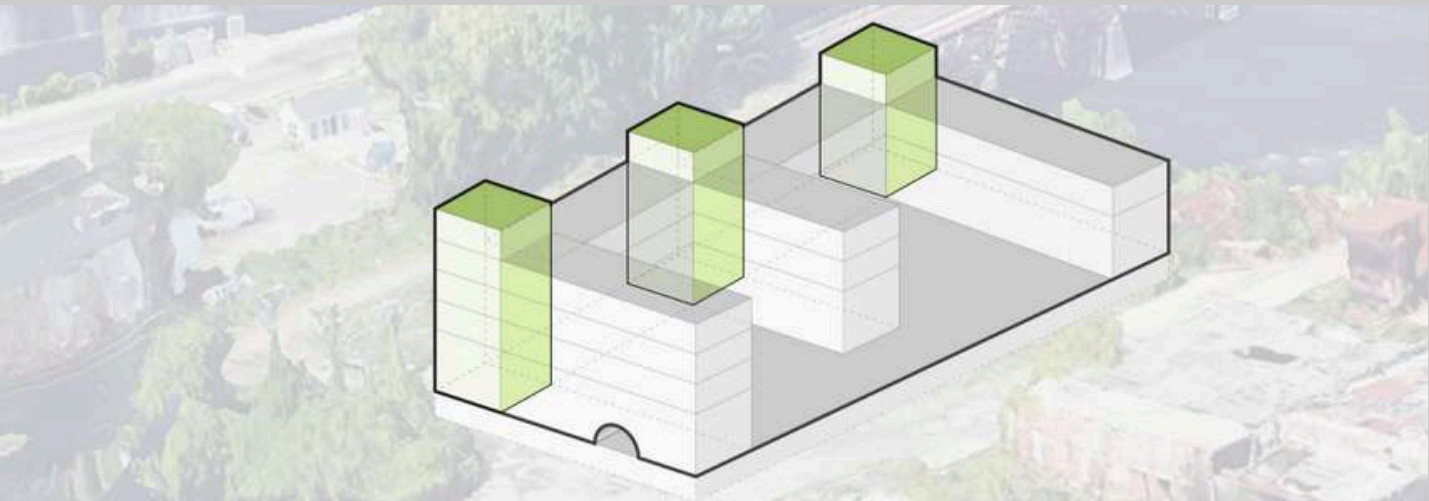
- **EV Charging Stations:** Dedicated electric vehicle charging stations will be provided in the underground parking garage to encourage the use of electric vehicles. We will explore partnerships with car-sharing services that provide low-emission or zero-emission vehicles to tenants and visitors.
- **Bicycle Facilities:** Secure bicycle storage and showering facilities will be made available for cyclists, promoting active transportation and reducing vehicular emissions.

13. COMMUNITY ENGAGEMENT AND EDUCATION

- **Environmental Education Program:** The project will offer an environmental education program for tenants and the local community, focusing on sustainable practices, energy conservation, and the importance of biodiversity.
- **Green Lease Agreements:** Tenants will be encouraged to participate in sustainable practices through green lease agreements, which will include commitments to reduce energy and water use, recycle, and participate in waste reduction programs.

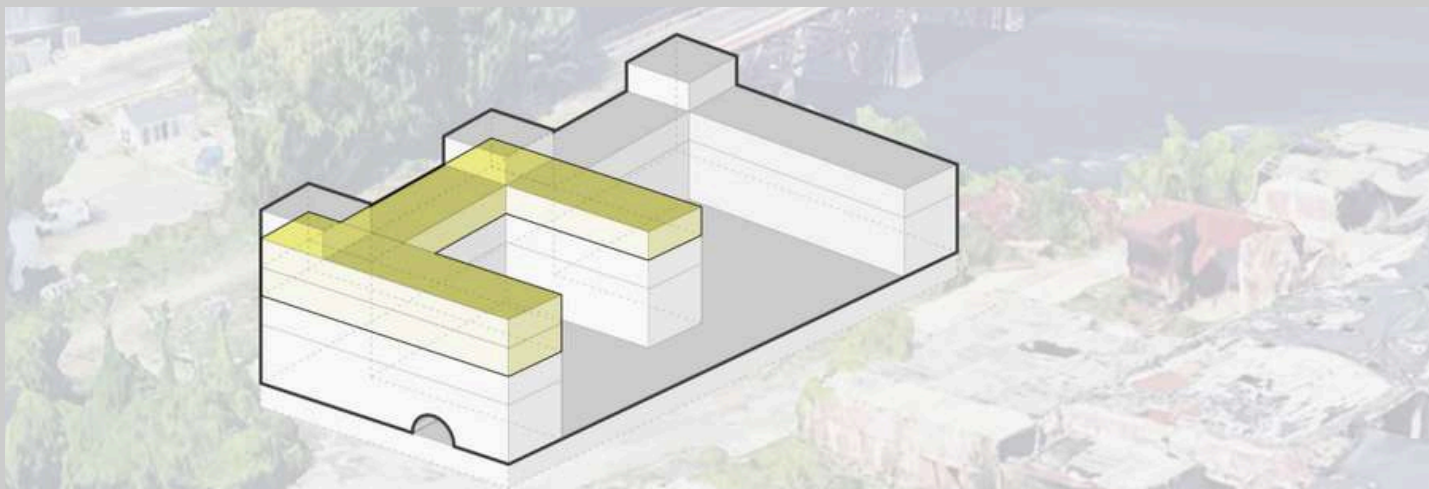
THE BUSINESS FACTORY SCHEMATICS

BY DESIGN BUILD ARCHITECTS



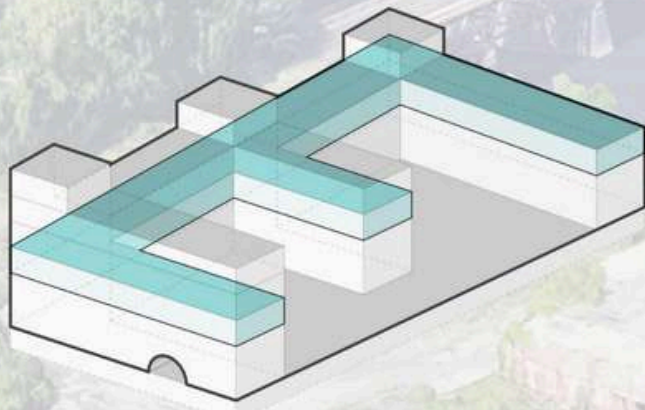
THE TOWERS

The Towers stand as the vertical arteries of the Business Factory, providing essential circulation for people, mechanical systems, plumbing, and electrical systems, effectively tying the entire building together.



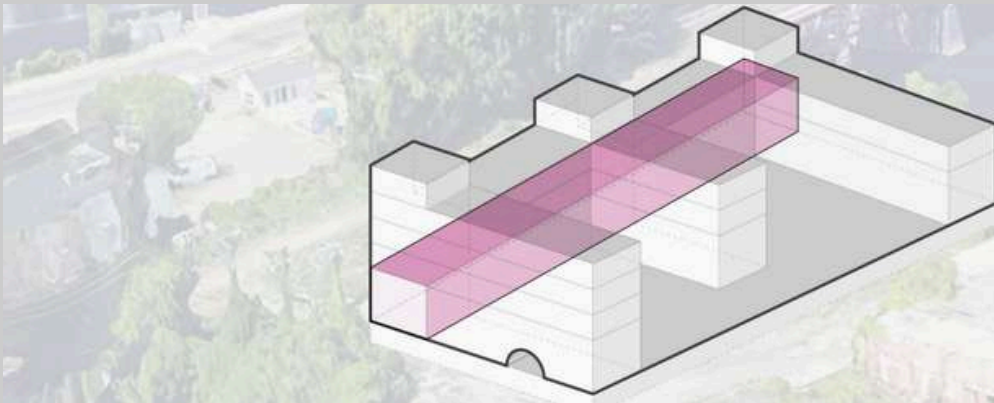
CITYSCAPE OFFICE SUITES

Levels 3 and 4 of the building feature Cityscape Office Suites, offering shared co-working spaces with breathtaking views of Lawrence, MA, including the scenic overflow from the Merrimack River Reservoir and the bustling courtyard below.



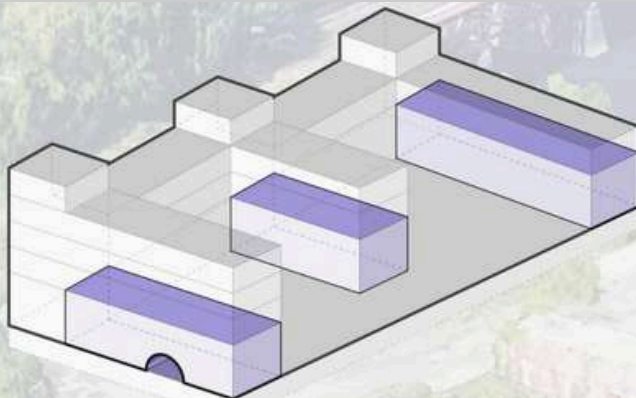
CULINARY COMMONS

On the second floor, we have designed a sprawling 15,000 square feet of communal kitchen space, providing a vibrant hub where entrepreneurs can collaborate, network, and fuel their creativity. This state-of-the-art kitchen area is equipped to support a wide range of culinary activities, fostering an environment with opportunities for inspiration and connection.



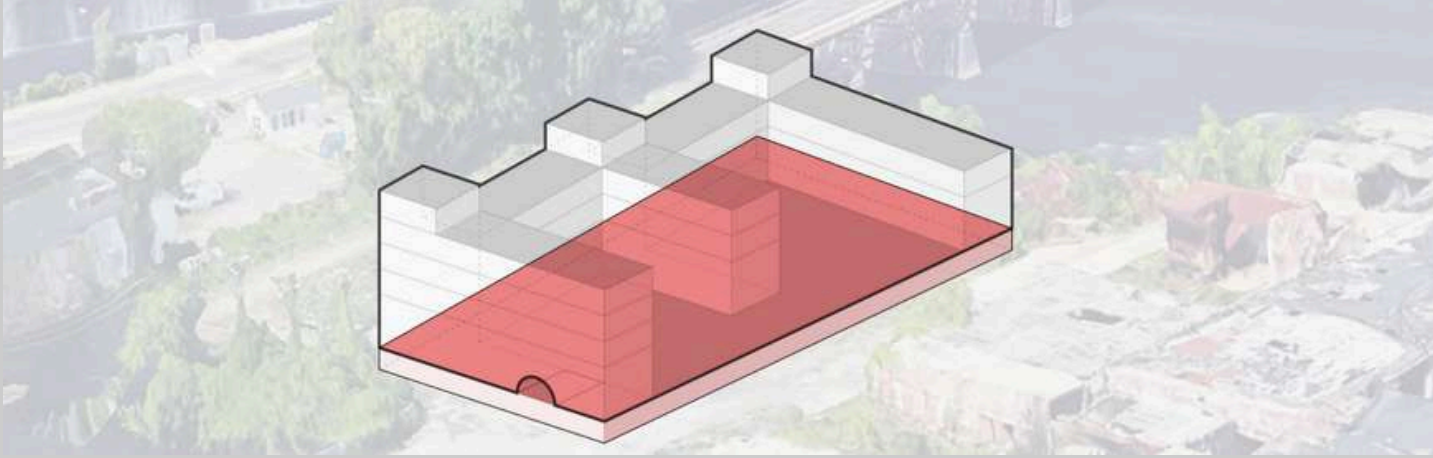
RETAIL ROW

On the first floor, abutting the Merrimack Street Corridor, we have developed Retail Row, featuring 8,000 square feet of double-height tailored spaces designed to support small businesses and nurture their innovative ideas.



MAKERS SPACE

On the first level, perpendicular to Retail Row, we have designed three warehouses encompassing a total of 8,000 square feet, featuring double-height spaces that provide a versatile area tailored to meet the needs of creatives, tech enthusiasts, and innovators. This dynamic environment is specifically crafted to foster experimentation and collaboration.



THE UNDERGROUND

Below grade, we've proposed a design that preserves the picturesque views of the river and canal by placing the required parking and storage facilities beneath the building and courtyard. This extensive underground space, covering 30,000 square feet, is designed to be both functional and visually harmonious.

[SEE THE WHOLE PROPOSAL](#)



OUR VISION EXTENDS BEYOND PROVIDING PHYSICAL SPACES;

We aim to establish The Business Factory as a cornerstone of the Lawrence community. By offering unparalleled support and resources, we aspire to become a recognized statewide resource for aspiring entrepreneurs embarking on their career journeys.





GREEN INITIATIVES



Solar Panels

Install solar panels on the roof to generate renewable energy and reduce reliance on grid power.



LED Lighting

Install energy-efficient LED lighting throughout the facility to reduce electricity usage.



Energy-Efficient HVAC Systems

Use high-efficiency heating, ventilation, and air conditioning (HVAC) systems to minimize energy consumption.



Green Roof

Implement a green roof or rooftop garden to improve insulation, reduce stormwater runoff, and provide additional green space.



Building Automation Systems

Use smart building technologies to optimize energy usage, monitor indoor air quality, and enhance occupant comfort.



Recycling and Waste Management

Implement comprehensive recycling and waste management systems to minimize landfill waste.



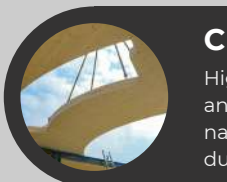
Water-Efficient Fixtures

Install water-saving fixtures such as low-flow toilets and faucets to minimize water usage.



Natural Ventilation

Design the building to maximize natural ventilation and reduce the need for mechanical cooling.



CLT Building

High embodied carbon, environmentally built and sourced. Despite its relatively lightweight nature, CLT boasts impressive strength and durability.



Passive House

Net Zero Building. Super-insulated, ultra-tight for year-round comfort with minimal energy use.



BUILDING RESPONSIBLY

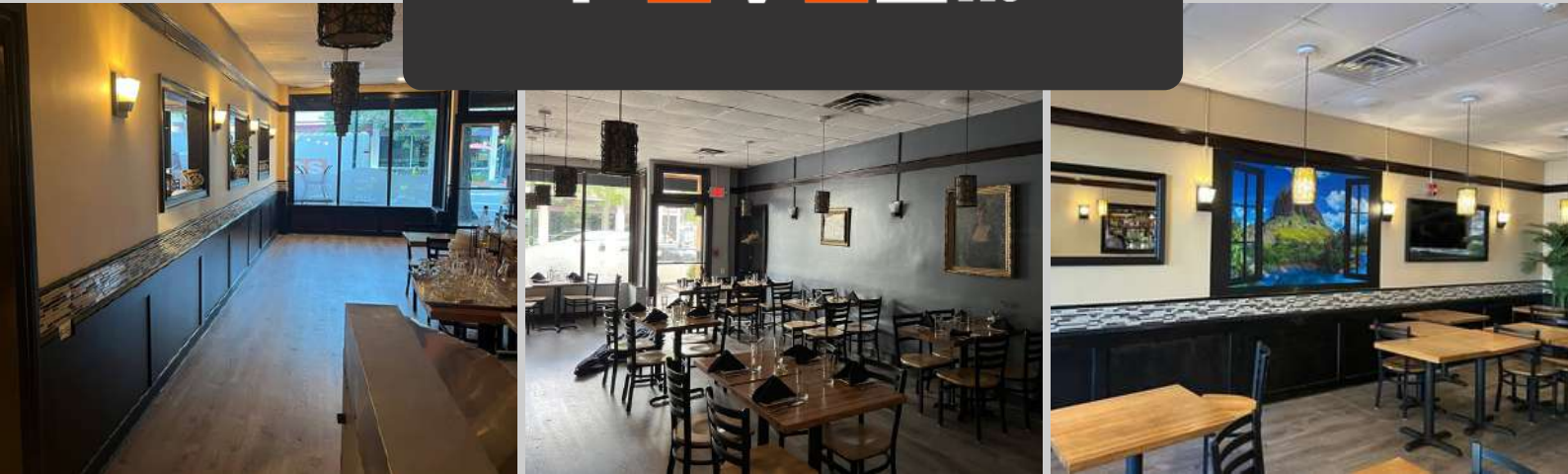
The building will showcase state-of-the-art design with a strong focus on sustainability and environmental responsibility. We will integrate advanced technologies to minimize emissions and maximize energy efficiency, including high-performance HVAC systems and renewable energy sources like solar panels.

Our commitment also extends to supporting the local community by sourcing materials and services exclusively from disadvantaged-owned companies. This approach ensures that the project not only adheres to eco-friendly standards but also promotes economic equity and benefits the community from the outset.



COMMUNITY INVOLVEMENT IS INTEGRAL TO OUR APPROACH.

We seek to actively engage with neighborhood residents and businesses, prioritizing their input and needs throughout the project's development. By fostering collaboration and providing opportunities for local stakeholders, we aim to create a project that not only meets but exceeds the expectations and aspirations of the community.



From a building perspective our group brings talented individuals to the table that have experience building multi million dollar buildings.

Pevez LLC, which is owned by one of the members has developed over ten multi unit properties alone. He has done over 10 million dollars in development and infrastructure. One member has a 100 million dollar project for multi unit housing in Boston, where he will be overseeing the whole project and deploying financial resources of his own.

OUR EXPERIENCE:



- Diverse backgrounds in business ownership and entrepreneurship.
- Successful track record in multi-million dollar developments.

PARTNERS INVOLVED:



KERVIN L. VALDEZ & REYNALDO SANTANA

Community Leaders, Lawrence Natives, Entrepreneurs, Thinkers and Innovators, Community Liaisons.

These gentlemen are the heart of the program. They would make sure the local interest of the community are not overlooked. In addition, their close ties would help us win over organizations and agencies to rally behind us with support.



SURFSIDE CAPITAL ADVISORS

Lead by Juan Carlos Moralez- we will use his firm to help us seek strategic funding to get this program off the ground and executive.

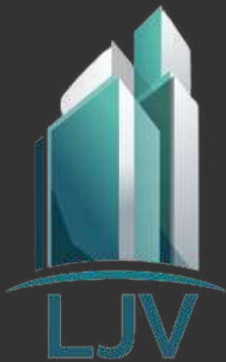
JC as known in the community currently seats in the board for Mass Development, he is a financial guru and leader and has held positions like CFO for State Street and BNY Melon.



DESIGN BUILDERS ARCHITECTS

Arick Dyrdal and his firm would be the leading architect that will develop the design.

Arick is a veteran with strong ties to the Lawrence community. A Cuban American, he has been leading his firm for over ten years and providing support for people's dreams to come true. His family has lived in Lawrence for over 50 years, further solidifying his deep roots in the city.



LJV DEVELOPMENT

Lizeth Velez- would be the development firm to get this program across the finish line

Over ten years' experience in development, Latina leader in the community, veteran, and with a magnificent track record.



VELNEY DEVELOPMENT

Josue Velney is a recognized and experienced developer. Originally from Haiti Josue brings over 15 years of experience and a wealth of knowledge in development.

He will be a main resource in project oversight and management. In addition, Josue is a veteran and a former fire fighter.



ROADS CONSULTING GROUP, LLC

Key leader in economic development. Roads has been providing technical assistance support for more than seven years and counting.

Operating in over nine states and across five languages, Roads, a minority-owned firm, boasts extensive experience in small business ownership and growth. Roads CG would be the operator behind the project, bringing expertise in strategic procurement, supply chain optimization, and contract negotiation.



THE BUSINESS FACTORY LLC



This firm will be formed by four entrepreneurs of color to put forward the initial capital of \$2 million dollars that would be needed for the entire \$10,000,000 million project. Each partner would come in at \$500,000 each.

THE INVESTORS ARE:

On a project like this, architectural fees would typically be around 5% of construction costs, while sub-consultants, such as MEP, structural, and environmental engineers, would typically receive about 30% of the architectural fees.



DANIEL PEREZ

CURRENT CEO OF DPV TRANSPORTATION INC.

Local passenger transportation company that employees more than 300 people and supports companies like Encore, The Hartford, Morgan Stanley, Oracle, BCBSMA, Boston Scientific and Many more.

JEAN PAUL KARANGWA

FOUNDER & CEO OF CARING BEES HEALTHCARE INC.

Originally from Rwanda, this entrepreneur's story is remarkable. Jean migrated during the Uganda genocide and has since grown his home healthcare business to serve over 700 patients, employing over 150 people in his firm. Today, his business serves patients with Medicare, MassHealth, and other managed care organizations such as CCA, MGB, United, and Blue Cross Blue Shield.



DR JOSE PEREZ

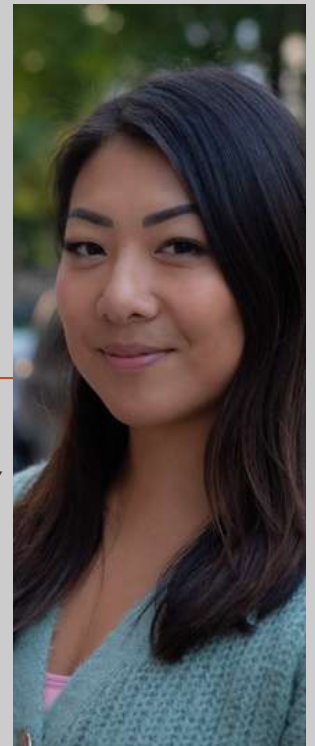
CURRENT CEO OF ROADS CONSULTING GROUP

With over 20 years of entrepreneurship experience, Dr. Perez has spearheaded numerous successful residential developments and construction projects, fostering a prosperous career. As the founder of We Reach, a non-profit organization dedicated to providing opportunities for individuals in disadvantaged communities, he demonstrates strong community leadership. Additionally, Jose leads Roads Consulting Group, an advisory firm with over 25 advisors, and manages various business ventures across different communities.

CATARINA CHANG

CURRENT CEO OF SHE SOCIALLY

A local business owner with over 15 years experience in the hospitality industry comes to the table as well. She currently owns three different restaurants in Boston as well as a marketing firm. Catarina is Korean and has created over 100 jobs in her restaurants today to empower the local gastronomy economy.



STRATEGIC ALLIANCES



MASS DEVELOPMENT

We recognize the pivotal role of Mass Development in realizing our project's success. Their support will not only provide essential resources such as tax credits, building credits, and preferential financing but also grants and assistance throughout the project. Their involvement is crucial in navigating the complexities of building such a project and ensuring its viability.

BOSTON IMPACT

Partnering with Betty Francisco and the Boston Impact group aligns perfectly with our project's mission. Their focus on impact-based funding makes them an ideal partner for a project that aims to strengthen the backbone of the American economy. We believe our initiative will resonate strongly with Boston Impact's values, and their support will be invaluable in driving our project forward.

MASS CAPITAL GROWTH CORPORATION

The partnership with MGCC is a strategic move for our project. Given our mission and the substantial number of jobs we aim to create, securing their support is paramount. Not only will they provide invaluable financial assistance, but they will also champion our program for entrepreneurs, further amplifying its impact.



EASTERN BANK

With our established relationship, we look to Eastern Bank to bridge the financing gap required for our project. Their business program and commitment to supporting initiatives like ours make them a natural partner. We are confident that Eastern Bank will continue to be a valuable ally in realizing our project's vision.



GRANITE STATE ECONOMIC DEVELOPMENT

As a local project, we see an opportunity to collaborate with Granite State Economic Development to receive infrastructure support. Their involvement will not only benefit our project but also contribute to their ecosystem and case load. We believe that by working together, we can deliver the intended results and foster mutual growth and development.

FINANCIAL PROJECTION

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income	3,442,200.00	3,632,790.00	3,996,069.00	4,595,479.35	5,560,530.01	21,227,068.36
Kitchens	718,800.00	754,740.00	830,214.00	954,746.10	1,155,242.78	4,413,742.88
Co - Working	3,442,200.00	3,632,790.00	3,996,069.00	4,595,479.35	5,560,530.01	21,227,068.36
Retail Spaces	417,600.00	456,960.00	502,656.00	578,054.40	699,445.82	2,654,716.22
Open Concept & creative	580,800.00	609,840.00	670,824.00	771,447.60	933,451.60	3,566,363.20

FUNDING OVERVIEW FOR THE BUSINESS FACTORY PROJECT:

The Business Factory project will be supported by a multifaceted funding strategy, combining equity investments, conventional loans, quasi-agency contributions, grants, and tax incentives. The funding structure is detailed as follows:

- **Investor Equity:** Four investors will each contribute \$750,000, amounting to a total of \$3 million.
- **Conventional Lending:** We will secure \$4 million through conventional loans.
- **Quasi-Agency Funding:** We will obtain \$2 million from quasi-agencies, with four agencies each providing \$500,000.
- **Grants:** \$1 million in grants will be secured specifically for the development phase of the project.
- **Tax Incentives and Credits:** Additional funding will come from tax incentives, credits, and grants, leveraging the project's mission-driven focus.



EXPENSES

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Expenses	1,814,756.23	1,836,049.86	1,853,660.16	1,871,045.23	1,887,667.74	9,263,179.22
Net income	1,627,443.77	1,796,740.14	2,142,408.84	2,724,434.12	3,672,862.27	11,963,889.15
EBITDA	59%	61%	63%	68%	73%	66%

FINANCIAL CAPACITY:

For a comprehensive review of these projections, please refer to the link below.

[ALL DETAILS](#)



TIMELINE

WE AIM TO COMPLETE CONSTRUCTION WITHIN 2 AND A HALF YEARS

01

02

03

PLANNING & PREPARATION

CONSTRUCTION & DEVELOPMENT

LAUNCH AND OPERATIONALIZATION



PLANNING AND PREPARATION

Q1

Q4

INITIAL PLANNING

- Formulate detailed project plan including budget, timeline, and scope of work.
- Identify and engage key stakeholders including community leaders and potential partners.
- Conduct feasibility studies and market analysis to validate the project concept.

Q2

DESIGN PHASE

- Collaborate with Design Build Architect to develop architectural plans and designs for the facility.
- Obtain necessary approvals from local authorities for architectural designs.
- Finalize interior design concepts for shared spaces, co-working areas, and retail incubators.

Q3

FINANCIAL PLANNING & FUNDING

- Work with Surfside Capital Advisors to secure strategic funding for the project.
- Finalize financial projections and secure initial funding for the project.
- Explore grant opportunities from organizations like Mass Development and Mass Capital Growth Corporation.

LEGAL AND REGULATORY COMPLIANCE

- Formulate detailed project plan including budget, timeline, and scope of work.
- Identify and engage key stakeholders including community leaders and potential partners.
- Conduct feasibility studies and market analysis to validate the project concept.

CONSTRUCTION AND DEVELOPMENT

S1

S2

CONSTRUCTION KICKOFF MONTH 1 - 6

- Break ground on construction of The Business Factory facility.
- Monitor construction progress and ensure adherence to design specifications.
- Implement sustainability initiatives and prioritize environmentally responsible building practices.

FACILITY DEVELOPMENT MONTH 7 - 12

- Procure necessary equipment and materials for facility development.
- Install infrastructure for shared spaces, retail incubators, and co-working areas.
- Conduct regular inspections to maintain quality standards and address any construction issues promptly.

LAUNCH & OPERATIONALIZATION

1

3

2

PRE-LAUNCH ACTIVITIES MONTH 1 - 2

- Develop marketing and promotional strategies to generate awareness about The Business Factory.
- Recruit staff and management team to oversee day-to-day operations.
- Establish partnerships with local businesses and community organizations for ongoing support.

FINAL TOUCHES AND TESTING MONTH 3 - 4

- Complete interior decoration and branding of The Business Factory.
- Conduct trial runs and testing of facilities to ensure operational readiness.
- Fine-tune operational processes and procedures based on feedback from stakeholders.

GRAND OPENING & BEYOND MONTH 5 - 6

- Host a grand opening event to officially launch The Business Factory.
- Begin operations and welcome entrepreneurs to utilize the shared spaces and resources.
- Implement monitoring and evaluation mechanisms to track the impact of The Business Factory on the local community and economy.



LICENSES REQUIRED

SOME POTENTIAL LICENSES TO CONSIDER INCLUDE



BUSINESS LICENSE

Typically required for any commercial operation, including co-working spaces.



ZONING PERMIT

Ensures compliance with local zoning regulations



BUILDING PERMIT

Required for construction or renovation of the facility.



ALCOHOL LICENSE

If alcohol will be served on the premises



FIRE DEPARTMENT PERMIT

Ensures compliance with fire safety regulations



OCCUPANCY PERMIT

Certifies that the building is safe for occupancy.



HEALTH DEPARTMENT PERMIT

If food service is provided, a health department permit may be necessary for the shared kitchen space.

COMMUNITY ENGAGEMENT PLAN:

COMMUNITY FORUMS AND INFORMATION SESSIONS

- Host public forums or information sessions to introduce the concept of The Business Factory to the community.
- Provide details about the project's mission, vision, and potential benefits for the local economy and residents.
- Encourage attendees to ask questions, share feedback, and express their thoughts on how the project can best serve the community.





COMMUNITY SURVEYS AND FEEDBACK GATHERING

- Distribute surveys or conduct online polls to gather input from community members about their needs and priorities.
- Ask specific questions about the types of services, amenities, and support they would like to see offered at The Business Factory.
- Use the feedback to tailor the project to better meet the needs and preferences of the community.

COMMUNITY WORKSHOPS AND CO-CREATION SESSIONS

- Organize workshops or co-creation sessions where community members can actively participate in shaping the design and programming of The Business Factory.
- Facilitate brainstorming sessions to generate ideas for amenities, services, and events that would appeal to the community.
- Empower participants to contribute their skills, talents, and perspectives to the project's development.



LOCAL BUSINESS SPOTLIGHTS AND NETWORKING EVENTS

- Highlight existing minority-owned small businesses in the community through spotlight features or networking events.
- Provide opportunities for local entrepreneurs to showcase their products or services and connect with potential customers and collaborators.
- Foster a sense of community pride and support for local businesses, positioning The Business Factory as an extension of this ecosystem.



COMMUNITY PARTNERSHIPS AND COLLABORATIONS

- Forge partnerships with local community organizations, schools, churches, and civic groups to amplify outreach efforts.
- Collaborate on joint events, initiatives, or outreach campaigns that align with shared goals and values.
- Leverage existing community networks and trusted leaders to build credibility and trust in the project.



6 COMMUNITY AMBASSADOR PROGRAM

- Recruit passionate community members to serve as ambassadors or advocates for The Business Factory project.
- Empower ambassadors to spread the word, engage their networks, and mobilize support within their respective communities.
- Provide ambassadors with resources, training, and tools to effectively communicate the project's value and benefits.

7 SOCIAL MEDIA CAMPAIGNS AND ONLINE ENGAGEMENT

- Launch social media campaigns to raise awareness and generate buzz about The Business Factory project.
- Share project updates, behind-the-scenes insights, and success stories to keep the community informed and engaged.
- Encourage community members to share their thoughts, ideas, and experiences using project-specific hashtags and social media channels.



8 COMMUNITY EVENTS AND FESTIVALS

- Participate in local community events, festivals, and gatherings to connect with residents and promote The Business Factory project.
- Set up information booths, interactive displays, or workshops to engage attendees and spark interest in the project.
- Distribute promotional materials, swag items, or giveaways to leave a lasting impression on community members.

It is important to us to implement ways to effectively engage the community and build grassroots support for The Business Factory project, laying the groundwork for its success even before construction begins.



TBF ACTIVATION PLAN

Engaging minority-owned small businesses is key to fostering collaboration and strengthening community ties.
(Can take place every quarter)



Regular market events where our committed local entrepreneurs showcase their products.

COMMUNITY MARKET DAYS



Offer training sessions to help minority entrepreneurs develop business skills. (In order to show open doors to new businesses)

BUSINESS WORKSHOPS



Partner with local minority-owned businesses for collaborative events. (Make our committed businesses to jump on a partner phase for the community events)

POP-UP SHOP COLLABORATIONS



Host social events for minority small business owners to connect and collaborate. (twice per year – “happy hour”)

NETWORKING MIXERS



Provide resources and support for minority-owned startups.

ENTREPRENEURIAL INCUBATOR PROGRAM



Undertake projects like mural painting to enhance the community. (Include local artists to engage the community)

COMMUNITY BEAUTIFICATION PROJECTS



Celebrate diversity through events showcasing minority-owned businesses. (Once a year- TBF anniversary as a business expo)

CULTURAL FESTIVALS



Host competitions for aspiring minority entrepreneurs to present their ideas. (Get some founding to support the winners: founding can be given as Marketing support, finance system set up, etc)

BUSINESS PITCH COMPETITIONS



Partner with minority farmers for Community Supported Agriculture initiatives. (This will provide visibility to other sector of the community)

CSA PROGRAMS



Empower young minorities with workshops and mentorship. (Include spaces for youth in all activities to create a blueprint of opportunities for the new generations)

YOUTH ENTREPRENEURSHIP PROGRAMS

EVERYONE CAN BE PART OF THE CHANGE!



CLOSING STATEMENT

As we embark on this transformative endeavor, we invite everyone to join us in shaping a brighter tomorrow. Together, we can build not just a business, but a legacy of resilience, inclusivity, and boundless opportunity.

Our mission is clear: To make Lawrence a shining example of what happens when vision meets action, and dreams take flight.

Our interest in lots 7 & 9 of South Canal Street in Lawrence, MA, stems from its strategic location at the heart of the community, providing accessible opportunities for local residents and businesses. Additionally, this location offers proximity to transportation hubs, educational institutions, and cultural landmarks, further enriching the fabric of our city. Let's come together to harness the potential of this space and create a beacon of prosperity for all.



Our dedication to responsible building practices and sustainable design reflects our respect for both the environment and the communities we serve.

With a dynamic team of seasoned entrepreneurs, visionary community leaders, and strategic partners, we embark on a journey to redefine the landscape of economic empowerment. Together, we envision a future where The Business Factory serves as the beacon of hope and prosperity, igniting the careers of tomorrow's leaders and propelling Lawrence onto the global stage.

Together, we can make Lawrence a shining example of what happens when vision meets action, and dreams take flight.

TOGETHER, WE ARE THE BUSINESS FACTORY.



REFERENCES

- **Omar Miranda**

Small Business Development Specialist, City of Chelsea

Office: 617.466.4192 Cell: 617.763.3446

Email: omiranda@chelseama.gov

500 Broadway, Room 101, Chelsea, MA 02150

Roads piloted a program we created named Chelsea Strong, along with an intake website, marketing campaigns and material, as well as a tracking system to provide technical assistance to small minority businesses in the City of Chelsea. We provide one-on-one TA, including business strategy sessions, website development, social media outlet creation and more. We also host a series of webinars and in-person seminars, available to Chelsea business owners, on topics ranging from business banking with representatives from local and national banks to human resource development sessions, to digital marketing seminars.

Our work with the Chelsea Business Foundation in a predominantly immigrant community showcases our ability to deliver tailored, impactful services to businesses facing similar challenges to those in SeaTac.

Number of Businesses Assisted: 50 Businesses and ongoing.

- **Julie DeMauro**

Project Manager, Organization: City of Revere

Phone number: (781) 286-8174

Email: jdemauro@revere.org

We were selected as the firm authorized to provide technical assistance in the project to revitalize small businesses located on Broadway in the city of Revere, this project aimed to support more than 40 businesses in strategies to enhance the growth, sales, and operational structure of these companies.

- **Justin de la Cruz**

Outreach Manager at Economic Development & Industrial Corporation

3 City Hall Square, Lynn, Massachusetts 01901

Email: jdelacruz@ediclynn.org

Phone: 781.581.9399

In collaboration with the Economic Development & Industrial Corporation (EDIC), we have developed a comprehensive program to support individuals in accessing capital and receiving essential technical assistance. This initiative offers both financial resources and instructional classes to equip participants with the necessary skills and support. Our program has been pivotal in advancing economic development for the city of Lynn and its residents, providing invaluable resources and guidance to foster growth and success.

Daniela Fairchild

Director of Operations & Special Projects Rhode Island Commerce Corporation

315 Iron Horse Way, Suite 101, Providence, RI 02908

4012789187

CommerceRI.com

daniela.fairchild@commerceri.com



Omar Miranda

He/him/his Small Business Development Specialist Department of Housing and Community Development

500 Broadway, Room 101, Chelsea, MA 02150

Cell: 617.763.3446

omiranda@chelseama.gov



Julie DeMauro

Transportation Manager City of Revere

281 Broadway, Mezzanine Level, Revere, MA

(781) 286-8174

jdemauro@revere.org



Paula Pineda

Assistant Director ARPA Initiatives Harris County

(281) 686-5255

paula.pineda@eeo.hctx.net



Keisha Sanker

Purchasing Division Department of Financial Management

562.570.6895

Keisha.sanker@longbeach.gov



Doug Ling

Small Business Strong Manager Boston LISC

617-504-8882

manager@smallbstrong.com

www.smallbstrong.com



Alexis Washburn

She/Her Northeast Regional Director Emerald Cities Collaborative (ECC)

awashburn@emeraldcities.org



Shekia Scott

Cannabis Business Manager Cannabis Equity Program Mayor's Office of Economic Opportunity & Inclusion City of Boston Cannabis

617-635-0053

shekia.scott@boston.gov



Kadeem Leslie

He/Him/His Deputy Director of Economic Opportunity Office of Economic Opportunity City of Providence

444 Westminster Street, Providence, RI, 02908

(401) 680-8580

kleslie@providenceri.gov



Joe Grafton

Senior Manager, Learning & Development Interise

617.669.9861

jgrafton@interise.org



Tim Tierney

Economic Development Specialist Partner Program Liaison.

802-622-4257

tim.tierney@vermont.gov



Marisa Lopez

Harvard Ed Portal Associate Director of Workforce & Economic Development Harvard Public Affairs and Communications

224 Western Avenue, Allston, MA 02134

(339) 368-0474

marisa_lopez@harvard.edu



Elijah Moon

Specialized Industry Program, Grant, and Contracts Manager Washington State Department of Commerce

(206) 256-6113

elijah.moon@commerce.wa.gov



Benjamin Christensen

Program Manager Massachusetts Clean Energy Center

617.843.3557

bchristensen@masscec.com



Kevin Robinson

Grant Project Manager

Miami Tech Works - Good Jobs Challenge

(305) 237-7866

krobinso@mdc.edu



LaTosha Franklin

Motor City Match Technical Assistance Manager Detroit Economic Growth Corporation

313.237.4638

lfranklin@degc.org



Justin de la Cruz

Outreach Manager Economic Development & Industrial Corporation

781.586.6862

jdelaacruz@ediclenn.org



Noel Dietz

Purchasing Analyst City of Eugene, OR

541-682-6814

ndietz@eugene-or.gov



AWARDS & MINORITY CERTIFICATIONS



City of Boston
Economic Opportunity
and Inclusion

April 7, 2023

Mr. Jose Perez
Roads Consulting Group
974 Bennington Street
Boston, MA 02128

Dear Mr. Perez,

The City of Boston's Supplier Diversity Program is pleased to inform you that, as of **April 7, 2023**, **Roads Consulting Group** has been certified as a **Minority Business Enterprise (MBE)** under the business description of **Consulting firm that provides support in the areas of Digital Marketing, Business Strategy, Human Resources, Bookkeeping, Web Development, and Technical Assistance**. Small and local businesses are the lifeblood of Boston's vibrant economy -- we are delighted for this opportunity to partner with you.

Roads Consulting Group will be listed in the [City of Boston SLBE/MWBE Directory](#), which is available on-line. The Directory is used by general contractors, City departments, and various organizations, which are interested in utilizing small, small local, minority owned and woman owned vendors.

We also encourage you to utilize the City of Boston's Online Supplier Portal www.cityofboston.gov/procurement. On the Supplier Portal you can apply for a City of Boston vendor I.D. number, and also sign up for automatic email notifications of future bid opportunities in any categories of your choice. For detailed instructions on how to apply, please visit <https://www.boston.gov/departments/procurement/help-supplier-portal> or email vendor.questions@boston.gov.

Your certification renewal date is April 6, 2026.

Roads Consulting Group will be sent notification from the Supplier Diversity Program at least once every three years requesting an information update.

You will be required to submit the company's most recent **Tax Returns (all schedules, including Form 1120 or 1120S for corporations; Form 1040 and Schedule C for sole proprietorships; and Form 1065 for partnerships)**, and information on any changes in the company's legal structure, ownership or control.

ONE CITY HALL SQUARE | BOSTON, MA 02201 | BOSTON.GOV



City of Boston
Economic Opportunity
and Inclusion

Congratulations on your successful certification with the City of Boston. We look forward to working with you, and please let me know if I can assist you in any way possible.

Sincerely,

Stacey R. Williams

Stacey R. Williams

Certification Manager

stacey.williams@boston.gov, (617) 635-3720

Note: The continuation of your company's certification is contingent upon its compliance with the City of Boston's Certification Regulations. Pursuant to the Certification Regulations, the Supplier Diversity Program reserves the right to periodically monitor, review, and investigate any of its certified companies. Within thirty days of any change in the information contained in the original application, you must notify the Supplier Diversity Program of such change, and if such change is a material change which warrants further review, the Business Certification staff will notify you. If you would like to expand the scope of services your company is certified to perform, please submit a written request along with a list of work performed in that area of service and business references.



THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
SUPPLIER DIVERSITY OFFICE

One Ashburton Place, Suite 1017
Boston, MA 02108-1552
Charles D. Baker
Governor
Karyn E. Polito
Lieutenant Governor
Michael J. Heffernan
Secretary
William M. McAvoy
Executive Director

June 17, 2022

Ms. Andrea Perez
Roads Consulting Group, LLC
974 Bennington Street
Boston, MA 02128

Dear Ms. Perez:

Congratulations! Your firm has been certified as a minority business enterprise (MBE) with the Supplier Diversity Office ("SDO") under the business description of PROVIDER OF HUMAN RESOURCES AND MARKETING CONSULTANT SERVICES. Your firm will be listed in the SDO Certified Business Directory and the Massachusetts Central Register under this description. **This letter serves as the sole proof of your SDO certification.** Your designation as a MBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is June 16, 2025. SDO will send written renewal notices to your business and/or e-mail address on file approximately thirty (30) business days prior to your firm's three (3) year certification anniversary. Additionally, every six (6) years, certified companies that wish to remain certified may undergo a substantive review which will require certain updated supporting documentation.

SDO also reserves the right to monitor your firm and to perform random spot checks to ensure the firm continues to meet the certification criteria. Your firm is required to notify the SDO in writing of any material changes. Examples include but are not limited to changes in its business description, as well as business phone number, fax number, business' physical location, webpage and e-mail addresses. Other reportable changes include business structure, ownership (the business is sold or transferred), control and outside employment. You also have a duty to report decertification and debarment notices from this or any other jurisdiction. Failure to abide by the continuing duty requirements shall constitute grounds for the firm's decertification.

We look forward to working with you and your firm to maximize its business opportunities. Should you have any questions, please feel free to contact us via email at webmaster.sdo@mass.gov.

Sincerely,

William M. McAvoy
Executive Director

THIS CERTIFIES THAT

Roads Consulting Group



* Nationally certified by the: **GREATER NEW ENGLAND MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 541611

* Description of their product/services as defined by the North American Industry Classification System (NAICS)

01/09/2024

Issued Date

GN10818

Certificate Number

03/31/2025

Expiration Date

Ying McGuire
NMSDC CEO and President

Peter F. Hurst, Jr., President and CEO

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

Certify. Develop. Connect. Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®

THE BUSINESS

FACTORY