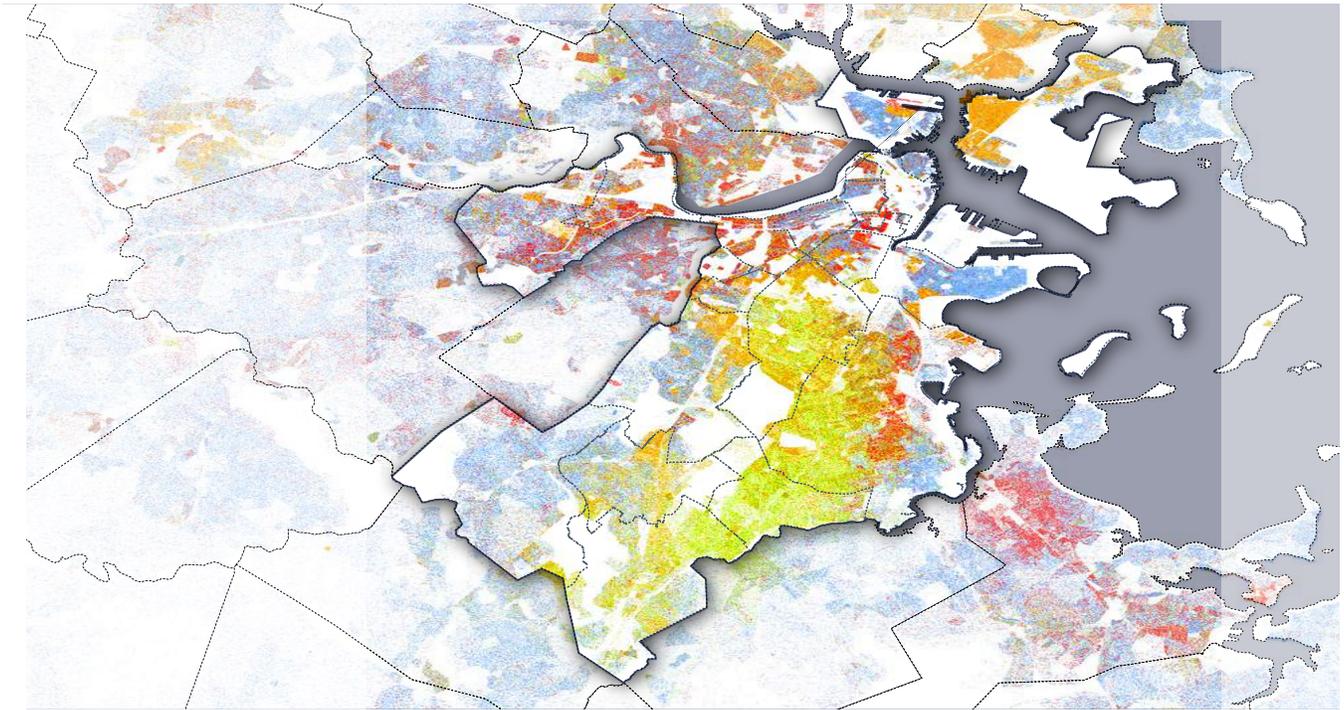


July 20, 2015

PROPOSAL TO THE BOSTON REDEVELOPMENT AUTHORITY

Imagine Boston 2030

Boston, Massachusetts



CROSBY | SCHLESSINGER | SMALLRIDGE LLC

Urban Design, Planning, Landscape Architecture

and **WALLACE ROBERTS & TODD LLC**

Master Planning & Urban Design

in association with

ARGUS

Communications

ASAKURA ROBINSON COMPANY, LLC

Social Equity

BYRNE MCKINNEY & ASSOCIATES, INC.

Market & Municipal Finance

KLEINFELDER

Sustainability & Resilience

REGINA VILLA ASSOCIATES

Public Outreach

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CROSBY | SCHLESSINGER | SMALLRIDGE LLC

July 20, 2015

Teresa Polhemus, Executive Director/Secretary
Boston Redevelopment Authority
One City Hall Square
9th Floor
Boston, MA 02210-1007

Dear Ms. Polhemus:

Having spent all of my professional life in Boston, living in three different neighborhoods and working on planning projects in many more, I am especially excited to be submitting our proposal for your consideration. The Citywide Master Plan will occupy a unique niche in Boston's three great periods of expansion, growth, and rejuvenation.

In our nearly 400 year history, Boston has experienced three periods of remarkable transformative change – but, nothing quite like this. Although all three growth periods were spurred by both public policy and citizen action, the nature of the latter has undergone a sea change.

Spanning roughly the years between 1870 and 1900/1910, Boston experienced a period of growth – of physical expansion unparalleled in its history. Annexations, landfill, transit into the neighborhoods – the “Streetcar Suburbs” and rail freight and port development changed the size and look and economy of Boston as nothing in the preceding 250 years had. Starting with the annexation of Roxbury in 1868 and continuing through that of Dorchester in 1870, Brighton in 1873, Charlestown and West Roxbury in 1874 and, finally, Hyde Park in 1912, the physical scale of The City was quadrupled in size; and, landfill projects in The Back Bay, South Cove, Commonwealth Flats and the creation of The Bulfinch Triangle added significantly to the core. New trolley lines into the recently annexed neighborhoods and the creation of port and rail facilities in the core city brought workers and job opportunities together. Complementing these economic initiatives was the creation of The Emerald necklace, Commonwealth Avenue Mall, Charles River Esplanade and Franklin Park. All driven by public policy and top down civic engagement.

Roughly 50 years later, Boston experienced a second phase of major physical change, again driven by public policy and community activism, but this time with master plans in the mix. The Urban Renewal Projects (Government Center, Waterfront, South Cove, Charlestown, Washington Park) and the first major private development initiative of the 20th century, Prudential Center, changed the face of the city. But, there was some citizen opposition to these projects and a massive citizen protest, cutting across many city neighborhoods, to another big public works project -The Southeast Expressway. That led to The Boston Transportation Planning Review, the master plan in the early 1970s that resulted in the subsequent scuttling of the Expressway and generated the Red Line Extension, Orange Line Relocation, North Station Green Line Relocation and, eventually, the depression of The Central Artery. All transformative projects and all driven by public policy and citizen activism – much of it in the form of vigorous opposition.

In this boom period of the early 21st century, the transformations are physical but also greatly economic, social, technological and demographic; the many ongoing planning and development initiatives, both private and public, will again have a profound effect on the look and character of our city, and, again, they are and will be driven by public policy and civic engagement. At the same time, there is greatly increased focus on social and environmental issues ranging from equity to sea level rise to access for everyone to housing and jobs. But, unlike the top down business and citizen leadership of the 19th Century and the community/citizen/neighborhood activism of the mid-20th century, the total involvement of Bostonians in every neighborhood, of every age and every ethnicity, will drive a very different process and result in a very different kind of plan. It is, for planners like us, the opportunity of a lifetime.

We are partnering with Wallace Roberts & Todd and a number of other specialists to bring you a team of individuals with deep Boston experience and a successful track record conducting comprehensive citywide master plans. We appreciate the opportunity to present our team and our ideas for your consideration.

Very Truly Yours,



Carole Schlessinger
Principal

Summary of Proposal

Cover Letter/Statement of Interest

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4. Public Engagement
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1. Description of Core Team



Image courtesy of WRT.

DESCRIPTION OF THE CORE TEAM

How our team came together

In this collaborative effort between The City, a team of consultants, and all of the neighborhoods, businesses, academic institutions, and cultural and arts organizations in Boston, we believe that, although the consultant team will necessarily be large, there is a smaller number of key qualities that the core team must have;

1. A deep knowledge and love of Boston and experience in multiple complex Boston planning and place-making initiatives.
2. A record of successfully managing large multi-disciplinary planning teams.
3. A successful track record of managing citywide master plans in cities similar to Boston.
4. An ability to communicate and interact with neighborhoods and citizens of every age and ethnicity.
5. A mastery of branding communication and interactive electronic communication skills.

We began paring **Crosby Schlessinger Smallridge** in Boston with **Wallace Roberts Todd** in Philadelphia. Why? Carole Schlessinger, Deneen Crosby and Skip Smallridge have been partners for 30+ years and together have worked on over 100 projects in all of Boston's neighborhoods. they have spent their entire professional careers in Boston, have lived in three different Boston neighborhoods and a deep love the City and its history.

CSS and Wallace Roberts & Todd have known each other since Carole, Deneen and Skip were partners at Wallace Floyd Associates where WFA founding partner David Wallace, was friendly with WRT's founding partner, "the other" David Wallace. The two firms have worked for the same clients on successive phases of planning projects and have been familiar with each other's work for several decades. We have long been impressed with WRT's approach to master planning and success at engaging a broad cross-section of the community. Silvia Vargas has lead WRT's citywide planning projects. We have been especially impressed by her passion for planning and for Boston. There are remarkable similarities between Boston and cities for whom they have conducted citywide master plans - Austin, TX, for example, which is similar in size, deomographic and ethnic composition, is a state capitol, and has a major university and medical infrastructure, a very young population and and a dynamic high-tech economy. Silvia and her colleagues at WRT wealth of experience in city-wide master plans will insure that there is no learning curve.

We turned to a group of Boston colleagues to join us and add specific technical skills. **Pam McKinney** knows the city's economy and development history backwards and forwards. For communications and outreach, we have teamed with two firms with a long history of engaging residents across the City. Zamawa Arenas and her colleagues at **Argus** have two decades representing Boston clients including Children's Trust, the Boston Housing Authority, the Neighborhood Health Plan, Massachusetts General Hospital, Staples and the MA Business Alliance for Education. Zamawa knows how to brand and communicate Boston 2030 at the outset to engage the whole community, and explain to them how it helps them and why they should participate.

CROSBY | SCHLESSINGER | SMALLRIDGE LLC WITH WALLACE ROBERTS & TODD LLC

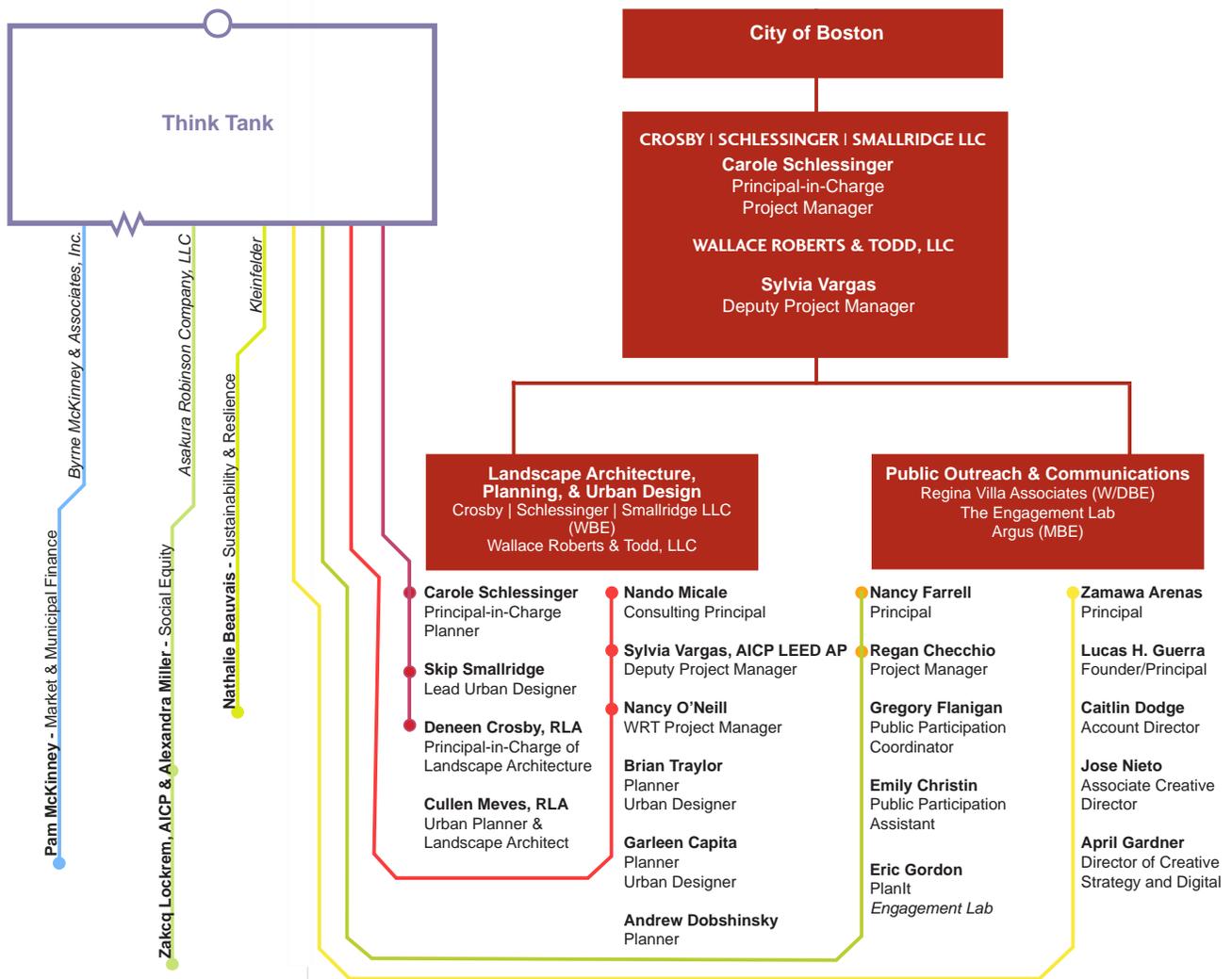
Regina Villa Associates has conducted outreach programs engaging residents across the city for 16 years, and has represented both city and state agencies.

And, to this partnership, we added a number of special skill sets in housing, equity, sustainability, and resilience to form what we refer to as The Think Tank.

Experience & qualifications of firms, project manager & key personnel

Crosby | Schlessinger | Smallridge, LLC (WBE)

Crosby | Schlessinger | Smallridge (CSS) is a nationally recognized Boston-based Planning, Urban Design and Landscape Architecture firm focused on urban revitalization, transportation and streetscape/open space projects. Deneen Crosby, Carole Schlessinger and Skip Smallridge, the



three partners, founded the firm in 2003, and are responsible for Landscape Architecture, Planning and Urban Design, respectively. CSS Principals have provided planning and design services on over 30 successfully implemented master planning projects throughout New England, the mid-Atlantic, Southeast and Midwest regions. The Principals of the firm have worked together in Boston for over thirty years and bring personal focus, deep technical expertise, creativity, and seasoned judgment to ensure that the potential of every project is realized. CSS is a certified Women Owned Business Enterprise.

CSS Principals have a long history of preparing successfully implemented Visioning Projects, Master Plans and development studies, along with along with recommendations for infrastructure improvements and sustainable land use codes, including zoning and design guidelines. These projects have included land use, zoning, urban design and placemaking and civic engagement. CSS's planning and urban design work focuses on urban areas and includes a number of neighborhood, downtown, district and waterfront master plans in cities and towns with project areas ranging from mixed-use residential/commercial neighborhoods to downtowns to underutilized industrial areas – the mix of district types found throughout Boston.

CSS principals have developed mixed-use master plans for Columbia Point, Roslindale, Hyde Park and Sullivan Square in Boston; the Downtown Theatre District, Medical Area, Washington Square/ Union Station and Gateway Park in Worcester, MA; the downtown Mill District in Biddeford, ME; the Acre and the Tanner Street District in Lowell, MA; ; a planning and design study to create five higher density, mixed use districts in underutilized transitional areas between industrial and residential districts in Chelsea; Newport Rhode Island's North End Master Plan; and Transit Oriented Development Master Plans for the 1/2 mile area around the Downtown New Rochelle Amtrak/Metro North Station; for 9 stations along the Hartford-New Britain Busway (CTfastrak) including downtown Hartford Union Station and downtown New Britain, Day Hill Road in Windsor, and New London, CT; for the Cleveland Downtown West Side Transit Center in the Warehouse District; at stations along a light rail line for the Cleveland, OH Blue Line Extension; for the downtown intermodal center in Minneapolis, MN; for seven suburban transit stations on a proposed light rail corridor for the Columbus, OH North Corridor project; for the downtown district in Trenton, NJ; for eight station sites on the proposed Cleveland West Shore Commuter Rail Line.

We are very familiar with Boston's Complete Streets program through our experience in planning and designing Boston streetscapes including the Reconstruction of Congress and Summer Streets as part of the Crossroads Initiative, Boylston Street, Audubon Circle, Mount Vernon on Columbia Point and Melnea Cass Boulevard. CSS also has planned and designed streetscape projects for the communities of Cambridge and Medford, MA; and Greenwich, Hartford, West Hartford, New Britain and Newington, CT; and in conjunction with developing revitalization/TOD plans.

Our open space design experience includes preparing Master Plans and subsequent final design plans for DCR's Neponset and Mystic River Reservations, as well as Master Plans for the Nantasket Beach and Walden Pond Reservations and the Fairmount Corridor Greenway. CSS designed the North End Parks over the depressed Central Artery as well as over 100 built park, playgrounds and schoolyards in the Boston metropolitan area.

CSS Principals have incorporated livability and sustainability principles into our land use, transportation and open space plans since our inception. Our master plans for existing neighborhoods such as Hyde Park, Columbia Point and Roslindale in Boston, as well as Chelsea and Lowell, MA and Biddeford, ME, contain recommendations for supporting and enhancing the existing commercial districts; strengthening residential neighborhoods; increasing opportunities for non-auto transportation modes including transit, bicycle and pedestrian; and increasing the supply of affordable and family-friendly housing. Our Columbia Point Master Plan was the first master plan for which the Boston Redevelopment Authority performed a LEED-ND preliminary assessment. The assessment indicated that the developments recommended and illustrated in the development can achieve LEED Gold.

Carole Schlessinger - Role: Principal in Charge and Project Manager. Carole, who has lived and worked in Boston for over 30 years will manage the day to day activities of the project team and client contact, as well as participate in the planning and community outreach task, and preparation of final products. Carole has over 35 years of experience in urban planning, managing large multi-disciplinary teams and overseeing extensive community outreach efforts. She has been the Principal in Charge and/or Project Manager for the Roslindale, Hyde Park and Columbia Point Master Plans and the Sullivan Square Parcel Disposition Plan, as well for successfully implemented Master Plans for Gateway Park, Downtown Theatre District, Downtown Medical Area and Union Station/Washington Square in Worcester; Lowell and Chelsea, MA; New Rochelle, NY; Greenwich, CT; Biddeford, ME and Windsor, VT. Carole managed the preparation of riverfront masterplans for the Mystic and Neponset Rivers in the Boston metropolitan area and the development of the Fairmount Greenway Master Plan through Dorchester, Mattapan and Hyde Park. She also managed the preparation of Urban Renewal Plans in Lowell, Chelsea and Westfield, MA and was Deputy Project Manager for TOD Plans for 12 stations along the CTfastrak Bus Rapid Transit Line in Hartford, West Hartford, Newington and New Britain, CT.

Skip Smallridge - Role: Principal/Lead Urban Designer. Skip will focus on placemaking; connections between neighborhoods, streets, squares and open space resources and shopping/employment/entertainment centers; and identifying future growth areas. Skip was Principal in Charge and/or Principal for Urban Design for the Columbia Point, Hyde Park, Sullivan Square and Roslindale Master Plans in Boston; the Downtown Theatre District, Washington Square/Union Station and Gateway Park Master Plans in Worcester, MA; the Downtown New Rochelle TOD Plan; the Biddeford, ME Mill District Master Plan; the North End Master Plan in Newport, RI; the Garden Street and Church-Division TOD projects in New Rochelle, NY and for TOD projects in Hartford, New Britain, Newington, West Hartford and New London, CT; Cleveland and Columbus, OH; Minneapolis, MN; and Trenton, NJ. He has taught and lectured extensively at regional universities and at national conferences focused on transit oriented development.

Deneen Crosby - Role: Principal for Landscape Architecture. Deneen will oversee issues related to accessibility, open space and streetscape. She oversees all of CSS's Landscape Architecture projects and serves as Principal in Charge of Landscape Architecture for all of CSS's Master Plans Ms. Crosby has significant experience on City of Boston projects, working with the BRA, the Boston Trans-

portation Department, Boston Public Works Department and Boston Parks and Recreation, and is currently Principal in Charge for the Congress and Summer Streets Crossroads Project and CSS Principal in Charge for the Boylston Street/Audubon Circle, Commonwealth Avenue, Mount Vernon Street, Casey Overpass Roadway Reconstruction Projects and Morrissey Boulevard and Central Artery tunnel ramps projects in Boston; as well as the Davis Square and Union Square Streetscape Design in Somerville, MA. Her experience includes the design of over 100 built park, playgrounds and schoolyards in the Boston metropolitan area, including the North End Parks on the Rose Kennedy Greenway. Deneen has served on the Boston Civic Design Commission since 2009.

Cullen Meves Role: Urban Planner/Landscape Architect. Cullen will be a contributing planner and landscape architect on the project, lending experience in regional land use and transportation planning, data communication and visualization design, and regional sustainability issues. Cullen has over 8 years of combined experience in regional planning and landscape architectural design. Currently she is a contributing planner to the Nantasket Beach Reservation Master Plan and project landscape architect for the Neponset River Greenway for the MA Department of Conservation and Recreation. In her previous position with the Windham Regional Commission in Vermont, Cullen managed the comprehensive regional plan update, as well as the Regional Transportation Plan update. While serving in this capacity, she also organized and led regular public meetings and information workshops throughout southern Vermont, and interfaced regularly with state agencies across New England. Cullen is currently a lecturer and critic for Northeastern University's Sustainable Urban Environments Graduate Program where her courses cover topics on regional network synergies, urban resilience strategies, and data driven message visualization and conveyance. Previous research pursuits included the adoption of e-participation tools in the public sector, and her graduate thesis examined the absorption levels and rates of broad scale e-participation platforms by public planning agencies.

Wallace Roberts & Todd, LLC

Wallace Roberts & Todd, LLC (WRT) is a national practice offering integrated services in planning, urban design, architecture, and landscape architecture. From the firm's inception in 1963, their practice has been dedicated to improving the quality of the built and natural environments by applying principles of sustainability to the planning and design of cities, regions, landscapes, and buildings. The national distribution of their practice has fostered a broad perspective on the diverse range of communities and ecosystems in which their projects are located.

The firm traces its leadership position in community planning and growth management to the legacy of firm founders Dave Wallace and Ian McHarg, whose landmark book *Design with Nature* put forth a new paradigm—one that demonstrated that growth can be guided in a sustainable manner, promoting economic vitality while limiting stress and degradation of natural and cultural resources, and enhancing community identity and quality of life.

Based in Philadelphia, with offices in San Francisco and Miami, WRT's practice in community visioning and comprehensive planning applies what they call a values-driven approach that acts upon

the values and aspirations of each community, engaging citizens and community leaders to take ownership of the challenge of imagining and charting their community's future. Their track record encompasses over 40 comprehensive plans, as well as numerous stand-alone community visions and place-making plans that have been successfully adopted and implemented. They include initiatives which over time have profoundly reshaped a city's dynamics of growth and change, such as the Cornerstone 2025 Plan for Louisville/Jefferson County, KY; the FOCUS Kansas City, MO Comprehensive Plan; and the Destination 2025 Comprehensive Plan for Portsmouth, VA. In recent years, WRT completed several of the most ambitious, interactive, award-winning community planning initiatives in the nation: Civic Vision for the Central Delaware (Philadelphia), Imagine Austin for the capital city of Texas; Albany 2030, which is guiding the next two decades of initiatives to reinvigorate the capital city of New York; and PlanLafayette, the widely supported plan to guide development character in the fast-growing metro area of Lafayette, LA.

Silvia Vargas – Role: Deputy Project Manager and WRT Professional in Charge. A leader in the firm's comprehensive planning practice with over 22 years of experience, Silvia has directed dozens of planning processes leading to the creation of innovative plans and implementation tools for communities throughout the U.S. and abroad. In addition to region-wide, county and city comprehensive plans, Silvia's experience encompasses numerous studies and plans at the system, district and site scales. In her recent projects, including the award-winning PlanLafayette and the regional growth framework for CONNECT Our Future, Silvia has been focused on generating innovative solutions to the ongoing and emerging issues that must be tackled in a "21st Comprehensive Plan," including: integrated planning, community health, resilience, place-making, partnership leveraging, neighborhood empowerment, implementation performance, and community engagement that can endure beyond plan adoption. Prior to joining WRT, Silvia was a Senior Planner for Monroe County in the Florida Keys. Starting as a Development Review Planner, she worked closely with architects, engineers, builders and property owners, leveraging her dual background in planning and architecture to help integrate sustainability practices into site and building designs. Later, as the County's Parks and Recreation Planner, Silvia oversaw an extensive land acquisition program for recreational and environmental preservation purposes. Silvia holds a Bachelor's degree in Architectural Studies and Master's degree in Urban Planning from the University of Kansas. She is the current Chair of her local section of APA and is on the Executive Committee of the APA FL Chapter. She consulted as an expert to the Fall session of The American Architectural Foundation's Sustainable Cities Design Academy, and is a member of ULI's Women's Leadership Initiative.

Nancy O'Neill – Role: WRT Project Manager. Nancy has over ten years of experience in the field of urban planning and is a certified planner. Her work is focused in comprehensive and regional planning, community engagement, and green infrastructure planning. Since joining WRT in 2007, Nancy has managed large complex projects for WRT including Biloxi's first Comprehensive Plan after Hurricane Katrina and the Imagine Austin Comprehensive Plan. She has served as lead project planner for a diverse range of comprehensive plans including PlanLafayette (Comprehensive and Downtown Plan) and Albany 2030, as well as regional plans for Union County, PA and the Charlotte North and South Carolina CONNECT our Future project. Nancy is a leader of WRT's work in community outreach tools and techniques, and is particularly interested in the intersection of community health and planning and design.

Brian Traylor – Role: Planner/Urban Designer (Land Use, Design and Placemaking). Brian is a planner and urban designer with a background in landscape architecture, and experience in comprehensive planning, citizen engagement, site design, strategic redevelopment, and place making. Brian brings unique expertise in GIS modeling and spatial statistics methods to WRT’s land use planning and growth management work. Brian has worked towards regional trail and greenway development as a Sustainable Communities Fellow in Philadelphia and currently serves on a Public Participation Task Force for a regional planning council.

Nando Micale – Role: Consulting Principal (Housing, Design and Placemaking). Nando is an architect, planner and urban designer, with decades of experience in transforming our country’s cities through the design of vital, sustainable neighborhoods. He has led city-wide urban design plans (e.g., Omaha by Design), design of waterfront communities, suburban smart growth strategies, transit-oriented development, and urban infill projects while at WRT. Nando is one of the nation’s leading professionals in the design of mixed-income neighborhoods, and has been involved in the design of many successful neighborhood housing developments—totaling nearly 10,000 new homes. In addition, he has helped cities win a half billion dollars in competitive Federal funds and is currently working with cities to position their plans for HUD’s Choice Neighborhoods Grant Program.

Garlen Capita – Role: Planner/Urban Designer (Housing, Health). Trained as an urban designer and landscape designer, Garlen has over 15 years of experience represented by large scale urban design and planning projects as well as detailed site plans for a range of project types including urban neighborhoods, parks, streetscapes, waterfront developments, commercial corridors, civic facilities, and planned communities. Her belief that successful projects use a multi-disciplinary approach that builds on the distinctive attributes of the natural and man-made setting, leads her to designs that are community driven and create an enduring sense of place. Her recent work at WRT has been in urban development in Philadelphia and Camden where she is working to build capacity for improved housing, community health, and neighborhood resilience. Having joined WRT in 2008, her previous professional experience includes work with a number of prominent urban design firms and non-profit experience with The Trust for Public Land as Director for their San Francisco Bay Area Urban Parks Program.

Andrew Dobshinsky – Role: Planner (Environment and Adaptation, Parks and Open Space). Andrew’s unique educational background provides a vital skill set in WRT’s Planning and Urban Design studio’s approach. Holding a BSE in Digital Media Design, a Master of City Planning, and a Certificate in Urban Design from the University of Pennsylvania, his strength lies in his exceptional analytical communication and graphic design skills, bolstered by significant expertise in digital media design and GIS modeling. He continuously strives to make WRT’s work more compelling, meaningful, and efficiently produced, and he is the consummate collaborator. Andrew’s projects include numerous green infrastructure and parks and open space plans including GreenPlan Philadelphia and Oklahoma City’s Parks Master Plan, the Cedar Rapids’ area Connections 2040 Long Range Transportation Plan, and the CONNECT our Region project. He is also an adjunct instructor at PennDesign.

RVA has received numerous awards including an Environmental Merit Award from Region 1 of the U.S. Environmental Protection Agency (EPA) for their Cape Keepers Campaign, citing its “intense public awareness campaign reaching out to all age groups” that has been a model for other communities during a time of limited resources (financial and staff).

Regina Villa Associates (W/DBE)

Regina Villa Associates (RVA) will take the lead in outreach coordination and logistics. RVA is a Public Affairs consulting firm founded in 1978 and located in Boston. RVA provides their clients with public involvement programs, event management, strategic campaigns and marketing, creative services and social media to reach diverse audiences effectively. They bring experience, imagination and a commitment to quality to each of their projects, from a regional conference to a statewide transportation plan to planning, design and construction of complex public infrastructure projects to a series of workshops for project stakeholders.

RVA has developed and implemented more than 150 public involvement and public relations strategies for projects related to transportation, environment, public health, infrastructure, energy and social marketing projects. Engaging the public is essential to building consensus and support for successful public policies and projects, changing behavior and enhancing public safety. They help their public and private sector clients navigate the public process to raise awareness and engage their stakeholders at key milestones and throughout the project, build goodwill and prevent costly delays. Their clients include the Massachusetts Department of Transportation, Rhode Island Department of Environmental Management, Massachusetts Department of Public Health, cities and towns across New England, nonprofits and corporations.

RVA has a long history of working within the neighborhoods of the City of Boston for public outreach. For the past 16 years, they have performed civic engagement for various projects on behalf of Boston Water and Sewer Commission (BWSC) including sewer separation projects in Dorchester, Reserved Channel, Bulfinch Triangle, Fort Point Channel, Morrissey Blvd., Mass Ave and South Boston, and Newmarket, Dudley and Newbury Streets and downspout disconnection projects in South Boston and other neighborhoods. Recently, RVA has worked with the Chinatown, South Boston and Allston communities for MassDOT’s South Station Expansion project. RVA also worked for the City and other stakeholders for the South Boston Waterfront Sustainable Transportation Plan.

Nancy Farrell - Role: RVA Principal. Nancy is the Chief Executive Officer of Regina Villa Associates. Ms. Farrell has managed civic engagement, public affairs and media projects for RVA’s clients for more than 30 years. She has an extensive background in the management of public policy and public administration issues. Nancy facilitates public meetings and hearings; special meetings for Boards of Selectmen and other officials, and dialogues among stakeholders and communities. She manages the firm’s projects with the MA Department of Public Health for the Emergency Preparedness Bureau and Bureau of Environmental Health, and is principal for several other communication projects across the Commonwealth. She currently serves as Principal or Project Manager for MassDOT’s South Station Expansion and Silver Line Gateway projects; the MBTA/MassDOT’s South Coast Rail project; and three Program for Mass Transportation (PMT) modes, among others. She has a BA in English and a Master’s Degree in Public Administration from Harvard’s Kennedy School of Government.

Regan Checchio - Role: RVA Project Manager. Regan is RVA’s Vice President for Public Affairs. She has been managing and staffing civic engagement and public affairs projects for RVA since 2000. Regan manages many of RVA’s public health and emergency preparedness projects and confer-

ences. She works closely with state and federal public health agencies, including the Massachusetts Department of Public Health and the U.S. Department of Health and Human Services Office on Women's Health. Regan also staffs or manages public outreach for MassDOT transportation projects, including South Station Expansion, Kendall Square Mobility Task Force, and the Green Line Extension. She has a BA with Honors in Political Science and a Master's Degree in Political Science from the University of Iowa.

Gregory Flanigan - Role: Public Participation Coordinator. Gregory has assisted with and staffed community involvement and public affairs project for Regina Villa Associates since 2013. She currently assists and coordinates the Reserved Channel Downspout Disconnection Program for Boston Water and Sewer Commission, the Green Line Extension Project for the MBTA, and the Longfellow Bridge Rehabilitation Project for the Massachusetts Department of Transportation (MassDOT). Her efforts include arranging and staffing stakeholder and public meetings and drafting public notices and advisories. She provides public affairs and event management support for the MA Coalition for Water Resources Stewardship and the Central Broadway Streetscape Improvements Project for the City of Somerville. Gregory's tasks include drafting and distributing content for outreach materials including blogs, websites, newsletters, factsheets, and social media; arranging meetings and coordinating events from planning to execution; managing contact, comments, and outreach databases and logs. She also assists in coordinating and staffing large conferences, events, and symposiums.

Argus (MBE)

Argus will take the lead in developing branding and communications materials. Argus is a full-service agency with a track record helping clients solve strategic and creative communication challenges. Founded by Lucas H. Guerra and Zamawa Arenas, Argus is driven by three core values: to do work that matters, do so in a way that earns client trust and respect, and never compromise integrity and quality.

Since its founding, Argus has partnered with City of Boston and Massachusetts state agencies, as well as nonprofit and private clients to design and execute comprehensive communications programs that engage with the general public, businesses, multicultural and immigrant communities, young people and opinion leaders. Argus brings experience in creating compelling, multilingual public education campaigns, building movements from the grassroots to grasstops, and working with diverse public-private decision making groups to inspire action.

Argus is a streamlined agency with strategy, branding, account management and creative capabilities and a diverse team of seasoned professionals. City of Boston clients include: Boston Housing Authority, Boston Public Schools, Boston Public Health Commission, City of Boston Elderly Affairs Commission, and Boston Main Streets. State government clients include Massachusetts Convention Center Authority, Massachusetts Department of Public Health, Massachusetts Office of Consumer Affairs and Business Regulation and The Children's Trust. Nonprofit clients include DentaQuest Foundation, Neighborhood Health Plan, Nellie Mae Education Foundation, United Way, Thompson Island Outward Bound Education Center, and The Partnership, Inc.

Zamawa Arenas - Role: Argus Principal. Zamawa has spent 20 years in the world of marketing and communications. She serves as principal of Argus, a multidisciplinary agency focused on doing work that matters. Argus partners with clients to take on their most important strategic and creative communication challenges, whether it is driving innovation and change, growing revenue, or making a positive difference in people’s lives. Zamawa leads the agency with a commitment to leveraging resources, transparency, and driving client success. She currently serves on the board the Boston Public Library, The Boston Foundation and A Better City, and is a member of Simmons College School of Management Business Advisory Council, the Children’s Hospital Board of Overseers, and Eastern Bank’s Board of Corporators. Zamawa is also a founding member of the Latino Legacy Fund, the first Latino-focused fund in Boston. Her work has been recognized with four Emmy Awards, the Boston Chamber of Commerce Pinnacle Award, and the YWCA Academy of Women Achievers award. She holds a Master of Science degree in broadcast administration from Boston University.

Lucas H. Guerra - Role: Argus Principal. Emmy award-winner Lucas founded Argus almost 20 years ago as a student attending the Art Institute of Boston from his native Argentina. He leads and manages Argus’s creative teams. With his career spanning two decades of professional experience in public engagement, concept development, art direction, and TV/radio production, Lucas’ expertise encompasses the creation of public education and consumer services campaigns. He is known for his sharp creative skills, his commitment to results, and his ability to conceive creative marketing ideas that successfully build strong emotional and rational bonds and prompt action. Lucas has developed strong roots in the Boston community, currently serving on the board of the Hyams Foundation as well as adjunct professor at Lesley University College of Art and Design. In 2006, Lucas was named by Governor Deval Patrick to the Governor’s Advisory Council on Immigration and Refugees, and served as a Massachusetts Commonwealth Corps Commissioner. He was recognized as one of “20 on the Move”, an award given by the Boston Business Journal honoring the top 20 Hispanic executives making a difference in Boston. He holds a Bachelor of Arts degree in design from the Art Institute of Boston. Lucas served on Mayor Walsh’s Arts and Culture Transition Committee.

Caitlin Dodge - Role: Account Director: Caitlin engages clients with intelligence, sensitivity, and an unflappable demeanor. Caitlin directs and manages the strategy, branding, advertising, and engagement work with City of Boston, state government and nonprofit Argus clients. She has over a decade of experience in media, marketing and advertising. Caitlin sharpened her marketing skills developing integrated marketing programs at Smithsonian Enterprises in NYC, and then joined Williams Whittle in Alexandria, VA, where she was responsible for clients such as Virginia Hospital Center, American Red Cross, and the Washington Metropolitan Area Transit Authority, among others.

Jose Nieto - Role: Associate Creative Director. Equally at home with words and images, José combines creative and analytical skills to lead brand strategy, advertising, messaging, and design projects across a full range of media and channels. With degrees from Tufts University, NYU and MassArt, his storied career includes lead creative positions at the Institute of Contemporary Art/ Boston, Northeastern University, and more recently, as principal of his own award-winning design studio, SquareZero where he worked with Harvard University and Health Dialog, among others. His work has been honored by, AIGA’s Best of New England, the Interactive Media Awards, and the MarCom Creative Awards.

April Gardner - Role: Director of Creative Strategy and Digital. April combines business strategy from creative, client, and competitive perspectives with applied behavioral insights to develop strategically grounded creative solutions for Argus' clients. Prior to joining our team, April planned online strategy for clients at Boston Interactive and a global real estate services firm, having won several awards for her digital campaigns. Not only is April a Boston University Dean's scholar and accomplished writer, she's also currently pursuing a graduate degree in neuroscience at Harvard University.

The Think Tank

We have found that on large complex planning projects, it is critical to keep all of the pieces in view at all times. To that end, we have created a diverse group, a "Think Tank," that will meet often as the project moves forward. In addition to Carole Schlessinger, Skip Smallridge and Deneen Crosby from CSS; Sylvia Vargus from WRT; Zamawa Arenas from Argus and Regan Chechio from RVA, we have included the following specialists who will be brought in at key points to help to ensure that we have looked at issues and solutions from multiple points of view and developed the most creative and comprehensive solution.

Byrne McKinney & Associates, Inc. (BMA)

Pam McKinney - Role: BMA Principal and Market & Financial Advisor. Pam will be part of the Think Tank, advising the team on market conditions and municipal finance, and helping to identify potential growth and development areas. Byrne McKinney provides professional real estate counseling and valuation assistance to property owners, lenders, developers, investors, for-profit and not-for-profit corporations, and public agencies faced with diverse real estate issues and opportunities. Ms. McKinney has worked with CSS on numerous projects including the Columbia Point, Sullivan Square, Hyde Park and Roslindale Master Plans for the BRA, the Gateway Park and Union Station/Washington Square Master Plans in Worcester, and the Chelsea-Revere Waterfront Plan.

Pam's extensive experience on other projects throughout the City of Boston include Master Plans for BMIP, Albany-Harrison, Indigo Line, Jackson Square, North Allston, East Fenway, Roxbury, Newmarket, Stuart Street, East Boston and South Bay, as well as the BRA Linkage Policy Study, the BRA/MassPike Air-Rights Development Review, and numerous market and financial feasibility studies for specific development projects. Her experience with municipal finance includes analysis of Tax Increment Financing (TIF) Programs in Boston, Brookline and Cambridge, MA; analysis for a District Improvement Financing (DIF) Program in Quincy, MA; and Pam McKinney provided advice to the Downtown Crossing Association in the early planning stages of the City's effort to implement a voluntary BID program.

Asakura Robinson Company, LLC

Asakura Robinson (ARC) is a planning, urban design, and landscape architecture firm which strengthens environments and positively impacts communities through innovation, engagement,

stewardship, and an integrated design process, and its employees are leaders in social and environmental design. As a firm, they strive to assist visionary clients to spur positive change. They focus on engaging communities in ever more diverse project contexts while maintaining a high level of creativity and collaboration in every endeavor. Within their planning practice, equity has emerged as a key aspect of their work, which has traditionally focused on underserved urban communities. From transit access to comprehensive neighborhood planning to remediation of vacant and blighted land, their work focuses on crafting plans that allow community members to fully participate in the planning process and to benefit from the changes in their community. From fundraising and leveraging philanthropic investment to create a revolving loan fund for permanently affordable development, innovative mixed-income housing models, and facilitating community control of land to developing community toolkits to allow greater community agency within their own communities, their team understands the tools that are available to communities and how to ensure implementation.

Asakura Robinson works at multiple scales, from the 1700 square mile METRO (Houston) Transit Service Area to site specific urban design or planning interventions. Running through these scales is a focus on how individuals and communities will access and interact with specific systems, places and sites. A significant portion of their work is in conducting comprehensive planning at the corridor or neighborhood scale, with a concentration in developing connections within and between communities. At a city scale, their work has included comprehensive planning as well as more topical city-wide plans, such as the development of regulatory environment and process for the disposition of city owned vacant land for open space, urban agriculture or stormwater management projects for the City of Pittsburgh.

Zakcq Lockrem, AICP - Role: ARC Principal and Advisor for Capacity Building and Community Equity. Zakcq focuses on the experience of public space and the role of movement through the city in shaping civic engagement and built form. He brings over 15 years of broad project experience from the gulf coast, New England, California, southeast and east Asia, Mexico, and West Africa working on issues from transit planning to disaster recovery to affordable housing. In addition, Zakcq develops cutting-edge public participation strategies to build the capacity of project stakeholders. He is a co-founder of Social Agency Lab, a collaborative of urban planners and designers who engage in public art and creative urban interventions. Zakcq is one of the 2015 Next City Vanguard, a group of 40 urban thought leaders under 40 and is a sought after speaker on urban topics.

Alexandra Miller -Role: ARC Consulting Principal and Advisor for Economic Development and Housing Equity. Alexandra Miller is an urban planner and community development professional who specializes in planning for inclusive, equitable economic development and community revitalization. Her work focuses on economic and social empowerment of communities that helps residents shape their own urban environments. Her areas of expertise include economic development planning, community development finance, physical and economic resilience, and public engagement. Alex is dedicated to leveraging bottom-up community development strategies with connections to regional resources in order to create real community-driven improvements in local opportunities and quality of life. She also prioritizes in-depth community engagement in every proj-

ect, and is a co-founder of Social Agency Lab, a collaborative of urban planners and anthropologists who engage communities in creative projects and urban interventions.

Kleinfelder

Kleinfelder is a multidisciplinary, international firm with offices in the U.S., Canada and Australia. They leverage their expertise in science, engineering and architecture to solve the complex challenges within both the built and social environments. The firm has expertise in planning, design and construction and a particular focus on built infrastructure. Areas of specialty, with relevance to this project, include transportation planning and infrastructure, climate risk and resiliency and the full suite of civil-site services including utilities planning and design, streetscape, stormwater management, low impact design and green infrastructure. .

Nathalie Beauvais APA, Intl. Assoc. AIA, LEED AP - Role: Advisor on sustainability & Resiliency.

Nathalie is a senior member of Kleinfelder's sustainability practice where she currently manages the team of scientists, academics and sustainability experts conducting the City of Cambridge Climate Change Vulnerability Assessment and Adaptation Plan, the Massport Disaster Infrastructure and Resiliency Planning Study and the Washington DC Adaptation Plan. An author and speaker on comprehensive planning, sustainable planning and climate change, Nathalie presented at conferences in Canada, Harvard University and Princeton on urban ecology and infrastructure projects. She is an invited critic at Harvard University, Northeastern University, Yale University and Wentworth Institute for architecture, planning, and urban design studios. She teaches on climate change and planning architecture at Northeastern University in the Master Program in Design for Environmental Planning and at Wentworth Institute of Technology. Nathalie holds a Master Degree in Architecture from Harvard University Graduate School of Design and a Baccalaureate in Architecture from l'Université Laval, Québec, Canada.

Involvement of principals

CSS principals have extensive experience on similar projects, as described above, and, as demonstrated on the planning and design projects the firm has completed for the BRA and other City of Boston departments, the principals are actively involved in projects. For the BRA master planning projects, Carole Schlessinger was Project Manager, and in most cases, Principal in Charge, involved on a daily basis in urban planning tasks as well as community outreach, project management and client coordination. Skip Smallridge, as Principal in Charge and/or Principal for Urban Design, was actively engaged in developing the vision and conceptual urban design plans, as well as making presentations and facilitating discussions at public meetings and workshops. On these same master planning projects, Deneen Crosby participated in development of open space and streetscape concepts. She also has directed numerous CSS's open space and streetscape design projects, serving as Principal in Charge on all of these projects. As such, she was actively involved in day to day project management in addition to development of designs, client coordination and the public engagement process. The three principals are committed to the success of the Imagine Boston 2030 project and will be similarly involved in all components, similar to their commitment and

involvement in the projects just described. Carole Schlessinger, as Project Manager, will be available 80% of her time for the course of the project, Skip Smallridge, as Principal for Urban Design will be available 65% of his time (more as needed at specific times), and Deneen Crosby will be available 30% of her time (more as needed at specific times).

Demonstration of strong knowledge of Boston planning & development history and context, land use, urban design, community & neighborhood dynamics, & real estate

CSS principals have worked in Boston for over 30 years and have completed over 100 planning and design projects across the City of Boston as shown in the figure at right. And through outreach programs for those projects, we have met and collaborated with residents and community groups in every Boston neighborhood. In addition, Deneen Crosby has served on the Boston Civic Design Commission for six years, reviewing new development to ensure that the projects have a positive impact on the city's public realm. Members of the Commission are specifically chosen for their "deep understanding of local context."

Skip Smallridge worked in the Urban Design Department at the BRA and served as the Project Planner/Urban Designer for the South Cove, Downtown and South Station Urban Renewal Projects. He has the dubious distinction of having co-authored the BRA's "Entertainment District Study" – a euphemism for the district known then as The Combat Zone. He taught a course entitled "Designing Urban Spaces" for 14 years in Boston University's graduate City Planning and Historic Preservation programs. In their final projects, students researched the use, character and potential design intervention for over 75 streets, parks and squares throughout Boston's neighborhoods. Skip has served for many years on Boston Chamber of Commerce Committees and was a member of an exploratory committee advocating for "A Museum of the History of the City of Boston."

Our knowledge of the City will be supplemented by Pam McKinney's unmatched experience in providing market and financial analyses for projects across Boston, and the experience of Regina Villa and Argus in running outreach campaigns in neighborhoods throughout the City.

Team diversity

Boston's population has become increasingly diverse and will continue to do so. We know that representing that diversity in the Boston 2030 consultant team is important to the City. In addition to CSS, a WBE firm, our Core Team includes Regina Villa, a W/DBE Firm and Argus, an MBE firm.

We also propose to implement a mentoring/internship program as part of the project to add "capacity building" to the to our diversity program. Our goal is to hire unemployed or underemployed young individuals and train them to pursue jobs and/or further education in community outreach or a planning/design profession. Involvement in community outreach, would help them to feel that they had helped to give a community (ideally their own community) a voice in the development of the future of their neighborhood and city. If they were to be involved in planning and design

aspects, they would gain a better understanding of the work done by professionals in that field, and some specific skills and/or experience that they could use to obtain another job and/or to supplement an application to an educational program. To that end, we have spoken with Milton Benjamin from Kage Growth Strategies LLC regarding helping us to structure a program, identifying organizations or individuals who could then work with us to find potential interns and potentially linking us to a larger internship program so that we could take advantage of some already existing benefits like training in public speaking and business writing. Kage creates and implements programs for organizations to increase women and minority participation in their operations and designed and continues to manage CVP Career Academy, a commercial real estate internship program and partnership between CV Properties, University of Massachusetts Boston (UMass Boston) and its diverse student body. The first-of-its-kind, 10-week summer program gives these students firsthand experience in the world of commercial real estate as full-time, paid interns placed with 16 top firms. The students gain broad industry exposure, develop workplace and communications skills, and acquire experience through meaningful work.



CSS has conducted over 100 projects around the City of Boston, including several corridor studies which crossed through multiple neighborhoods.

STAFF PLAN WORKSHEET

TASK # 1

SUBCONSULTANT Argus

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zamawa Arenas	Principal	Branding, Marketing & Communications, Public Outreach	18/25	45
Lucas Guerra	Principal	Branding, Marketing & Communications, Public Outreach	18/20	45
Caitlin Dodge	Account Director	Branding, Marketing & Communications, Public Outreach	3/12	35
April Gardner	Director of Creative Strategy & Digital	Branding, Marketing & Communications, Public Outreach	6/12	35
Jose Nieto	Associate Creative Director	Branding, Marketing & Communications, Public Outreach	5/20	35
Total				195

SUBCONSULTANT Asakura Robinson Company, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zakq Lockrem	Principal	Urban Planning	5/10	2
Alexandra Miller	Consulting Principal	Urban Planning	1/10	2
Total				4

SUBCONSULTANT Byrne McKinney & Associates, Inc.

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Pam McKinney	Principal	Real Estate/Market/Finance	27/37	4
Total				4

SUBCONSULTANT Kleinfelder

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nathalie Beauvais AIA , APA , LEED AP	Int'l. Associate	Architecture, Planning, Climate Change	3/25	8
Total				8

STAFF PLAN WORKSHEET

TASK # 2

CONSULTANT: Crosby | Schlessinger | Smallridge, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Carole Schlessinger	Principal/PM	Planning	13/35	320
Skip Smallridge	Principal/Urban Design	Urban Design	13/40	60
Deneen Crosby	Principal	Landscape Architecture	13/35	40
Cullen Meves	Planner/Landscape Arch.	Planner/Landscape Arch.	1.5/8	120
Emily Milliman	Landscape/Urban Designer	Landscape/Urban Design	2/3	120
Total				660

SUBCONSULTANT Wallace Roberts & Todd, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Silvia Vargas	Senior Associate	Planning and Design	19 / 22	36
Nancy O'Neill	Associate	Planning and Design	7 / 11	160
Nando Micale	Principal	Planning, Architecture	21 / 21	200
Brian Traylor	Associate	Planning and Design	4 / 10	60
Garlen Capita	Senior Associate	Planning and Landscape Architecture	7 / 20	60
Andrew Dobshinsky	Associate	Planning and Design	10 / 10	40
Mary Morton	Designer, Graphic Designer	Planning and Design	2 / 3	240
Total				796

SUBCONSULTANT Regina Villa Associates

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nancy Farrell	CEO	Public Outreach	33/41	8
Regan Checchio	VP for Public Affairs	Public Outreach	15/17	32
Gregory Flanigan	Public Participation Coordinator	Public Outreach	2/2	102
Emily Christin	Public Participation Assistant	Public Outreach	1/1	370
Total				512

STAFF PLAN WORKSHEET

TASK # 2

SUBCONSULTANT Argus

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zamawa Arenas	Principal	Branding, Marketing & Communications, Public Outreach	18/25	145
Lucas Guerra	Principal	Branding, Marketing & Communications, Public Outreach	18/20	150
Caitlin Dodge	Account Director	Branding, Marketing & Communications, Public Outreach	3/12	155
April Gardner	Director of Creative Strategy & Digital	Branding, Marketing & Communications, Public Outreach	6/12	80
Jose Nieto	Associate Creative Director	Branding, Marketing & Communications, Public Outreach	5/20	80
Ben Leece	Senior Creative	Branding, Marketing & Communications, Public Outreach	1/11	175
Kara Hickman	Junior Creative	Branding, Marketing & Communications, Public Outreach	1/3	88
Carmen Plaza	Account Coordinator	Branding, Marketing & Communications, Public Outreach	2/3	90
Total				963

SUBCONSULTANT Asakura Robinson Company, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zakcq Lockrem	Principal	Urban Planning	5/10	8
Alexandra Miller	Consulting Principal	Urban Planning	1/10	8
Total				16

SUBCONSULTANT Byrne McKinney & Associates, Inc.

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Pam McKinney	Principal	Real Estate/Market/Finance	27/37	4
Total				4

SUBCONSULTANT Kleinfelder

			Yrs with firm/Total Yrs	Number of job-hours
Name	Title	Discipline	Experience	
Nathalie Beauvais AIA , APA , LEED AP	Int'l. Associate	Architecture, Planning, Climate Chage	3/25	8
Total				8

STAFF PLAN WORKSHEET

TASK # 3

CONSULTANT: Crosby | Schlessinger | Smallridge, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Carole Schlessinger	Principal/PM	Planning	13/35	480
Skip Smallridge	Principal/Urban Design	Urban Design	13/40	80
Deneen Crosby	Principal	Landscape Architecture	13/35	80
Cullen Meves	Planner/Landscape Arch.	Planner/Landscape Arch.	1.5/8	140
Emily Milliman	Landscape/Urban Designer	Landscape/Urban Design	2/3	80
Total				860

SUBCONSULTANT Wallace Roberts & Todd, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Silvia Vargas	Senior Associate	Planning and Design	19 / 22	36
Nancy O'Neill	Associate	Planning and Design	7 / 11	160
Nando Micale	Principal	Planning, Architecture	21 / 21	200
Brian Traylor	Associate	Planning and Design	4 / 10	100
Garlen Capita	Senior Associate	Planning and Landscape Architecture	7 / 20	40
Andrew Dobshinsky	Associate	Planning and Design	10 / 10	80
Mary Morton	Designer, Graphic Designer	Planning and Design	2 / 3	240
Total				856

SUBCONSULTANT Regina Villa Associates

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nancy Farrell	CEO	Public Outreach	33/41	8
Regan Checchio	VP for Public Affairs	Public Outreach	15/17	38
Gregory Flanigan	Public Participation Coordinator	Public Outreach	2/2	124
Emily Christin	Public Participation Assistant	Public Outreach	1/1	370
Total				540

STAFF PLAN WORKSHEET

TASK # 3

SUBCONSULTANT Argus

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zamawa Arenas	Principal	Branding, Marketing & Communications, Public Outreach	18/25	75
Lucas Guerra	Principal	Branding, Marketing & Communications, Public Outreach	18/20	75
Caitlin Dodge	Account Director	Branding, Marketing & Communications, Public Outreach	3/12	75
April Gardner	Director of Creative Strategy & Digital	Branding, Marketing & Communications, Public Outreach	6/12	45
Jose Nieto	Associate Creative Director	Branding, Marketing & Communications, Public Outreach	5/20	45
Ben Leece	Senior Creative	Branding, Marketing & Communications, Public Outreach	1/11	
Kara Hickman	Junior Creative	Branding, Marketing & Communications, Public Outreach	1/3	
Carmen Plaza	Account Coordinator	Branding, Marketing & Communications, Public Outreach	2/3	45
Total				360

SUBCONSULTANT Asakura Robinson Company, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zakcq Lockrem	Principal	Urban Planning	5/10	10
Alexandra Miller	Consulting Principal	Urban Planning	1/10	10
Total				20

SUBCONSULTANT Byrne McKinney & Associates, Inc.

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Pam McKinney	Principal	Real Estate/Market/Finance	27/37	10
Total				10

SUBCONSULTANT Kleinfelder

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nathalie Beauvais AIA , APA , LEED AP	Int'l. Associate	Architecture, Planning, Climate Chage	3/25	16
Total				16

STAFF PLAN WORKSHEET

TASK # 4

CONSULTANT: Crosby | Schlessinger | Smallridge, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Carole Schlessinger	Principal/PM	Planning	13/35	480
Skip Smallridge	Principal/Urban Design	Urban Design	13/40	100
Deneen Crosby	Principal	Landscape Architecture	13/35	80
Cullen Meves	Planner/Landscape Arch.	Planner/Landscape Arch.	1.5/8	80
Emily Milliman	Landscape/Urban Designer	Landscape/Urban Design	2/3	140
Total				880

SUBCONSULTANT Wallace Roberts & Todd, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Silvia Vargas	Senior Associate	Planning and Design	19 / 22	36
Nancy O'Neill	Associate	Planning and Design	7 / 11	155
Nando Micale	Principal	Planning, Architecture	21 / 21	200
Brian Traylor	Associate	Planning and Design	4 / 10	84
Garlen Capita	Senior Associate	Planning and Landscape Architecture	7 / 20	64
Andrew Dobshinsky	Associate	Planning and Design	10 / 10	120
Mary Morton	Designer, Graphic Designer	Planning and Design	2 / 3	280
Total				939

SUBCONSULTANT Regina Villa Associates

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nancy Farrell	CEO	Public Outreach	33/41	8
Regan Checchio	VP for Public Affairs	Public Outreach	15/17	16
Gregory Flanigan	Public Participation Coordinator	Public Outreach	2/2	36
Emily Christin	Public Participation Assistant	Public Outreach	1/1	370
Total				430

STAFF PLAN WORKSHEET

TASK # 4

SUBCONSULTANT Argus

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zamawa Arenas	Principal	Branding, Marketing & Communications, Public Outreach	18/25	
Lucas Guerra	Principal	Branding, Marketing & Communications, Public Outreach	18/20	
Caitlin Dodge	Account Director	Branding, Marketing & Communications, Public Outreach	3/12	
April Gardner	Director of Creative Strategy & Digital	Branding, Marketing & Communications, Public Outreach	6/12	
Jose Nieto	Associate Creative Director	Branding, Marketing & Communications, Public Outreach	5/20	
Ben Leece	Senior Creative	Branding, Marketing & Communications, Public Outreach	1/11	
Kara Hickman	Junior Creative	Branding, Marketing & Communications, Public Outreach	1/3	
Carmen Plaza	Account Coordinator	Branding, Marketing & Communications, Public Outreach	2/3	
Total				

SUBCONSULTANT Asakura Robinson Company, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zakcq Lockrem	Principal	Urban Planning	5/10	10
Alexandra Miller	Consulting Principal	Urban Planning	1/10	10
Total				20

SUBCONSULTANT Byrne McKinney & Associates, Inc.

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Pam McKinney	Principal	Real Estate/Market/Finance	27/37	10
Total				10

SUBCONSULTANT Kleinfelder

			Yrs with firm/Total Yrs	Number of job-hours
Name	Title	Discipline	Experience	
Nathalie Beauvais AIA , APA , LEED AP	Int'l. Associate	Architecture, Planning, Climate Chage	3/25	16
Total				16

STAFF PLAN WORKSHEET

TASK #5

CONSULTANT: Crosby | Schlessinger | Smallridge, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Carole Schlessinger	Principal/PM	Planning	13/35	200
Skip Smallridge	Principal/Urban Design	Urban Design	13/40	80
Deneen Crosby	Principal	Landscape Architecture	13/35	40
Cullen Meves	Planner/Landscape Arch.	Planner/Landscape Arch.	1.5/8	60
Emily Milliman	Landscape/Urban Designer	Landscape/Urban Design	2/3	60
Total				440

SUBCONSULTANT Wallace Roberts & Todd, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Silvia Vargas	Senior Associate	Planning and Design	19 / 22	36
Nancy O'Neill	Associate	Planning and Design	7 / 11	110
Nando Micale	Principal	Planning, Architecture	21 / 21	180
Brian Traylor	Associate	Planning and Design	4 / 10	84
Garlen Capita	Senior Associate	Planning and Landscape Architecture	7 / 20	72
Andrew Dobshinsky	Associate	Planning and Design	10 / 10	128
Mary Morton	Designer, Graphic Designer	Planning and Design	2 / 3	240
Total				850

SUBCONSULTANT Regina Villa Associates

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nancy Farrell	CEO	Public Outreach	33/41	8
Regan Checchio	VP for Public Affairs	Public Outreach	15/17	24
Gregory Flanigan	Public Participation Coordinator	Public Outreach	2/2	69
Emily Christin	Public Participation Assistant	Public Outreach	1/1	370
Total				471

STAFF PLAN WORKSHEET

TASK # 5

SUBCONSULTANT Argus

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zamawa Arenas	Principal	Branding, Marketing & Communications, Public Outreach	18/25	35
Lucas Guerra	Principal	Branding, Marketing & Communications, Public Outreach	18/20	35
Caitlin Dodge	Account Director	Branding, Marketing & Communications, Public Outreach	3/12	35
April Gardner	Director of Creative Strategy & Digital	Branding, Marketing & Communications, Public Outreach	6/12	25
Jose Nieto	Associate Creative Director	Branding, Marketing & Communications, Public Outreach	5/20	25
Ben Leece	Senior Creative	Branding, Marketing & Communications, Public Outreach	1/11	
Kara Hickman	Junior Creative	Branding, Marketing & Communications, Public Outreach	1/3	
Carmen Plaza	Account Coordinator	Branding, Marketing & Communications, Public Outreach	2/3	
Total				155

SUBCONSULTANT Asakura Robinson Company, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zakcq Lockrem	Principal	Urban Planning	5/10	6
Alexandra Miller	Consulting Principal	Urban Planning	1/10	6
Total				12

SUBCONSULTANT Byrne McKinney & Associates, Inc.

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Pam McKinney	Principal	Real Estate/Market/Finance	27/37	6
Total				

SUBCONSULTANT Kleinfelder

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nathalie Beauvais AIA , APA , LEED AP	Int'l. Associate	Architecture, Planning, Climate Chage	3/25	6
Total				

STAFF PLAN WORKSHEET

TASK # 6

CONSULTANT: Crosby | Schlessinger | Smallridge, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Carole Schlessinger	Principal/PM	Planning	13/35	80
Skip Smallridge	Principal/Urban Design	Urban Design	13/40	40
Deneen Crosby	Principal	Landscape Architecture	13/35	10
Cullen Meves	Planner/Landscape Arch.	Planner/Landscape Arch.	1.5/8	60
Emily Milliman	Landscape/Urban Designer	Landscape/Urban Design	2/3	60
Total				250

SUBCONSULTANT Wallace Roberts & Todd, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Silvia Vargas	Senior Associate	Planning and Design	19 / 22	12
Nancy O'Neill	Associate	Planning and Design	7 / 11	80
Nando Micale	Principal	Planning, Architecture	21 / 21	80
Brian Traylor	Associate	Planning and Design	4 / 10	32
Garlen Capita	Senior Associate	Planning and Landscape Architecture	7 / 20	32
Andrew Dobshinsky	Associate	Planning and Design	10 / 10	64
Mary Morton	Designer, Graphic Designer	Planning and Design	2 / 3	100
Total				400

SUBCONSULTANT Regina Villa Associates

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nancy Farrell	CEO	Public Outreach	33/41	8
Regan Checchio	VP for Public Affairs	Public Outreach	15/17	16
Gregory Flanigan	Public Participation Coordinator	Public Outreach	2/2	36
Emily Christin	Public Participation Assistant	Public Outreach	1/1	370
Total				430

STAFF PLAN WORKSHEET

TASK # 6

SUBCONSULTANT Argus

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zamawa Arenas	Principal	Branding, Marketing & Communications, Public Outreach	18/25	145
Lucas Guerra	Principal	Branding, Marketing & Communications, Public Outreach	18/20	150
Caitlin Dodge	Account Director	Branding, Marketing & Communications, Public Outreach	3/12	155
April Gardner	Director of Creative Strategy & Digital	Branding, Marketing & Communications, Public Outreach	6/12	80
Jose Nieto	Associate Creative Director	Branding, Marketing & Communications, Public Outreach	5/20	80
Ben Leece	Senior Creative	Branding, Marketing & Communications, Public Outreach	1/11	175
Kara Hickman	Junior Creative	Branding, Marketing & Communications, Public Outreach	1/3	88
Carmen Plaza	Account Coordinator	Branding, Marketing & Communications, Public Outreach	2/3	90
Total				963

SUBCONSULTANT Asakura Robinson Company, LLC

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Zakq Lockrem	Principal	Urban Planning	5/10	
Alexandra Miller	Consulting Principal	Urban Planning	1/10	
Total				

SUBCONSULTANT Byrne McKinney & Associates, Inc.

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Pam McKinney	Principal	Real Estate/Market/Finance	27/37	
Total				

SUBCONSULTANT Kleinfelder

			Yrs with	
			firm/Total Yrs	Number of
Name	Title	Discipline	Experience	job-hours
Nathalie Beauvais AIA , APA , LEED AP	Int'l. Associate	Architecture, Planning, Climate Chage	3/25	
Total				

2. Qualifications and Experience

Interactive applications (Streetmix)



Image courtesy of WRT.

QUALIFICATIONS AND EXPERIENCE

Comprehensive urban planning & city-wide plans

WRT is a recognized national leader in comprehensive planning for the continuing innovation in their planning work – such as pioneering the development and application of the principles of smart growth, values-driven planning, and sustainable development - and their track record of effective implementation in projects from multi-state initiatives to local planning challenges. Community visioning is at the core of their planning practice. The firm has led many successful visioning efforts as part of comprehensive plans to translate local values and big ideas into action in cities both large and small. To ensure that the issues and concerns most important to the community are effectively addressed, WRT uses a tailored “values-based” planning process to guide the development of shared community visions and plans that focus on action. Recent examples of the success of their planning approach include the multi-award winning Imagine Austin Comprehensive Plan, Albany 2030, PlanLafayette (LA), Mill Valley (CA), Denton Plan 2030, and Future Fort Smith. WRT also has extensive experience in urban design focused plans, including Omaha by Design, an urban design plan for the entire city of Omaha, and a Civic Vision for the Central Delaware River in Philadelphia. WRT is currently completing Plan Houston, the first-ever citywide plan for the City of Houston, which will weave together multiple plans and policies and guide the development of the city in the next 20 years as it grows by a projected one million new residents.

Leading interdisciplinary teams, resolving tensions & creating a shared vision & implementation strategy

All of the CSS Master Plans described previously, and many of our design projects, have involved leading interdisciplinary planning and policy teams and reaching a balance between sometimes competing goals such as the desire by some community residents for greater parking requirements with the desire by others for a more active district and increased housing opportunities through denser mixed-use development around transit stations or the desire for more open space. CSS developed the Master Plan and subsequent design for the final portions of the Neponset River Greenway, which included a controversial section running between Mattapan and Milton. The design of this section had remained unresolved for years as a result of the desire from DCR and Mattapan residents to have a continuous path that crossed the river and provided connections between resources on both sides and the concern from some Milton residents that providing links across the river would reduce the safety and security in the neighborhood. Through thoughtful public outreach, and careful attention to community and agency concerns, CSS crafted a creative design solution that was embraced by both communities and balanced the desire of DCR to create a beautiful continuous riverfront path with a safe connection to Mattapan Square, while avoiding the need for an at-grade rail crossing that was opposed by the MBTA.

A number of our open space projects have involved DCR or other state agency property, with funding and/or maintenance by the municipalities in which they are located (including Magazine

WRT is the recipient of the American Planning Association’s Inaugural National Awards for Planning Excellence for a Planning Firm (2011) and Leadership in Sustainability (2014) “...in recognition of a firm that has produced a body of distinguished work that influences the professional practice of planning...”

WRT’s track record in place-making has also been hailed by the American Society of Landscape Architects, which conferred on WRT the ASLA Firm Award (2004). WRT projects have been honored with more than 400 planning and design awards during the course of the firm’s history – the most recent being the coveted ULI Global Award of Excellence for the Steelstacks Art and Cultural Campus in Bethlehem, Pennsylvania (one of six in the United States among 13 world-wide).

Beach in Cambridge, Condon Shell and Mystic Riverbend Park in Medford). We have successfully negotiated between the entities, carefully balancing the state's mission of developing regional resources with the municipalities' desire for resources that meet local open space needs and maintenance limitations.

Because CSS and WRT are integrated practices offering services in planning, urban design, archi-landscape architecture and architecture (WRT), working in interdisciplinary collaborative teams not only comes naturally to us, but is a practice deliberately embedded in the firms' approach to every project. The two firms also have extensive experience leading and integrating diverse teams to achieve their client's planning objectives, meet budget requirements, and provide innovative solutions. This collaborative way of working with multiple players starts with a cohesive organization and clearly defined roles and expected outcomes from all those involved. Scalability and the ability to provide focused expertise are critically important, as are the ability to leverage such expertise and deliver work products with both quality and efficiency.

CSS and WRT professionals are highly adept at working with complex client groups, citizen advisory committees, focus groups, appointed and elected boards, and wide-ranging (sometimes conflicting) community stakeholders to build consensus around shared visions, and to solve problems in a collaborative way. Steering and technical committees are often used in the firm's comprehensive planning projects to help guide and facilitate the consensus building process, but all residents are challenged to participate and take ownership of the process, making their aspirations heard in the visioning process that then drives the development of the plan. During Imagine Austin, WRT worked closely with a task force and citizen work groups to find common ground between different interests – even when dealing with sticky and controversial topics like the density and character of new development or the need for water conservation.

For any plan to be successful, it has to be not just aspirational but also grounded in political, social and fiscal realities. WRT maintains a focus on implementation throughout the planning process, and is nationally recognized for producing plans that are consistently implemented. WRT's track record shows that their plans are sensitive to the challenges increasingly faced by local governments and the need to find innovative ways to leverage resources and partners. For example, as part of PlanLafayette, WRT worked with the local government to create a new comprehensive plan implementation department responsible for managing implementation; collaborating with other city departments, outside agencies and community partners; as well as tracking and monitoring implementation of the plan and land development code.

Land use, zoning, urban design & development, placemaking & engagement

CSS principals have a 30 year history of land use, zoning, urban design & development, placemaking and civic engagement projects as described previously in Section 1 of this proposal. Since WRT's inception, their mission has always been to help public and private clients solve complex land use and urban development problems, while promoting sustainability, social equity, economic prosperity and the highest standard of urban design. Today, WRT is setting new directions in plan-

ning and design for the 21st century. With a global economy fraught with uncertainty, technology transformations, inequity, and growing evidence of the cumulative impacts of such trends as climate change, peak oil, and resource depletion, the planning, urban design, and civic engagement processes must address today's social and economic needs, while also fulfilling a broader obligation to pass on livable communities for all, and a healthy environment to future generations.

Accordingly, their planning process has grown to incorporate a range of tools to ensure balanced and equitable community engagement and to test and visualize the implications of land use, zoning, and design decisions. The civic engagement aspect of the process is central to the plan and is carefully designed to be sensitive to the needs of the community and bring a diverse range of voices into the discussion.

Creative place-making is increasingly an element of the comprehensive plans WRT produces, but sometimes it can even happen through the planning process, even before the plan itself is completed or adopted – for example in PlanLafayette, the city worked with the business community to launch a civic pride-driven beautification campaign and several Better Block events once the plan's policy framework was established and the public's priorities were set.

Preparing engaging materials understood by a wide audience

For close to 20 years, Argus has developed and implemented numerous outreach and education campaigns to address complex issues, engage a broad range of audiences and positively influence people's attitudes and behaviors. There is no better way to describe Argus's relevant experience than through some of its landmark client work and the positive outcomes achieved.

The Challenge: Gain Public Support for a Boston-Wide Smoking Ban: When the Boston Public Health Commission's Smoke Ban Regulation passed in 2002, banning smoking in all Boston bars and restaurants, Argus was selected to create a campaign to promote the regulation and garner support. Rather than focus on terms that triggered negative public reaction like "ban and regulation," Argus positioned it as a historic moment that was positive for the health of Boston's workers and residents. In doing so, Argus developed a highly visible campaign that prompted an attitude change about the smoking ban and encouraged people to enjoy a healthier, smoke-free environment and to Breathe it in. As part of the outreach strategy, Argus created a Smoke-Free Boston Toolkit containing a letter from the Commissioner explaining campaign goals, bar coasters, table tent signs, posters, and flyers, and distributed a total of 700 toolkits to bars and restaurants city-wide. The toolkit was widely used by these establishments throughout the transition and served as an effective point-of-sale intervention. By providing establishments with tools they could easily use in their locations, the city gained their support and assisted them in communicating with patrons about the new regulation, achieving one of the campaigns' major goals. Argus also created ads print, movie and outdoor ads in English and Spanish. As a result, an overwhelming majority of business owners came together to support the effort. The campaign received extensive media coverage and gained major public backing. Since then, Boston residents expect smoke-free environments, which was the social norm change that Argus played a role in starting.

The Challenge: Garner Support for the Boston Convention Exhibition and Center Expansion: Responsible for \$5.5 billion in economic activity over the last decade, the Massachusetts Convention Center Authority (MCCA) is a powerhouse for innovation and development in the region. As they sought to expand their infrastructure to make Boston a Top 5 destination, the MCCA partnered with Argus to refocus their brand beyond their state-of-the-art venues and towards delivering a seamless, industry-leading meetings and conventions experience. This involved developing a branding and communications strategy that helped the MCCA engage with elected officials, opinion leaders, community advocates, general public and event planners and win on three fronts: 1) gain Massachusetts legislative approval to expand the Boston Center and Exhibition Center; 2) increase revenue and economic impact for the state by securing more short-term and long-term clients; and 3) maintain Boston's leadership position as a destination for national and international events. Under Signature Boston, their new brand, we're working together on innovative marketing strategies, advertising, sales initiatives, key publications, and an enhanced digital presence. Their events have risen significantly in size and number. With the highest number in history of events (38) booked in one month, the MCCA has also had the highest year of revenue in history, at \$53M for FY 2014. The Hynes Convention Center venue has had the strongest sales year ever, winning \$14M of business.

WRT strives to create visually exciting and easy to understand plans, documents and web-based materials for each of their planning projects. In one recent example, WRT worked with the Charlotte metro region (including two regional organizations, 14 counties and dozens of cities) to create the CONNECT Our Future regional framework, which includes the innovative and user-friendly CONNECT Our Future magazine and website. The magazine serves as an accessible way to tell the story of the regional framework. It is designed for wide distribution and written to capture the interest of both the casual reader and the expert. The website was carefully thought out to grab the user's attention and help them to find information easily. WRT's outreach and engagement documents, from postcards, to booklets, to boards and other materials, rely heavily on a consistent visual vocabulary, dynamic graphics (i.e., infographics) and plain English to hone the message, easily convey difficult concepts to a varied audience, empower people with information, and maintain interest.

Public sector clients & community-based organizations

All of the members of the Core Team have extensive experience working with public sector clients and community based organizations. CSS principals have always been committed to working in the public realm and over 90% of our work has been for public agencies and community based organizations. Locally, our public clients have included the Boston Redevelopment Authority, Boston Department of Public Works, the Boston Parks and Recreation Department, the Boston Transportation Department, the MA Department of Conservation and Recreation, the MBTA, MassDOT, and the Cities of Cambridge, Somerville, Medford, Chelsea, Everett, Lowell and Worcester. As will likely be true for Imagine Boston 2030, the state agencies listed above, as well as the Metropolitan Area Planning Council, have been stakeholders and actively involved in a number of our projects for which the City of Boston and other municipalities have been the clients. And, our longstanding relationships with the adjacent municipalities will make it easy for us to coordinate with them on initiatives which may cross municipal boundaries. We also have worked with a number of community based

organizations. For CSS's Fairmount Greenway Master Plan, the client was The Fairmount Collaborative, a consortium of five community development corporations - each supported in outreach efforts by a local community organization - in Mattapan, Dorchester and Hyde Park; these and other CDCs have been actively involved as stakeholders and Advisory Committee members in a number of our master planning and design projects. We also have worked with a number of "Friends Groups" who have been actively engaged in the design of open spaces. Our experience also includes projects for stakeholder organizations such as the Medical Academic and Scientific Community Organization (MASCO) in the Longwood Medical Area and the Boston Chamber of Commerce.

Since its inception, WRT has worked with hundreds of public sector clients and community-based organizations across the country and abroad. We have extensive experience working on complex projects requiring significant multi-agency coordination and interaction with numerous community groups, institutions, and social service organizations.

Novel, imaginative strategies for the engagement of diverse communities

WRT's founders invented the values driven, iterative community engagement process – an industry standard today used by almost all planners and designers. Over the years, WRT has learned that a successful community engagement processes must think beyond the confines of "the meeting" and more along the lines of a continuum of partnerships. Each partnership is unique to the community. For example, in Union County, PA, WRT reached out to Mennonite groups; in Camden, NJ, WRT connected to both established African American neighborhoods as well as the city's emergent Hispanic population. In Austin and Lafayette, WRT used a variety of community engagement tools to attract thousands of nontraditional meeting-goers and to reach under-represented groups – including incorporating activities such as live music, line dancing, food and drink celebrations, and family picnics as part of community planning forums across the city, as well as extensive use of social media to involve tech-savvy younger adults. This reflects the firm's conviction that to truly engage the community, participation must be fun, locally relevant and conducted "on their turf."

Proven track record of engaging minority & low-income constituents

Argus' experience with engaging minority and low-income constituents is exemplified by these campaigns:

The Challenge: Get Hard-to-Reach Populations to Enroll in Health Insurance – Health Reform:

Given the 2007 Massachusetts Health Care Reform Act, there was a need to educate consumers from hard-to-reach and immigrant populations with accurate and accessible information about the recent act, and help support health care coverage enrollment efforts. To create a campaign that was responsive to traditionally hard-to-reach consumers, including young adults and recent immigrants, Argus was retained by the Massachusetts Hospital Association, the Massachusetts League of Community Health Centers, and Health Care for All to develop a multi-channel grassroots campaign that seamlessly disseminated key messages and information using offline and online tactics.

Through initial research and input from community partners, it became clear that accurate information on the state's health care reform mandate was not effectively reaching marginalized populations. To tackle this, Argus developed an integrated campaign supported by print materials, a campaign microsite, grassroots outreach, and earned media. The primary message, "Need Health Insurance? We can help. Just ask," addressed target consumers' desire for health coverage, while offering a place to find reliable information online and on their own time. The campaign microsite provided users with a multimedia fact-finding experience replete with videos, articles and interactive tools geared at presenting the health care coverage mandate in a clear, accessible way. The collateral Resource Kit, which was also made available online for community-based advocates statewide, served to debunk common myths through engaging collateral written in 13 different languages. In addition, Argus developed tools for small business owners to support their transition needs. Over 200,000 pieces of reform materials were distributed across the state, generating over 10,000 unique visits to the microsite in a few weeks, and a spike in enrollment. Today, Massachusetts leads the nation with 98% of its residents having health insurance.

The Challenge: Help Low-Income Families Prevent Foreclosures on their Homes: During the worst time of the foreclosure crisis, Argus was retained by Boston Community Capital –a nonprofit dedicated to building healthy communities where low-income people live and work– to launch SUN, a new financial product to help families in foreclosure. Argus was responsible for creating and launching a campaign to: 1) raise SUN brand recognition and credibility and 2) increase the number of applications from qualified prospects. To do so, Argus developed a multi-channel and multi-lingual campaign targeting low-moderate income individuals and families in Boston and Revere who were facing eviction due to foreclosure. The marketing mix consisted of direct marketing, print, online, out-of-home advertising, and a consumer-friendly website (www.sunhomehelp.org). Argus created all of the ads and materials in English, Spanish and Haitian Creole. Argus also secured the endorsement of Mayor Tomas M. Menino in Boston and Mayor Dan Rizzo in Revere. As a result of the campaign, leads jumped to 40-50 per month. Since its launch SUN has helped hundreds of families stay in their homes.

Equity is an important component of WRTs public involvement activities in projects of every type and scale. Their planning process is specifically designed to address engagement with an ethnically-diverse population in a culturally rich city. The WRT team includes professionals with varied cultural backgrounds who are sensitive to and understand the issues affecting ethnic groups and communities of need. In Austin, Texas, WRT and city staff worked closely together to design an engagement process to attract the participation of a diverse group of citizens that included all ethnic and racial groups, from the highly educated to the educationally disenfranchised, and from low income residents to the affluent. Over 18,000 residents and business owners participated in a variety of ways – from large communitywide forums to small informal gatherings to online and phone surveys. Special efforts were made to draw Hispanic, African American, Haitian, Asian-American, and LGBT community members into the planning process.

As part of developing outreach plans, Regina Villa Associates regularly develops an assessment of Title VI and Environmental Justice issues and stakeholders to ensure that the outreach program is as inclusive as possible. For the South Boston Waterfront Sustainable Transportation study, RVA

developed a multilingual survey to reach non 9-5 workers in the hospitality industry who were not likely to attend an evening meeting. For the Silver Line Gateway Project in Chelsea, they assisted MassDOT in developing a bilingual outreach campaign, with English/Spanish website materials, presentations, translations and interpreters. They take projects to their audiences and respect how powerful engaging the public can be for their clients and their projects.

Analyzing alternative scenarios & trade-offs for multiple audiences

Scenarios offer the opportunity for the community to visualize and discuss alternatives to current development patterns. Many of WRT's comprehensive plans include a scenario building process that typically begins by looking at the current growth trend and imagining alternative ways in which the city can develop. They believe it's critical to incorporate themes that emerge from the community, such as an interest in better transit, public health, or more affordable housing, into the scenario building process. Scenarios need to be about more than the nature and location of growth and can include the topics that are most important to the city.

In Austin, WRT developed a customized, comprehensive set of GIS-based sustainability indicators to measure comparative alternatives in meeting goals derived from a citizens-generated vision in constructing four future growth scenarios as alternatives to the project growth. The scenarios focused on housing and transportation solutions for the projected 700,000+ new residents, while also measuring how each scenario impacted the city's budget, the natural environment, and greenhouse gas emissions. In Lafayette, the scenario process drilled down into the costs and trade-offs for different development choices to help educate the community about the choices before them.

CSS's masterplanning, placemaking and TOD projects have all included the creation of alternative development and open space/infrastructure scenarios, allowing the community to understand the pros and cons and trade-offs inherent in each concept.

Evaluating & utilizing economic & demographic data analysis & projections

WRT's comprehensive plans are based in demographic and economic trends and projections. Projections are used to create the baseline assumptions in the scenario process (i.e., the number of new residents and jobs expected over a 10, 20, or 30 year timeframe). In their planning work, they are able to synthesize complicated datasets and visually communicate key trends to the public. The key trends and challenges facing a city or region are then clearly communicated in all materials distributed to the public, whether in public forums and open houses, mailings, as well as in reports and online.

Ability to achieve goals on time & within a reasonable budget

CSS has an excellent record of meeting deadlines, schedules and budgets. We understand the need to adapt to meet funding schedules and public agency meeting requirements, and also have

shown flexibility in prioritizing work tasks to respond to specific citywide and neighborhood issues. Our references will confirm our commitment to meeting client scheduling and budget requirements.

WRT has an extensive track record of leading planning processes to achieve a client's planning objectives, meet budget requirements, and provide innovative solutions. Developing a successful partnership between the consultant team and the client is essential to the project's success. To build that foundation, WRT works with clients early in the process to create a project management guide that sets expectations for the life of the project. Their project management structure is built around a Professional in Charge (PIC) and a Project Manager (PM) team, working hand in hand and, together, directly with a counterpart representative of the client. The PIC is responsible for overall direction of the project, including quality, production and organization. The PM is in charge of the day-to-day running of the project, serving as the primary contact person for staff and the designated team representatives. An essential ingredient in the management process is continuing communication between these key people. This ensures that the work proceeds according to the scope and schedule and in compliance with client priorities.

Specific firms that might be brought on to supplement the team

We have given significant thought to other firms that might be brought on to supplement our core team. In some cases, we have included representatives of those firms in our **Think Tank**, to help guide the overall vision and development of the Master Plan. For example, as described above, we have included Nathalie Beauvais from Kleinfelder and Zakcq Lockrem and Alexandra Miller from Azakura Robinson in our Think Tank. As the scopes of work for the other Master Plan themes are developed further, we would anticipate those team members would take on a larger role. **Azakura Robinson** would take a larger role in the Prosperity & Equity Task. And, Argus Principal Lucca Guerra, who served on Mayor Walsh's Arts and Culture Transition Committee would take a more active role in the Arts, Culture and Creativity Theme. **Kleinfelder** would take a much more active role in the Environment & Adaptation Task and we would bring in **Andrea D'Amato** from Kleinfelder to help coordinate with the mobility work being done by the GoBoston 2030 team.

Andrea d'Amato with 14 years of experience working in the City of Boston - beginning in the BRA as the economic planner for the South End and Roxbury, to serving at the city-wide representative on the Zoning Board of Appeal and her seven year tenure as the Cabinet Chief for Environmental Services and the Transportation Department - has extensive experience coordinating and integrating City initiatives. During her tenure as Commissioner, she launched the first Boston's first city-wide transportation plan since the 1960, entitled Access Boston 2000-2010, which required the engagement and integration of many divergent departments to set forward the vision and strategies. This plan also had a volume on regional access that included the coordination with and integration of agencies such as the MBTA and MassHighway. She also oversaw the City's Open Space Plan and Environmental Green Building initiatives as well as numerous neighborhood plans such as East Boston and South Boston Waterfront. Since leaving the City, Andrea has led and managed many other city planning initiatives from the Fenway Parking Study to the Casey Arborway Project. Finally, Andrea has worked closely with the City on a number of initiatives to advance the Boston's

sustainable, integrated modal network from project-specific work to support the development and publication of the Complete Street Guidelines. Throughout her career in Boston, she has taken the lead in working with diverse institutional, community, business groups along with advocacy groups and agencies to identify and solve some of Boston more complex planning and development challenges. Her experience with the City as a public official combined with her experience as a consultant working with agencies has continued to enable key planning and design projects to advance plans and designs into real projects that foster community growth in the City. Her national work on the Large Cities and Strategic Management Committees for the Transportation Research Board, continues to bring new ideas to breaking down old barriers for collaboration and innovation in city planning and operations.

We propose to bring **GCR, Inc.** from New Orleans onto our team to assist with the Housing Theme. GCR is a professional services and technology consulting firm providing a variety of urban planning services to public and private entities throughout the United States. They specialize in data-driven planning to solve housing, transportation and economic development challenges, at neighborhood, city and statewide scales. Recent housing studies include The City of Birmingham Alabama's first ever housing plan to direct federal housing investment, leverage public-private resources, and create a data portal tool to track housing investments; the Delaware statewide housing needs assessment for which GCR conducted a statewide housing needs assessment for the Delaware State Housing Authority to enable the State and its local jurisdictions to better understand housing and housing-related service needs for low- and moderate-income households, and to prioritize needs, develop effective programs, and coordinate the use of Federal, State, and local resource; and the Housing Component for Alexandria, VA's ThinkAlex Resiliency Plan, for which GCR made recommendations for improving housing policy and revitalizing the existing stock of housing. Integrating community input, the housing plan presented ways in which Alexandria could diversify their housing market and revitalize heavily blighted neighborhoods, including potential financing mechanisms.

We also propose to add Sara Williams at MIT's Civic Data Design Lab for crowd-sourcing data collection. Sarah works with data to visualize urban systems; she specializes in the data collection, analysis, and data visualization using the latest technologies in spatial analytics – including Geographic Information Systems. Sarah specializes in communicating quantitative data analytics to broad audiences inside and outside the policy area, and employs the latest in design communication tools including web based visualization software and web mapping. Developing techniques for collecting data including crowd sourcing is an important component of her work as it allows for greater public engagement.

We propose to add **Great Ecology**, a New York City-based ecological consulting firm specializing in the design, restoration, and enhancement of habitats across the country to aid in the development of a Natural Areas Plan. Their projects transform urban communities, restore waterfront habitats, and increase opportunities for public participation and recreation. They understand the delicate balance between urban and natural environments, the ecology of the site and the long-term masterplan goals, and create habitats that are viable, productive, and resilient, offering benefits to both nature and the community.

3. Process and Management



Flip-card land use and density game

Image courtesy of WRT.

PROCESS AND MANAGEMENT

Guiding principles and philosophy that will govern work

CSS and WRT's integrated practices have been dedicated to improving the quality of the natural and built environments by applying principles of sustainability to the planning and design of buildings, landscapes, cities, and regions. These principles are intended to protect natural resources, promote social justice and economic well-being, and create livable human habitats that reflect local heritage, culture, and values.

Commitment to Innovation and Excellence

WRT brings to the team a long legacy of and reputation for innovation. Their ideas and techniques are constantly evolving, and we continually set new planning and design directions in response to the increasing complexity of issues related to urban growth and change in the 21st century.

With a global economy fraught with uncertainty, technology transformations, inequity, and growing evidence of trends such as climate change, peak oil, and resource depletion, the cumulative impacts of human activity increasingly touch every aspect of our environment. Today, WRT's multi-disciplinary practice reflects our founders' environmental philosophy at all scales and focuses particularly on the improvement of existing urbanized areas and the preservation of important environmental assets in undeveloped natural areas. WRT's environmental ethos has grown ever more inclusive in scope, expanding from the firm's early work in regional planning and urban revitalization to the design of particular urban environments, landscapes, and buildings. All of the firm's work strives to meet the highest standards of planning and design excellence and to express the cultural identity of the places in which we work.

Multi-Disciplinary Approach

Our Team's conviction is that a multi-disciplinary approach to planning and design is essential, extending to clients an informed and integrated perspective. We have always believed that although each professional discipline has a focal area of expertise and concern, each must be viewed as overlapping with the others in a continuum: from the wider ecological, environmental, social, economic, and urban planning factors through landscape and urban design and ultimately architectural form.

Each of the disciplines we practice seeks a balanced approach to the natural, physical, social, and economic factors in considering a project's sustainability. For example, our urban and regional planners craft innovative approaches to managing growth and promoting sustainable development. Our urban designers and planners are engaged in a wide variety of projects that reflect the firm's values at a variety of scales facilities master planning services envisioning and realizing improvements to neighborhoods and downtowns. Our landscape architects are sensitive to delicate ecosystems and have expertise in preserving environmentally sensitive areas, restoring compromised

landscapes, and creating new wetlands, meadows, and woodlands in urban, suburban, and rural environments. WRT's architects embrace sustainable design in the siting, orientation, daylighting, energy efficiency, water recycling, and other aspects of building design.

Meaningful, Robust Community Engagement

With the increasingly diverse array of stakeholders that the planning process must reach, divergent opinions on a variety of issues are both inevitable and to be welcomed in a dialog that can only take place in a transparent planning process. We believe strongly in the need for community values and aspirations to be clearly articulated as the basis and starting point for building consensus in setting planning policy and design direction.

A meaningful, robust community engagement process is essential in building trust, excitement, and support among civic leaders and residents to turn ideas generated during the planning process into successfully implemented results that impact the community for the better. Because we particularly understand the importance of an open, inclusive, interactive public input process for this effort to succeed, we will exercise community engagement as a guiding agent for consensus-building on the future of the city. By using a clear community-driven planning process, tailored to the city's needs, we aim to capture the spirit of the community in a vision and a policy framework that is uniquely Boston.

Integration of Sustainability and Resilience

WRT's commitment to sustainability dates back to the ecological planning methodology of firm co-founder Ian McHarg, whose landmark book *Design with Nature* was one of the most influential of the modern environmental movement. The 1964 Baltimore Inner Harbor Master Plan, led by co-founder David Wallace, set a similar standard for the sustainable revitalization of cities. The RFP states the need to integrate sustainability, responsible use of resources and resilience in the Imagine Boston 2030 comprehensive plan. Our Team's ethos embraces an integrated strategy for land use, transportation and environmental stewardship, which includes considerations of climate change and disaster resilience. Severe weather events, sea level rise, flooding and related impacts are a reality in New England. The recently released Climate Action Plan contains the City's policies and actions to address climate change, and this planning process presents a tremendous opportunity to distill and coordinate such policies and actions into the framework of the citywide vision and comprehensive plan. Addressing resilience in planning requires a dual approach which integrates mitigation and adaptation, with most communities focusing primarily on mitigation strategies. In urban waterfront communities such as Boston, it is important to maintain a dual focus on adaptation policies and action responses as well.

Urban Place-Making

The success of an urban place is dependent on addressing a wide array of issues – socio-economic, cultural, ecological and aesthetic—at a variety of scales. Our Team's multi-disciplinary practice has

been working across scales for decades, deepening our understanding of the relationships between them. We do this by leveraging green infrastructure, public art, and community engagement as interrelated and guiding agents of change, leading to the creation of places that are socially vibrant, promote public health, and are culturally distinctive.

Place-making is a complex venture best addressed at the district scale, but must fit into the well-conceived whole of the citywide vision. Land use mix must related to market demand and balance community needs of housing, jobs, commerce, and social support functions. Public space networks must provide balanced mobility options, social and recreational space and reflect the unique cultural values of their users. And green infrastructure systems must provide not only green respite from the hard, urban landscape, but vital functions of filtering air and water, enhancing bio-diversity, conserving energy and other resources, and reducing carbon.

Proposed Work Plan to Meet Goals and Milestones (see Section 5)

Organizational structure and protocols to govern communication and coordination with BRA staff and sub-consultants

As described (and illustrated in our Organization Chart) in Section 1, CSS is the Prime Consultant, working in close collaboration with Wallace Roberts & Todd. Carole Schlessinger from CSS will be the Principal in Charge and Project Manager, while Sylvia Vargas from WRT will be the Deputy Project Manager. In order to ensure close coordination between all members of our Core Team, and with the BRA, we have established the following schedule for regular communication:

- Key members of the Core Team will have a weekly, regularly scheduled, conference call/meeting, with other team members brought in as appropriate
- Carole Schlessinger will meet every two weeks with BRA staff. Other members of the Internal Steering Committee and the Core Team will be brought in as appropriate. CSS's office is located less than 10 minutes from City Hall, making it easy for Carole to participate in other impromptu meetings and discussions that occur over the course of the project
- The Think Tank will have monthly meetings/conference calls to ensure that we continuously look at issues and solutions from multiple points of view

Suggestions for specific expertise to be added to the Core Team

In See Section 2, we have described the Think Tank, which includes several people bringing specific expertise outside of the Urban Planning/Communications/Participation Core Team. We have also detailed several firms who we would recommend bringing on for specific expertise relating to the Themes outlined in the RFP.

4. Public Engagement

OUR REGION'S PRIORITIES

The region selected ten growth priorities for the CONNECT region. These priorities represent what area residents would like to protect, enhance, improve, or maximize as the region continues to grow.

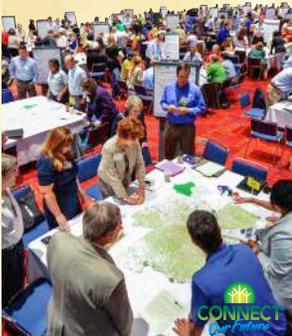
-  **SUPPORT OUR COMMUNITIES**
Support existing downtowns and create new, active town centers.
-  **MAXIMIZE RETURN ON INVESTMENT**
Reduce waste and connect the cost of providing public services.
-  **SUPPORT LOCAL FARMS**
Protect and ensure the sustainability of agriculture in the region.
-  **IMPROVE ACCESS TO PARKS & OPEN SPACE**
Ensure that residents have equitable access to parks, open space and other natural assets.
-  **INCREASE TRANSPORTATION CHOICES**
Provide a range of alternative transportation options.
-  **IMPROVE WATER QUALITY**
Protect the region's key watersheds to enhance water quality.
-  **IMPROVE AIR QUALITY**
Reduce pollutants in the air and help improve public health.
-  **GROW JOBS CLOSER TO HOME**
Improve housing and job accessibility.
-  **INCREASE HOUSING CHOICES**
Provide a range of housing types at different price points that support residents with communities of the CONNECT region throughout all stages of life.
-  **REDUCE COMMUTING COSTS**
Decrease the percentage of household income spent on transportation.

CONNECT

Our Future

What's next for CONNECT Our Future?

Both Catawba and Cabarrus Regional Councils of Governments are committed to assisting each individual community across the South and data available via the CONNECT Our Future project that are most relevant and needed by them. By strengthening our communities, we will be building a stronger region. Catawba COG's (COCOG) approach will focus on building relationships, building capacity at local and regional levels, and building our regional high priority infrastructure. Cabarrus Regional COG (CRCOG) will focus on using data and tools to broaden and deepen strong existing relationships with member governments and jurisdictions. This supports the CONNECT Core Values of Sustainable, Well-Managed Growth, and Increased Collaboration among jurisdictions.



See more @ www.ConnectOurFuture.org

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Cole McKinney, Regional Initiatives & Technology Director (CRCOG) cmckinney@connectourfuture.org 803.377.9041

Image courtesy of WRT.

PUBLIC ENGAGEMENT

Our approach

Carole Schlessinger, as Project Manager, will coordinate the Public Engagement process, with outreach and communications expertise from WRT, Vargus and Regina Villa.

One important first step in any planning process is to create a plan for how the public will be engaged and understand the expectations of the community. Inadequate or poor participation in the community engagement process can usually be remedied by a community engagement plan that is crafted uniquely for the project and community. Building public engagement and understanding is a trust-based process. And in Boston that means knowing the neighborhoods, having a pulse on what matters to diverse communities and various stakeholder groups, being transparent and genuine in soliciting public input, and having a clear resonant message that inspires individuals to join us in making Boston the best it can be for the years to come.

The community engagement plan should address the following basic questions:

- Is the purpose of the CE strategy to gather information from the community or outreach to the community?
- How many feedback loops are necessary to develop vision or acquire buy-in?
- What is the demographic profile?
- What are the hot topic issues?
- How should the team handle the mechanics of the meeting? i.e., location, incentives for attendance, time, advertisement strategy, etc.
- What's being done in between meetings to maintain interest?

Through the campaign we will:

- Make the master planning process meaningful by using language that is simple and clear, accessible and personal.
- Create a strong campaign brand and image for the planning process that unifies all elements and various initiatives strategically and thematically.
- Develop a creative platform that is salient and not exclusive so that it is easily understood by all target audiences and stakeholders, and work in the six primary languages spoken in Boston.

In mapping out the engagement plan in this way, we will work with the City to identify and understand the dynamics of hard to reach groups, set general targets and expectations for community involvement, and agree on the type of tools to use. We will utilize multiple communication tools – from traditional/low-tech to digital/high tech — to connect with the broadest possible array

The world doesn't change one person at a time. It changes as networks of relationships form among people who discover they share a common cause and vision of what is possible.

Meg Wheatley

of constituents. Representative stakeholder groups will be engaged during the project to serve as conduits for information to and input from their constituencies. We will work with city staff at the beginning of process to develop a detailed plan that properly aligns the public engagement goals with our toolkit to inject transparency into the project from the onset, ensuring all parties involved understand the process and expected outcomes. We also will collaborate with the City and consultants running other ongoing planning initiatives to ensure that all of the outreach efforts are coordinated and community members are not overwhelmed.

Our process

Community Conversations

Our process includes a series of interactive forums and open houses throughout the process, which we call “Community Conversations”. The Open House events work quite well because they are not really meetings in the traditional sense. They are particularly successful if they can be paired with city festivals or other large events which a lot of people will already be attending.

1. A “project kickoff party,” - a single large event, perhaps held in tandem with a “traveling” kickoff show with the client, steering committee and/or team representatives going to community groups and organizations making a brief presentation to introduce the planning process.
2. Issues Identification and Vision Brainstorming - 3 interactive open houses at different locations on consecutive nights or different times of day
3. Imagining Alternative Futures, similar to #2 above
4. Choosing a Preferred Future – similar to #2 above
5. Draft Plan Review - an event at a central location held in conjunction with an established community event. For example, in PlanLafayette WRT did it at the Natural Science Museum in downtown Lafayette, on a Saturday night when ArtWalk took place so it was a lot of fun, and over 900 people came in that night alone; the “exhibit” (we produced museum quality boards for it) stayed at the museum for another 2-3 weeks so others could see it.

In addition to developing email blasts announcing meetings and events to the project database, we will develop meeting flyers that will be available in multiple languages (we have assumed English plus five additional languages in our budget). These flyers can be distributed in local libraries, community health centers and other key locations. The project will also work with the Office of Neighborhood Services, local community groups and neighborhood associations to publicize these meetings to their members. Meeting presentations and informational materials will be provided in multiple languages and interpreters will be available at community meetings by request.

The community conversations will be supplemented by other in-person outreach efforts. Information sessions held at key locations during non-business hours will help to bring the project to the people — in grocery store parking lots, farmers’ markets, churches, outside businesses during a

shift change, or a city park. These sessions can be promoted via email and social media ahead, which also allows interested parties to set aside time to drop in and ask questions of the project team.

In addition to these opportunities, we will also focus on any groups who are unable to participate in these other forums, particularly focusing Environmental Justice and Title VI populations. We will ask to be placed on the agenda at local community/neighborhood meetings to introduce the work and project.

Database Management/Social Media Tracking

We will develop and maintain an up-to-date project database that will be used for regular email updates and meeting announcements and will work with local community groups and neighborhood associations to publicize this project to their members.

We will also maintain an issues log for the project. Key issues discussed at open hours, briefings, meetings, community meetings, and emails/letters submitted to the City will be captured and tracked in this issues log. Since this project will also have a large online presence, we will track and log the conversations being held on social media. Social media monitoring will increase the team's ability to respond to issues, craft messages and discover what audiences are (and are not) being reached. We will also produce a monthly social media report for the City, sharing key analytics and recommendations for future strategy. We will track all meetings, events, emails, etc., for the project. This allows us to develop a complete summary of the outreach conducted for a project.

Branding and “the message”

To successfully engage a broad section of neighborhood residents in the Imagine Boston 2030 master planning process our goal is to launch a sustained, smart, integrated public education campaign that is creative and noticeable, compelling and relevant to residents' lived realities. It will be inclusive of diverse/immigrant communities, young adults, the general public, the business and nonprofit sectors and opinion leaders. The campaign will go far beyond the “usual suspects” to include those members of the Boston community whose voices are not typically heard.

Through the campaign we will:

- Make the master planning process meaningful by using language that is simple and clear, accessible and personal.
- Create a strong campaign brand and image for the planning process that unifies all elements and various initiatives strategically and thematically.
- Develop a creative platform that is salient and not exclusive so that it is easily understood by all target audiences and stakeholders, and work in the six primary languages spoken in Boston.

Reaching target audiences

Our goal will be to use strategies and tactics that work synergistically across various communication and engagement platforms. The purpose will be to build a sense of “We’re in it Together” and that we all have a voice in shaping Boston’s future. For example:

- 1) In-Culture, Multilingual Outreach & Marketing Tools – It will important to start with a suite of outreach and marketing tools in six different languages – English, Spanish, Chinese, Vietnamese, Haitian and Portuguese to give each audience group the attention they deserve in-culture and in-language. These would include print and digital tools that campaign ambassadors could use in outreach and engagement activities.
- 2) Multilingual Imagine Boston 2030 Website – To be truly inclusive it will be important to expand the Imagine Boston 2030 website to include information in the additional languages.
- 3) Multilingual Crowdsourcing – Create a platform for idea generation and gathering input on specific master plan issues and use it as forum for the various Boston constituencies who may not attend meetings or events. This would give them a platform to share ideas in their own language and in their own time.
- 4) The We’re in it Together Roadshow – We envision having a roadshow with a campaign branded traveling “food” truck wrapped with messaging in multiple languages to convey a sense of inclusion of Boston’s rich cultural communities. Through this roadshow we could have simple to use kiosks/tablets for people to share their ideas about Boston and their aspirations for the future. This mobile roadshow could make stops where Boston residents work, shop and play.
- 5) Artfully Connected Mural Competition – To make a high impact, we recommend a buzz building event at the outset happening concurrently in neighborhoods across the city. Artfully Connected, would be a contest to design a mural in multiple communities that represents the meaning of imagining Boston, and would tap into the appeal of Graffiti-style outdoor art to generate enthusiasm and a sense of investment across the target communities and in particular to a younger, visually minded audience.
- 6) PlanIt: We have included Eric Gordon from the Emerson College Engagement Lab to run Community PlanIt. (CPI) is an online, social game that engages communities in local planning. Its goals are to increase the number and diversity of participants in the planning process, cultivate civic learning among players, and provide better data to planners about stakeholder views. CPI is more than an online game. Each implementation is part of a process that involves community outreach and content creation prior to game play, and is followed by a face-to-face community meeting that also serves as the game finale. There, players and non-players are invited to debrief on game results and plan for next steps. Past games supported the master planning processes for the US cities of Detroit (Detroit 24/7), Philadelphia (Philadelphia 2035), and Salem, MA (What’s the Point?).
- 7) In addition to churches, community based organizations we can also enlist hair and nail salons, barber shops, and bodega owners to engage with us in the effort.



A key element of our outreach to diverse audiences - including under-represented and under-served populations - is to partner with community groups and service organizations, community leaders, interest groups, elected officials and municipal staff. These partners help us identify leaders and organizations to broaden and deepen the reach of our programs.

Today, community engagement has taken on a digital/mobile form. We have so many more engagement tools available than the boring meeting, the lowly dot-vote, or the simple trace paper and markers over a map. Yet, the overload of options runs the risk of resulting in confusion and even the perpetuation of apathy; and the anonymity afforded by social media and other online forums can feel counterintuitive to the notion of the planning process as an opportunity to strengthen community and engage in meaningful dialog. As such, community engagement in the digital age has actually made the physical meeting more important, not less – but the definition of “meeting” must be greatly expanded to include interactive open houses, festival booths, meetings in a box, walking tours, “speed planning” sessions and more, to attract audiences ranging from tech-savvy youths, working mothers, always connected professionals, recent immigrants, and a growing contingent of concerned baby boomers.

Successful strategies from WRT Master Plans transferrable to Boston

The toolkit at our disposal includes a variety of virtual (online) and in-person engagement methods, both for soliciting input and for informing the public. Some examples of the input solicitation tools include surveys, dialog forums, meetings in a box, mySidewalk, SMS-based input such as Textizen, and games such as the Money Game, Building Blocks, and Community PlanIt. Examples of informational tools include eblasts, newsletters, posters, postcards, flyers, project websites, Facebook, Twitter, SquareSpace, etc. WRT places particular emphasis on developing effective outreach strategies to engage those constituents who tend to be underrepresented in the planning process, including specific ethnic groups, the elderly, and the young. In recent planning processes in Lafayette, Fort Smith, Denton, Roanoke and other communities, they designed fun meeting materials such as board games, crossword puzzles, coloring sheets, and building blocks to engage both adults and kids in learning about the comprehensive plan, understanding complex planning concepts, and providing input. In the Logan neighborhood in Philadelphia, WRT engaged local high school “interns” and built capacity by training them to use Code for America’s Local Data app to document land use, building condition, occupancy and building improvements on parcels in their neighborhood as part of the planning process. In small area planning processes in Lafayette, they used StreetMix as part of a round of charrettes to allow minority participants to design their ideal street section and to instantaneously see how their design choices could impact the street character and functionality. In Fort Smith, the formal public meetings were augmented, and public participation expanded exponentially, through informal meetings held “at home” by community organizations, local businesses and individuals, using WRT’s custom-designed Meeting-in-a-Box kits.



WHY CONNECT?

Ready or not, growth is coming to our region. It is inevitable, and for better or worse the next 25 years will change us in profound ways. What is NOT inevitable are the consequences of this growth—we get to choose. We have to be intentional about how we manage this growth so it can help maintain our communities' character and enhance and preserve it for future generations.

A WAY FORWARD, WORKING TOGETHER

The CONNECT Our Future path is forward.

- To **engage, enable and equip** local governments, our towns, cities and counties, to grow and develop at the local level by applying those tools and best practices which best reflect local circumstances and best lead to achieving local priorities.
- To provide a **regional perspective on local decisions**, assisting local governments in considering how local decisions impact our neighbors and our entire region, and with data and other information that will assist them with assessing the long-term impacts, financial and other, of development choices.
- To recognize and act on the fact that the CONNECT Our Future region is greater than the sum of its individual parts, engaging local governments and its citizens to **address issues which transcend jurisdictional boundaries, our economy, our air, water and land resources, and the functionality of our regional transportation and infrastructure systems**, and
- To continue to follow the path of community engagement and inclusion, so that CONNECT Our Future always reflects community character and values and never falls into a "one size fits all" mentality.

THE CONNECT REGION



What does our Future look like?

The CONNECT regional growth concept for 2050 is a quilt of preferred growth maps from each of the 14 counties in the greater Charlotte region.

- Major redevelopment in downtowns
- Emphasis on mixed-use, walkable neighborhoods
- Preserved farmland
- Smaller, more efficient service areas
- More housing choices (rural, suburban, walkable suburban, and urban living)
- Connected transit corridors utilizing alternative, light rail, commuter rail, Bus Rapid Transit (BRT), buses, and highways

Tools to further our region's priorities

On the CONNECT Our Future website (www.ConnectOurFuture.org) you will find a series of tools that provide an opportunity for communities within the CONNECT region to review and choose those tools and approaches that best fit their local community needs, and move forward on the priorities that are most important to them. You'll also find how you can "jump start" your community in moving toward the Regional Growth Framework, should you choose to do so. You can find tools that will enable you to do everything from finding funding for energy efficient housing, to improving access to health care for your community, to redeveloping your old shopping center.

Who Participated? CONNECT Our Future offered over 300 opportunities and multiple means for the public to engage in the CONNECT process, ranging from open houses, workshops and small group activities, to online questionnaires, business and youth-oriented outreach activities, and crowdsourcing events. In total, CONNECT gathered over 8,400 inputs from residents, many of them representing larger groups and organizations across the region, to help shape and inform the development of the Regional Growth Framework.

- 1 REGION
- 14 COUNTIES
- 2 STATES
- 10 PRIORITIES
- 75+ TOOLS

- 300+ Public Meetings Engaged
- 4 Data Agency Reports & 127
- 8,400+ Resident Inputs
- 90 Community Meetings

Image courtesy of WRT.

CONTENT

Creating a meaningful, flexible, implementable product

WRT has developed a “systems” planning approach that seeks to break down the traditional comprehensive plan “silos,” instead integrating different topics and scales of concern and leveraging synergies and connections between them for effective implementation. This approach combines community engagement with strategic data analysis and scenario-building, enabling residents to articulate a shared vision for the future and make informed choices as to how to achieve the vision given the trends. The initial community engagement in articulating core citizen values for quality of life and community character. Citizens will be challenged to rank their priority aspirations and to articulate their core values, such as “what’s more important—the time it takes you to drive across town, or the character of the neighborhoods and corridors you are driving (or walking or bicycling) through?” The resultant Vision Statement will become the common “touchstone” that will ultimately integrate existing and new policies, connecting all plan elements in a logical framework that is realistic, action-oriented and adaptable to change over time.

One technique WRT is increasingly relying on to ensure that a comprehensive plan can remain flexible and relevant to the public is alternate final formats, particularly web-friendly plans. This makes sense in light of the fact that more than 86% of adults in the US are connected to the internet, and their attention span has shrunk by about 50% in the last decade. Accordingly, we are seeing more and more clients willing to forego the traditional final product of a thick, dense, “boring” plan book for innovative products, such as fully web-based plans as WRT is doing in the City of Houston; sleek magazines, as we recently did for CONNECT Our Future; or implementation-focused toolkits, as we produced for Lafayette. We find that the desire for an engaging, visually impactful final product does not affect the technical rigor and specificity necessary for effective implementation.

For the plan to succeed, our approach engages the local community not just to “provide input,” but to take ownership, making the plan their own. We view developing and implementing the plan not as two separate activities, but rather as a “continuum” that is ongoing from the start of the planning process through plan adoption and beyond into action. We believe that capacity building, like community engagement, must start early and continue throughout the process. The intent is to involve current and emerging leaders in framing the issues, to get their buy-in on proposed solutions, and ultimately to obtain their agreement to participate in and, where appropriate, take leadership steps in specific implementation initiatives, or serve as partners. It is important that the plan provide a strong basis for moving forward by defining actions, timeframes, measures of progress, and responsibilities matched to available resources. A key strategy to establish initial “out of the gate” momentum toward implementation will be the realization of specific “low hanging” fruit—catalytic projects and action steps that are highly visible, that jump-start desired investment patterns and that build immediate and ongoing confidence that the plan will succeed.

In addition, our Team will strive to build adequate local implementation capacity in several ways. For example, we will work with the community to strategically prioritize the action commitments in the plan to those that are practical, market-based, and determined feasible within a specific timeframe. This means “picking your battles” and focusing on those actions and investments that will achieve “returns” to create the revenues and momentum necessary to support the next series of actions and investments. It also means creatively identifying potential funding sources for specific needed investments. WRT has extensive experience with a variety of funding sources and tools such as Tax Increment Financing and Special Benefit Taxing Districts and in securing grant funding.

Key ideas that will guide work in land use, design & placemaking

Our team members are at the forefront of advances in planning for sustainability, community engagement, healthy community design, green infrastructure, and performance design. The world is experiencing unprecedented change due to population growth, industrialization, and urbanization; climate change and natural resource degradation; and the impacts of globalization on local societies and economies. The challenges caused by these issues and trends are enormous – challenges of managing urban growth and infrastructure; challenges of protecting and restoring natural resources; challenges of forging resilient local communities in a time of sea level rise, catastrophic weather events, and economic shocks; and challenges of creating better living environments for our rapidly-changing populations. The Core Team firms’ integrated practices based on sustainable planning and design, and our focus on complex environmental and urban issues perfectly position us to work with you towards resolution of these important challenges.

Our multi-disciplinary practices complement policy-level “city planning” with “city building” through land use and zoning, urban design, place-making, architecture, and landscape architecture. We are not just conceptual planners, or “envisioners.” While we understand “market creation” (that is, the notion that markets can be created by the power of an idea—something never before imagined), as urban designers, architects and landscape architects we also know what it takes to design, permit, finance, build, and construct. Our approach is to develop a plan which not only describes WHAT should be accomplished but HOW and WHEN as well. Testing the market, understanding reasonable expectations for private vs. public investment, and determining realistic strategies of how catalytic public investment is made is central to everything we do. Consequently, our plans benefit from a core understanding of practicality and buildability, as well as the power of imagination.

Incorporating speculative scopes of work

CSS and WRT bring to all of their projects a holistic approach that incorporates technical analysis, formulation of solutions, and capacity-building for implementation. Based on our extensive experience, we view the comprehensive plan as an opportunity to advance the integration of planning to link and coordinate all aspects of a community’s functionality: land use, transportation and mobility,

infrastructure, people (government, services, and civic engagement – during and after the planning process), culture, built environments, and natural environments. This integration is the essence of smart growth for long-term sustainability, and we purposefully design it into our comprehensive planning process, both organizationally and conceptually.

Synthesizing planning and policy efforts into coherent whole

The RFP references a significant number of existing and concurrent plans and studies which the comprehensive plan will need to consider and coordinate with. The comprehensive plan is the means to address disconnects and to link existing plans that are either narrowly focused, or limited in scope. While valid within their defined parameters, plans which are limited to specific geographic areas, or specific functions, such as mobility, housing, or infrastructure, may miss patterns that are only discernable from an altitude of 30,000 feet, such as disparities between growth and investment in the certain sectors of the community, or opportunities for prosperity and innovation available through synergies not yet perceived.

The integration of existing efforts must result in a coherent whole that motivates, guides, empowers and equips the City, local and regional institutions and agencies, business sector and community groups with the tools and best practices needed to empower the citizenry; manage growth and land use; nurture a robust, equitable economy; conserve natural resources; and invest in mobility, infrastructure and human resources.

Implementation strategies, metrics & follow-up work for ongoing coordination among city agencies & future planning efforts

One of the most important elements in WRT's comprehensive planning approach is the development of an overall implementation strategy. At a minimum, the strategy must include an action plan with the recommended projects, programs and policies that will be needed to implement the comprehensive plan. Ideally, the strategy should include steps, assignments, timelines, identification of potential partners and funding sources, and benchmarks and metrics for tracking progress. WRT routinely integrates performance design into its planning approach, using indicators and metrics to help our clients track, calibrate and optimize the plan policies to achieve the vision.

The implementation strategy may also include an assessment of the urgency and/or level of difficulty of each recommendation, and recommendations for packaging and pitching the recommendations to potential partners. The comprehensive plan is an opportunity to bring to the table those entities with existing or ongoing plans, and to leverage partnerships with them. Working with those entities and their consultants, we will recommend cooperative planning and coordination strategies between the Imagine Boston comprehensive plan and those plans and other initiatives, striving for consistency, effective communication, and mutual support for implementation.

Assumptions:

- “All materials will be designed for high quality printing, plus downloadable (.pdf) and web-based formats. We will only produce multiple high quality prints of the final products. Interim deliverables will be provided in digital form for on-demand printing by client.
- “All key meeting and summary deliverables will be translated into 5 languages as described in Section 4.
- Each Community Conversation Series will consist of 3 events, held simultaneously by consultant sub-teams or on consecutive days, in different parts of the city.
- All documents will be provided to the client for review with 1 draft, 1 final. The client will be responsible for completing all reviews in a timely manner, and for returning to the Team a single, combined set of curated comments.

Proposed work plan to meet goals & milestones (tasks & dates)

Our planning process will be conducted in a manner that is common-sense to average citizens, so they can easily grasp its relevance now, for the future of the community and for the lives of their children. The key steps in the process are decision milestones, which are simply core questions that the community must ask itself and seek consensus answers to:

- Shared Vision - What do we aspire to be as a community in 20-30 years?
- The Dynamics of Change: Where we are Headed? - What are we in the process of becoming? What will we look like in 20-30 years at the rate and direction we are going?
- Alternative Scenarios and Strategic Directions - What are our choices in direction and strategy? Which of these choices will be most effective in realizing our Vision?
- Plan Development and Refinement - How do we apply our strategic directions to all plan elements in an integrated manner? How do we change our focal length from strategy, to actions and tactics? How do we “pick our battles” to focus on “legacy initiatives” that will excite the imagination and gain overwhelming public and political support?
- Follow-Through - How do we create the will and momentum to move seamlessly and forcefully into implementation mode? What tools do we need to do so?

Imagine Boston 2030 Work Plan/Process

Getting Ready – Project Mobilization (2 months from NTP – Est Sept 2015)

Before the public process can begin in earnest, there will be many tasks to complete. The team will spend a few weeks working with the Internal Steering Committee to get ready for the official launch of the project.

i. Project Management & QA/QC

Client / Consultant Project Management Team Interview

The first thing we will do is get our project management team together to agree on exactly how the administration of the project will occur on both sides of the planning process. This means both the Client representatives and the Core Team Project and Task Managers. We find that this early meeting (conducted before the force of the public process bears on the team) is very helpful in establishing an open understanding of how the project will be managed throughout, and therefore will help streamline the internal planning process, clarifying mutual assumptions which may linger even after contract negotiation. Key discussion topics include but are not limited to the following:

- Clearing up any imprecise or misinterpreted terms in the scope
- Refining the schedule, including setting target dates for all public meetings and activities, discussing meeting goals and potential content, considering potential venues

- Setting a Client/Core Team protocol and schedule for regular communications
- Agreement on project administration preferences and product reviews (format, timeframes)
- Agreement on form of feedback (e.g., consolidated/curated set of staff comment)

Project Management Plan (PMP)

We will draft a project management plan using the findings and points discussed during the client interview, including a summary of agreed-upon QA/QC expectations, team communication protocols, final scope refinements, a deliverables plan, including review formats and timeframes, and a detailed draft schedule of team meetings with target dates, meeting goals, and anticipated meeting content/agendas.

Public Engagement and Communications Plan (PECP)

During this period, our team will also work with you to develop a comprehensive approach to public engagement detailing the following elements:

- Public Engagement: path to engage stakeholder and community at large, description of opportunities (#s, types, etc.). Flexible framework to accommodate unanticipated changes, but detailed enough to allow us to see well into the future of the process and be ready.
- Communication Strategy: An overall communication strategy will facilitate staying on message, as well as sharing project information and updates at every point in the process.
- Roles and Responsibilities: The Public Engagement and Communications Plan will include a clear matrix of tasks, indicating the party responsible for carrying out each task, and a preliminary timeline aligned with the overall process schedule generated for the PMP, etc.

Internal Kickoff Activities

Following agreement on the final PMP and PECP, the full team will want to begin collecting the necessary data, reconnoitering the city as a group, and getting to know the extended group of City/BRA and partner agency representatives and stakeholders:

- Internal Steering Committee and Consultant Team Meeting: The entire team will meet to review together the agreed-upon schedule, protocols for communication and coordination, individual and shared responsibilities, and PECP. We will also spend time preparing as a group for the external kickoff week events, which follow closely. The other purposes of this meeting are: 1) to hear a Client overview of the key issues and dynamics of the community; 2) to discuss the status of current governmental initiatives and 3) review the array of supporting information available for the effort.
- Community Tour: A tour of the community as a team provides a necessary fresh perspective, even for the Internal Steering Committee and for those who know the city like the back of their hand. The tour itinerary and logistics will be arranged by the Internal Steering Committee.

Deliverable #1: Project Management Plan Memo

Deliverable #2: Public Engagement and Communications Plan (draft and final)

Deliverable #3: Kickoff Trip
Summary Memo

- **Stakeholder Introductions:** The Team will meet briefly with an initial sample group of local leaders and representatives of interest groups, designated by the Internal Steering Committee. The meetings will introduce the team to some of the key stakeholders in the process, to gain a preliminary understanding of key topics and trends that may guide the City Scan (see below) and to begin engaging potential process champions and community partners who will help build a network and become instrumental in building consensus around issues.

Based on the key topics identified during these introductions, the Team will prepare a broader list of stakeholders and representatives of key local and regional public agencies, institutions, civic, business, and neighborhood associations.

ii. External Process Launch

The first series of interactions with the general public will begin to occur during this period::

Website: The Imagine Boston 2030 website will be augmented and adjusted as necessary to accommodate the requirements of the process, including providing up-to-date information on process status, events and products, and provide links to optional interactive portals. At the Client's preference, the Team may take the lead or may assist the Client in redesigning the website, and will provide content during the process in a format compatible with the Client's standards.

Branding: The adjustment website will coincide with the creation of up to three options for branding and graphic identify for the project. The graphic identify is inclusive of styles, templates, and colors that will be used throughout the project and as part of the website template. City staff will provide guidance on one preferred option.

Social Media Launch: The use of social media is proven to increase the success of community outreach and familiarity with the planning process. The website is already shareable in a variety of social media. Using the PECP as a guide, the Team will create and manage project-specific social media accounts, linked to the project webpage, using platforms such as Facebook, Twitter, YouTube, Tumblr and Instagram. The terms of management and participation will be clearly spelled out in the PECP. The social media launch will build up to the first public Community Conversation event.

Publicize Community Conversation(s) 1: The Team, working closely with the Client, will publicize Community Conversation(s) 1 using both traditional and nontraditional media outlets, as outlined in the PECP. The Team will be responsible for developing draft and final content in multiple languages, designing, and placing all materials as described in Section 4.

PHASE 1 Baseline Conditions (Sept 2015-Nov 2015)

1.1 Boston Community Scan

The Team will use factual information provided by the City or otherwise readily available in past plans and studies, to characterize the present day challenges and opportunities in the city. At a

minimum, the scan will be organized around the “Key Themes” identified in the RFP, or logically reorganized to reflect the anticipated final product as outlined in the Project Management Plan. The scan may touch on key existing conditions and trends regarding land use, development and regulations, design, place-making and community character, functionality (mobility, infrastructure and public facilities, governance issues) and quality of life (society, economy, housing, culture, health and services), natural resources and environment. The Boston Community Scan will pertain to areas within the city boundaries, as well as the interface with neighboring communities when applicable. The Team will also assess the context within which the City’s growth and development could occur over the next 20 years.

1.2 Trends

1.2.1 Baseline Projections

The team, assisted by the Client, will collect and review all available and current population projections to create a “consensus” projection of population in 5, 10 and 20-year increments. Population projections will then be translated in the projections of housing demand and future land uses by type (land areas needed for future residential, commercial, industrial and institutional uses) along with adjustment factors for degrees of compactness, redevelopment and infill and potential land use shifts to mixed use.

1.2.2 Susceptibility / Factors to Change

Synthesizing information from the Boston Community Scan, the Team will prepare a conceptual “Susceptibility to Change” depiction, in consultation with the Client. This analysis characterizes subareas (e.g., Downtown, neighborhoods, corridors, highways crossroads and interchanges, etc.) by their relative suitability and (presently zoned) capacity to accommodate the projected growth. Working with the Client, the Team will diagram factors that may influence or attract future development and otherwise influence land values and future land use patterns, including new transit stations, planned school sites, water/sewer extensions, etc.

1.2.3 Baseline Trend Scenario

A “Baseline Trend Scenario” will be created and conceptually depicted to represent the 20-year development pattern which is likely to occur based on projected growth allocated based on Susceptibility to Change and Factors for Change and under current zoning and other regulatory and investment policies. The Growth Trend Scenario will be presented in readily comprehensible graphic fashion as a “what the future will look like if we do nothing different” scenario.

1.2.4 Preliminary Baseline Trend Scenario Implications

The Team will summarize initial observations of the Baseline Trend Scenario including the following considerations:

Deliverable #4: Boston Community Scan paper and .PDF-format report (including baseline projections and trend scenario) plus web-friendly, graphic summary.

- Consistency with transportation and infrastructure systems capacity
- Impact on natural systems
- Impact on community character
- Possible fiscal implications
- Sustainability implications

1.2.5 Summary Document

The Boston Community Scan will be packaged as unified working paper consisting of a series of summaries documenting existing conditions, trends, deficiencies and key challenges for each of Key Themes (or plan elements, if otherwise agreed upon). The Team will rely heavily on information provided by the BRA, City staff and others. One draft of the Boston Community Scan will be provided for review. Staff will provide one set of consolidated comments, and the Team will prepare a final Community Scan paper. (2 drafts total)

PHASE 2 Vision, Principles, and Goals (Nov 2015-Feb 2016)

2.1 Community Conversation(s) 1 (Issues Identification / Vision Brainstorming)

Community Conversation 1 marks the first in-person Team interface with the public. This series of events will be held over consecutive days at different locations throughout the city, and should showcase local food and local arts and culture (e.g., musicians) in celebration of the “formal” process launch. The events will include initial introductions/ice breakers, a review of the results of the Community Scan, and an approximately 2 hour conversation during which participants will work in small groups to define areas of consensus on community values and aspirations. The Team will develop the materials for this Community Conversation and guide the facilitation exercises. A variety of media channels will be invited to cover the events. The team may livestream the meetings and/or conduct more curated video interviews for the project’s YouTube channel, and will text and/or post updates to Facebook, Twitter and Instagram during the meetings.

2.1a Expanded Community Conversation(s) 1 (Issues Identification / Vision Brainstorming)

An edited version of the group exercise will be posted (and stay) online the day after the meeting series (e.g. via MySidewalk), while meetings-in-a-box will be made available to community groups, employers and others for 2-3 weeks after the meeting. The team will be responsible for developing the online forms and meeting-in-a-box materials, and other creative engagement strategies such as PlanIt and the “We’re In It Together” roadshow described in Section 4, as well as adding the results of these activities to the input from the meetings.

2.2 Stakeholder Interviews

During the period when the virtual and “portable” meetings continue, the team will conduct individual and small group interviews with community leadership, including, as appropriate, members

of the City Council, Planning and Zoning Commission, and other representatives of key local and regional institutions, civic, business, and neighborhood associations. The list of interviewees will be established following the initial Stakeholder Survey. The team will invite and schedule interviews as individual or small group in-person or telephone interviews following the kickoff trip.

2.3 Synthesis: Defining Common Ground

The team will review and synthesize the results from all the engagement activities associated with Community Conversation 1, to identify areas of consensus and “common ground” themes and other potential elements of a Vision Statement. The results of this tabulation, in the form of a memo with supporting tables and user-friendly graphics, will be made available on the project website.

2.4 Vision Development

Based on the emerging themes from the input collected at the Community Conversation(s), the Team will draft a Boston 2030 Vision Statement, which will identify those values and aspirations shared throughout the community, and describe the desired future character of the City. The Draft Vision will be reviewed and discussed with the Client, whose direction, along with any public input received will be used to create a final Vision Statement draft. The final Vision Statement will be presented as a narrative with graphics and posted online. Public comments will be solicited to inform the development of the final Vision Statement. This will be converted into video) and an itinerant show for Vision “Ambassadors” recruited from the group of stakeholder interviews.

2.5 Vision Adoption

The Vision will be presented to the BRA Board for adoption of the Vision Statement as the “mandate” going forward for the Comprehensive Plan. The adoption of the Vision Statement may be celebrated with a “Boston 2030 Vision” community party or other event for the community.

PHASE 3 Alternatives Development & Plan Framework (Feb 2016-Aug 2016)

Alternative Futures, or scenarios, offer the opportunity for the community to visualize alternatives to current development patterns in their city. It is critical to develop materials for this phase in ways that explain complex ideas and planning concepts in clear, simple terms that can be easily understood by a variety of audiences.

The alternative scenarios presented to the community during this phase will be structured around the Key Themes as well as adjusted for other Issues and Aspirations that may have emerged during the first round of Community Conversations and the formulation of the Vision Statement. The creation and community input into scenarios marks the beginnings of creating a “preferred future” for the City and informs the creation of the Future Land Use Map. The types of scenarios to be developed will be discussed and refined with the Internal Steering Committee and the community prior to their development.

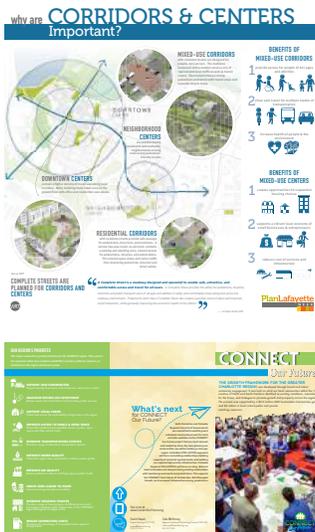
Deliverable #5: Community Conversation 1 Materials (e.g., exhibit boards, presentation), Community Conversation 1 Online Survey and Meeting in a Box Materials, Stakeholder Interview Questions and Summaries

Deliverable #6: Common Ground Summary (memo with supporting tables)

Deliverable #7: Draft and Final Vision Statement materials - paper and .PDF plus web-friendly format.

Deliverable #8: Vision Statement presentation materials (video, boards, postcards, giveaways – e.g., magnets, t-shirts, etc.)





Deliverable #9:

- Community Conversation 2 materials
- Draft Alternatives (Maps, narrative, and charts describing the results of Community Conversation 2)
- Community Conversation 2 Online Survey
- Community Conversation 2 Meeting in a Box

Deliverable #10: Synthesis of Alternative Futures Maps (analysis maps showing the summary results) and Results of Trend and Alternative Futures Evaluation (tables / charts) - paper and .PDF-format documents, plus web-friendly, graphic summaries.

3.1 Design and Publicize Community Conversation(s) 2

After the Vision Statement is adopted, the Team and Client will plan for, design and publicize the Community Conversation(s) 2 events using traditional and nontraditional media outlets, as outlined in the PECP. The Team will be responsible for developing draft and final content in multiple languages, designing, and placing all materials.

3.2 Community Conversation(s) (Imagining Alternative Futures)

Community Conversation 2 will engage participants in a two-part format. Each event will begin with a comparison of the likely future consequences of key existing conditions and the Growth Trend Scenario to the adopted Vision. Participants will then be posed the following challenge: “if you’re not satisfied with the Growth Trend Future, what does a better alternative future look like?”

Following the formation of small (8-10 persons) working groups, each will be given a set of “chips” that are color-coded and sized to represent various types and quantities of land uses according to the baseline land use demands based on the present land use mix as well as development forms and typologies. The Team will provide baseline maps on existing land uses and development suitability, along with images of development typologies to aid participants in visualizing the menu of land use and development types. Group participants will then interact to array their growth and development form “chips” to depict preferred futures by land use and pattern. Digital mapping tools and gaming formats may be used to conduct this exercise.

Participants will be asked to provide feedback about areas of: critical intersection/system needs, safety, economic impact, street context, mobility options, gateway treatments, and special area needs. This input will be used to help define criteria prioritization for the Capital Improvement Plan.

The design of Community Conversation(s) 2 will include follow-up Meetings in a Box and an online survey as well as other techniques described in 2.1a above.

3.3 Synthesis of Alternative Futures

The Team, working with the Client, will array the various scenarios, synthesizing up to three distinctly different alternatives to the Growth Trend Scenario.

3.4 Trend and Alternative Futures Evaluation

Following agreement on the alternative futures, the Team will complete a comparative assessment of the alternative scenarios (analogous to the assessment of the implications of the Growth Trend Scenario described in Task 3.3). This evaluation will be used to quickly communicate the differences and potential pros / cons for each of the alternative futures. The Team will meet with the Client to review the results of the Alternatives Futures Evaluation and prepare for Community Conversation 3.

3.5 Publicize Community Conversation(s) 3

Using the PECP (as well as the results from previous outreach) as a guide, the Team and Client will be prepared for and publicize the Community Conversation(s) 3 events using traditional and nontraditional media outlets, as outlined in the PECP. The Team will be responsible for developing draft and final content in multiple languages, designing, and placing all materials.

3.6 Community Conversation(s) 3 (Choosing a Preferred Future)

This half-day event (or series of half-day events) will use an open house-format to allow attendees to review the Alternative Scenarios at their own pace, with Team and Client members available to answer questions. A "scoring" exercise will allow participants to select a single preferred Alternative, or to "vote" for individual components of each alternative (land use mix, housing mix, civic enhancements, etc.)

The same exercise will be made available through online forums. The online forums will allow community members to view the Alternatives as if they were in attendance at the meeting, using the website, interactive graphics, and YouTube. The Team will be responsible for developing the online forms, a mailer, and meeting-in-a-box materials, as well as consolidating the results of these activities to the input from the open house.

The Team will then synthesize the input in the form of a "Preferred Alternative" scenario which most closely expresses the community consensus for character and shape of development, and represents the policies to guide and shape future growth. This will then be known as the Conceptual Plan Framework that will guide the future land use direction for the City's future. The Team will lead the development and facilitation of the open house event (s).

3.7 Preferred Future

Following a "tabulation" of the voting by the Team, a workshop will be scheduled with the Client to establish the components of the Preferred Future and to outline the broad Plan goals to implement the vision and be embodied in the Core Comprehensive Plan.

The Plan goals will identify for each plan element key initiatives or changes in direction necessary to realizing the preferred future.

3.8 Preferred Future Check-In

The Team will present the Conceptual Plan Framework to the City Council and key boards and commissions, and request direction to proceed to Phase Three: Comprehensive Plan Document.

Deliverable #11:

- Community Conversation 3 boards and materials
- Community Conversation 3 Online Survey
- Community Conversation 3 Meeting in a Box

Deliverable #12:

- Voting Tabulation for Preferred Future
- Preferred Alternative/ Conceptual Plan Framework
- Presentations

PHASE 4 Draft Plan Development (Sept 2016-Mar 2017)

4.1 Preliminary Policy Framework

Below is a preliminary outline or structure for organizing the plan elements based on the Key Theme. An alternative approach which we may recommend once the work gets under way and the tone of the plan becomes clearer, is a “systems” approach which would result in a different groupings of elements (e.g., Land Use and Development, Community Character (design and placemaking), Housing and Neighborhood, Functionality (mobility, infrastructure, public services and facilities, governance), Quality of Life (equity, prosperity, housing, arts and culture, parks and recreation, health and social services) and environment (natural resources and areas, landscape systems). After agreement on the preferred organizational structure, the next step in preparing the Plan document is the drafting of Goals and Policies for each plan element that will turn the vision into reality. The Team will develop draft Goals and Policies to be reviewed by the Client, which will form the basis for the Comprehensive Plan document. Some thoughts on a preliminary content outline of the elements might include the following, with Equity and Health running as common threads of the entire plan:

Land Use

- Identification of potential future growth areas: The search for a city’s future growth areas has traditionally focused on identifying large parcels in single ownership with good access and an identifiable market. The creation of a “hard-soft” map has guided many planning and development agencies and, here at home over the past three decades, has led to the revitalization of The Seaport District, Charlestown Navy Yard and North Station among others. There are similar opportunities yet to be realized – Beacon Yards for example – but we believe that the Citywide Plan methodology should cast a wider net. Our experience with TOD planning has taught us that within many neighborhoods and districts there are opportunities for creative parcel assembly, leveraging publicly owned parcels and combining them with private holdings and reorganizing infrastructure to create new parcels as well as opportunities for the creative rehabilitation of buildings that are not obvious or easy-to-tackle candidates for rehabilitation – the former MBTA Power Station in Roslindale Square for example. To meet the city’s housing goals there will need to be denser development in many neighborhoods, especially within ¼ to ½ radius of transit stations, and that is almost always a tough sell. Our approach will be to take a very broad view of potential sites throughout the City, identify creative parcel assembly opportunities and to work closely with community leaders and neighborhoods as a whole to “sell” higher density housing and mixed-use districts.
- Application of Smart Growth and TOD principles
- Framework for growth management
- Preferred Growth Framework (and/or Future Land Use Map)
- Land use balance / allocation / development types
- Addressing existing systemwide and locational utility facility / service deficiencies

- Utility facility / service capacity expansion to meet growth demands

Design and Placemaking - to build on the rich historic & cultural heritage our nearly 400 year old city

- Character Areas and Special Districts (downtown, cultural heritage, arts and historic districts)
- Framework for Sector/Special District Planning
- Infill / redevelopment strategies
- Healthy community design
- Character area/public realm enhancement strategies
- Opportunities for public art

Mobility

- Improvement of roadway network efficiency / connectivity / capacity / safety
- Application of "complete streets" principles
- Needs of transit-dependent populations
- Bicycle / pedestrian mobility enhancements
- Freight rail / truck service enhancements
- Airport capacity enhancement

Housing

- Housing and neighborhood choice
- Affordability (housing + transportation)
- Complete and healthy neighborhoods
- Neighborhood conservation/stabilization/revitalization strategies
- Dealing with homelessness and other special populations' housing needs

Prosperity

- Identifying strategies to consolidate / integrate present economic development programs and initiatives
- Expanding access to opportunity
- Job creation/attraction and the connection to community design and quality of life qualities
- Identifying new / expanded institutional partnerships and synergies
- Strategies to expand leverage of universities and colleges (research, incubators, graduate retention)
- Creative economy drivers
- Addressing gaps in land and building availability

Deliverable #13: 1st Draft Comprehensive Plan Goals & Policies (plain text version)

- Improved alignment of assets, workforce skill and employer needs
- Economic development best practices

Parks and Open Space

- Park and recreation facility expansion strategies (acreages by park and facility types)
- Projected park and recreation deficiencies
- Park and recreation program development
- Trail / greenway / blueway network opportunities

Environment and Adaptation

- Identifying measures to correct present stormwater deficiencies and meet expansion needs
- Identifying measures to incorporate "green infrastructure" retrofits
- River and riparian resource conservation and management strategies
- Landscape, open space and tree protection strategies
- Enhanced strategies for hazard mitigation, resiliency and recovery

The first Draft of the Comprehensive Plan will be prepared in Microsoft Word for ease of editing.

4.2 Draft Policy Framework Review

Deliverable #14: Revised (2nd Draft) Comprehensive Plan Goals & Policies (graphically laid out)

We will submit the draft policy document to the Client for review. An interactive Client/Team workshop may be conducted to review to clarify and refine the Policy Framework and ultimately to receive direction for the preparation of the Comprehensive Plan Document. The second draft of the document will include the application of the agreed-upon graphic format and include graphics and images to make the plan legible and user friendly for a wider plan audience.

PHASE 5 Draft Plan Public Review (Mar 2017-May 2017)

5.1 Draft Comprehensive Plan Document #1 (Graphically Laid Out)

Incorporating input from Community Conversation 4, the Team will prepare a draft of the complete Comprehensive Plan document. This version of the document will be graphically laid out to make the plan legible and user friendly for a wider plan audience. Draft Comprehensive Plan #1 will be reviewed one time by the Client and comments will be incorporated prior to the posting online for public review.

5.2 Implementation Plan / Action Matrix Draft #1

An Implementation Plan will be included with the Comprehensive Plan to ensure that the recommendations throughout the Plan may be monitored and carried out in a well-organized, verifiable manner. Key components of the Implementation plan will include the following:

- Action Agenda – identifying short range (-5 years), mid-range (5-10 year) and long-range (10+

year) actions and associated resources and responsibilities for each of the identified actions of the Comprehensive Plan.

- Regulatory Framework – An identification of adjustments to zoning and subdivision regulations necessary for consistency with the vision, policies and strategies of the Comprehensive Plan.
- Monitoring and Plan Updating Protocol – Provisions to monitor implementation activities annually, establish benchmarks and metrics for measuring progress, and prescribe procedures for plan amendments, revisions, and periodic updating.

5.3 Publicize Community Conversation(s) 4

Using the PECP as a guide, the Team and Client will publicize the Community Conversation(s) 3 round of review meetings, using both traditional and nontraditional media outlets, as outlined in the PECP. The Team will be responsible for developing draft and final content in multiple languages , designing, and placing all materials.

5.4 Community Conversation(s) 4 (Developing Consensus on the Draft Plan)

The purpose of this series of open houses is to explain, review and build support for the Draft Plan, and engage the community in a dialog about prioritizing initiatives. The events will include boards displaying the plan framework in a user-friendly, graphic format to engage attendees and will be a fun and imaginative event to encourage participation.

Community Conversation(s) 4 will include follow-up Meetings in a Box and an online survey to broaden the reach of the in person public meeting(s).

5.5 Online Ready Comprehensive Plan (Draft version)

As community members are commonly accessing information on computers and via mobile device, it will be critical to have the Final Comprehensive Plan available via a usable, online format. The Team will create an web-based version of the Comprehensive Plan in a user-friendly, clickable format that allows users to read content, browse Goals and Policies, and cross reference information online. The content will be identical to that within the Final Comprehensive Plan. This component would be made accessible via the process-based website identified and developed in Phase 1.

5.6 Implementation Plan / Action Matrix Draft #2

Following review and feedback from the public and the Client, and an internal QA/QC, a second Implementation Plan / Action Matrix draft will be prepared for review. This will be posted online.

5.7 Draft Comprehensive Plan Document #2 and QA/QC

A final Comprehensive Plan document will be prepared for adoption, reflecting all changes requested by staff. The Team will complete an additional internal review of the final draft and correct any editorial errors. This will be the final draft that will be posted online and made available for print.

Deliverable #15: Draft Implementation Plan #1 / Action Matrix

Deliverable #16:

- Community Conversation 4 boards and materials
- Community Conversation 4 Online Survey (optional)
- Community Conversation 4 Meeting in a Box (optional)

Deliverable #17: Online Ready Comprehensive Plan webpages (draft)

Deliverable #18: Draft Implementation Plan #2 / Action Matrix

Deliverable #19: Draft Comprehensive Plan Document

PHASE 6 Final Plan Preparation and Adoption (May 2017-Aug 2017)

6.1 Final Implementation Plan / Action Matrix

Deliverable #20: Final Implementation Plan / Action Matrix

Following the public review, and an internal QA/QC, a final Implementation Plan / Action Matrix will be prepared for adoption with the comprehensive plan, reflecting all changes. This will be the final draft that will be posted online and made available for print.

6.2 Final Comprehensive Plan Document and QA/QC

Deliverable #21: Final Comprehensive Plan Document

Following the public review, a final Comprehensive Plan document will be prepared for final adoption. The Team will complete an additional internal review of the final draft and correct any editorial errors. This will be the final draft that will be posted online and made available for print. Printing of bound copies may be provided if requested by staff (at an additional fee).

6.3 Online Ready Comprehensive Plan

Deliverable #22: Online Ready Comprehensive Plan webpages (final)

The Team will refine and finalize the web-ready content for the website, reflecting final changes to the document which occur as a result of the public review.

6.4 Comprehensive Plan Executive Summary (Document, Magazine, Brochure)

Deliverable #23: Comprehensive Plan Executive Summary

We recognize that while a Comprehensive Plan is first and foremost a regulatory policy document, there is also a need to have documentation of the plan that caters to the lay member of the community, which can easily share the key takeaways of the plan. The Team will prepare a concise, “lightweight” version of the Comprehensive Plan that will be designed to be more accessible to a wider audience. This Executive Summary (in a document, dynamic magazine, or brochure format) will be produced in addition to the Final Comprehensive Plan print document.

6.5 Comprehensive Plan Release Event

Deliverable #24: Release Event meeting materials and planning

The Final Comprehensive Plan will be officially released to the public, in the form of a public presentation and celebration. This informal presentation will present the plan, include an overview of the key plan elements, and allow for feedback, although formal public input will not be solicited through a guided process. Community members will be able to come together and celebrate the completion of the plan in a fun and informal setting. The event will allow community members to learn how the plan will be implemented and find out how they can continue to be involved.

6.6 Plan Adoption

Following the Plan Release event, the Team will participate in public hearings to present the Plan for the purpose of adoption to the BRA Board. It is expected that City staff will formally introduce the adoption motions, with the consultant be available for support and questions. Minor modifications may be accommodated to the Plan based on Board requests. These may be added to the Final Comprehensive Plan, which will be presented to the City in its completed format.

ALLOCATION OF RESOURCES

A realistic and detailed work schedule

We believe that the work plan detailed in Section 5, the Staff Plan Worksheets and the following schedule represent a realistic schedule for this project. We understand that over the course of a two year project, it is likely that the schedule for specific tasks will need to be adjusted to coordinate with other ongoing initiatives like GoBoston 2030, as well as with unexpected events that require a quick response.

A regular and consistent Boston presence

Crosby Schlessinger Smallridge's office is located less than 10 minutes from City Hall. Principal in Charge and Project Manager Carole Schlessinger, as well as the other CSS team members, have a permanent Boston presence. In addition, the schedule and budget shown anticipates that Deputy Project Manager Silvia Vargas and WRT Project Manager Nancy O'Neill will be in Boston on a monthly basis.

Level of commitment

Carole Schlessinger, as Project Manager, will be available 80% of her time for the course of the project, Skip Smallridge, as Principal for Urban Design will be available 65% of his time (more as needed at specific times), and Deneen Crosby will be available 30% of her time (more as needed at specific times).

Silvia Vargas, Deputy Project Manager, will be available 35 % of her time and Nancy O'Neill, WRT's Project Manager, will be available 45% of her time.

Imagine Boston 2030
 Crosby | Schlessinger | Smallridge and Wallace Roberts & Todd

	2015									2016									2017								
	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.			
Phases																											
Phase 1: Mobilization + Baseline Conditions																											
Project Management Plan																											
Public Engagement + Communication Plan																											
External Process Launch																											
Boston Community Scan																											
Trends																											
Phase 2: Vision, Principles + Goals																											
Community Conversations																											
Stakeholder Interviews																											
Vision Development																											
Phase 3: Alternatives, Development + Plan Framework																											
Community Conversations: Imagining Alternative Futures																											
Trend & Alternative Futures Evaluation																											
Community Conversations: Choosing a Preferred Future																											
Phase 4: Draft Plan Development																											
Preliminary Policy Framework: Land Use, Design & Placemaking, Mobility, Housing, Prosperity, Parks & Open Space, Environment & Adaptation																											
Draft Comprehensive Plan, Goals + Policies																											
Phase 5: Draft Plan Public Review																											
Draft Comprehensive Plan Document #1																											
Implementation Plan																											
Community Conversations																											
Draft Comprehensive Plan Document # 2																											
Phase 6: Final Plan Preparation + Adoption																											
Final Implementation Plan																											
Final Comprehensive Plan																											
Comprehensive Plan Executive Summary																											
Comprehensive Plan Release Event																											
Adoption by BRA Board																											

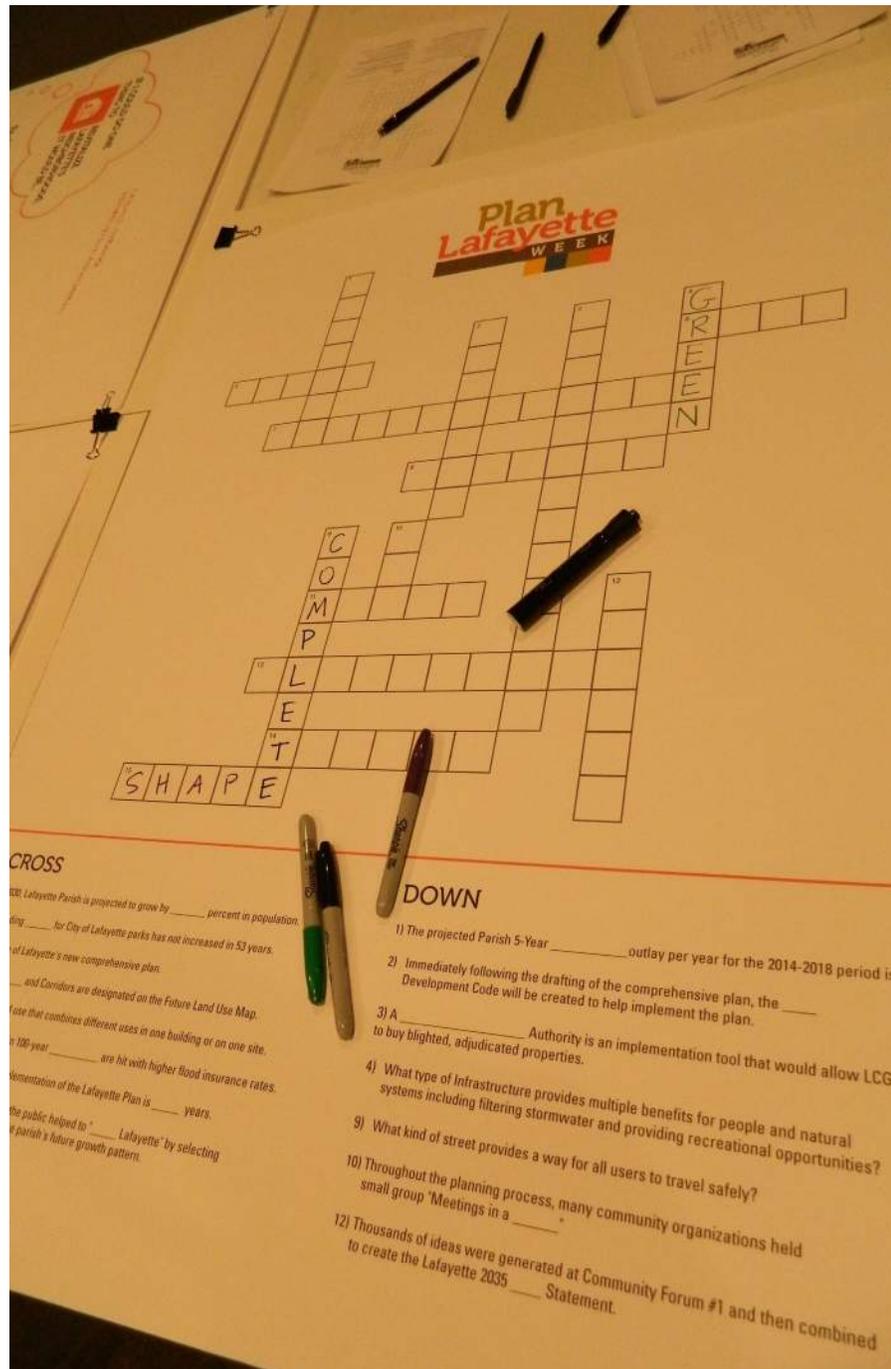


Image courtesy of WRT.

7.1 Exhibits E-G

Statement of Qualifications - Exhibit E

Non-Collusion Affidavit - Exhibit F

Certificate of Tax, Employment Security, and Child Care Compliance - Exhibit G

<p>EXHIBIT E: STATEMENT OF QUALIFICATIONS</p>	<p>Martin J. Walsh, Mayor Timothy J. Burke, Chairman BRA Board Brian P. Golden, Director BRA</p>
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STATEMENT OF QUALIFICATIONS

SUBMITTED TO:

Boston Redevelopment Authority
Boston City Hall
One City Hall Square, 9th Floor
Boston, MA 02201-1007

ATTN: Ms. Teresa Polhemus
Executive Director / Secretary

SUBMITTED BY:

NAME	Carole Schlessinger
FIRM	Crosby Schlessinger Smallridge LLC
ADDRESS	67 Battery March Street, Suite 200 Boston, MA 02110
TELEPHONE / FAX	617-399-7000 / 617-399-7008

All questions must be answered by the Consultant Team in order for this qualification form to be properly submitted to the Boston Redevelopment Authority (BRA). The Consultant Team must demonstrate that she/he has the financial and human resources immediately available to complete a given project on time and in a professional manner. The BRA will regard this statement as an accurate portrayal of the Consultant Team’s qualifications and any discrepancy between these statements and any other investigation may result in the proposal being rejected. If additional space is needed, attach 8-1/2" x 11" sheets.

Project Name	Citywide Plan: Imagine Boston 2030
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Company Information:

1. Name of Organization: Crosby | Schlessinger | Smallridge LLC
2. Address: 67 Battery March Street, Suite 200, Boston, MA 02110
3. Telephone: 617-399-7000
4. FAX Number: 617-399-7008
5. President's Name: Deneen Crosby
7. Secretary's Name: Carole Schlessinger
8. Treasurer's Name: Skip Smallridge
9. How many years has your firm been in business under this name? 12 years
10. Is your firm a Commonwealth of Massachusetts Corporation:
Yes No
11. Total number of employees in the firm?
13 (Number)
12. What is your professional staff longevity?
Formula: (Total years of Professional staff employed at your firm divided by the number of Professional Staff)
7 (Number)
13. What is your professional staff experience?
Formula: (Total years of Professional service divided by number of Professionals)
17 (Number)
14. Does your firm have a published affirmative action policy?
Yes No

15. Are your principal offices located in the City of Boston (Suffolk County)?

Yes No _____

16. Does your firm have an office within two (2) hours traveling distance from the City of Boston?

Yes No _____

17. Is your firm listed as a "Minority Business Enterprise" or "Women Business Enterprise" with the City of Boston?

Yes _____ No

18. Does your firm currently have Professional Liability Insurance?

Yes No _____

19. If you answered "YES" to Question 18, what is the maximum limit of the Insurance policy?

\$ 2,000,000

20. Does your firm find acceptable the terms and conditions of a BRA Contract (sample enclosed)?

Yes No _____

21. List all technical disciplines in which your firm is qualified to perform:

Academic Institution programming	Yes _____	No <input checked="" type="checkbox"/>
Architectural	Yes _____	No <input checked="" type="checkbox"/>
Civil/Structural	Yes _____	No <input checked="" type="checkbox"/>
Civil/Transportation	Yes _____	No <input checked="" type="checkbox"/>
Environmental Engineering	Yes _____	No <input checked="" type="checkbox"/>
Estimating	Yes <input checked="" type="checkbox"/>	No _____
Healthcare Institution programming	Yes _____	No <input checked="" type="checkbox"/>
Landscape Design	Yes <input checked="" type="checkbox"/>	No _____
Real Estate Development and Finance	Yes _____	No <input checked="" type="checkbox"/>
Strategic planning	Yes _____	No <input checked="" type="checkbox"/>
Survey	Yes _____	No <input checked="" type="checkbox"/>
Urban Planning/Design	Yes <input checked="" type="checkbox"/>	No _____
Transportation Planning	Yes <input checked="" type="checkbox"/>	No _____
Other specialty design	Yes _____	No <input checked="" type="checkbox"/>
List:		

22. Name any Subconsultant and the technical disciplines in which the Subconsultant is qualified to perform for this project:
- Academic Institution programming _____
- Architectural Wallace Roberts & Todd, LLC
- Civil/Structural Kleinfelder
- Civil/Transportation Wallace Roberts & Todd, LLC
- Environmental Engineering _____
- Electrical _____
- Economic Development Byrne McKinney & Associates, Inc.
- Estimating _____
- Healthcare Institution programming _____
- Landscape Design Wallace Roberts & Todd, LLC
- Real Estate Development and Finance Byrne McKinney & Associates, Inc.
- Strategic Planning Wallace Roberts & Todd, LLC
- Survey _____
- Urban Planning/Design Wallace Roberts & Todd, LLC
- Transportation planning _____
- Other specialty design _____
- List:

Company Experience:

23. What is your firm's accumulated total gross sales (consulting fees for all projects) for the past three (3) years?
\$ 7,101,662
24. What is the total number of individual planning projects your firm has completed in the last three(3) years?
13 (Number)
25. What is the total number of individual projects that your firm is currently working on:
4 (Number)
26. What is the total value (\$) of the individual consulting projects listed under Question 24?
\$ 747,476
27. What is the estimated value (\$) of the individual planning projects listed under Question 25?
\$ 241,886
28. What is your firm's accumulated total gross sales (Consultant fees) for Similar Projects as listed in the Request for Proposals for the past five(5) years?
\$ 1,219,389

29. What is the total number of Similar Planning Projects as listed in the Request for Proposals your firm has completed in the last five(5) years?

10 (Number)

30. What is the total number of Similar Planning Projects as listed in the Request for Proposals that your firm is currently working on?

1 (Number)

31. What is the total value (\$) of the Similar planning projects listed under Question 29?

\$ 1,119,391

32. What is the estimated value (\$) of the Similar planning projects listed under Question 30?

\$ 100,000

33. Has your firm designed projects in accordance with the Massachusetts Competitive Bidding Laws (e.g., M.G.L. Chap. 30, 30B, 40 and 149)?

Yes No

34. If you answered "YES" to Question 33, how many projects has your firm completed in accordance with the Massachusetts Competitive Bidding Laws in the last 5 years?

13 (Number)

35. List the members of the "Consultant Team" that will be assigned to this project:

Name & Firm	Title	Years with Firm
Carole Schlessinger, CSS	Principal, Urban Planning	12
Skip Smallridge, CSS	Principal, Urban Design	12
Deneen Crosby, CSS	Principal, Landscape Architecture	12
Daniel Norman, CSS	Associate, Landscape Architect & Urban Designer	6
Cullen Meves, CSS	Landscape Architect & Urban Designer	1.5
Emily Milliman, CSS	Landscape & Urban Designer	2
Nando Micale, WRT	Principal, Planning & Architecture	21
Sylvia Vargas, WRT	Senior Associate, Planning & Design	19
Nancy O'Neill, WRT	Associate, Planning & Design	7
Brian Traylor, WRT	Associate, Planning & Design	4
Garleen Capita, WRT	Senior Associate, Planning & Design	7
Andrew Dobshinsky, WRT	Associate, Planning & Design	2
Mary Morton, WRT	Graphic Designer	2
Nancy Farrell, RVA	CEO	33
Regan Checcio, RVA	VP for Public Affairs	15
Gregory Flanigan, RVA	Public Participation Coordinator	2
Zamawa Arenas, Argus	Principal	18
Lucas H. Guerra, Argus	Principal	18
Caitlin Dodge, Argus	Account Director	3
Jose Nieto, Argus	Associate Creative Director	5
April Gardner, Argus	Director of Creative Strategy and Digital	6
Eric Gordon, Engagement Lab	Founding Director	4
Nathalie Beauvis, Kleinfelder	Lead Climate Change Projects Project Manager	3
Zakq Lockrem, ARC	Principal	5
Alexandra Miller, ARC	Consulting Principal	1
Pam McKinney, BMA	Principal	27

36. How many years of professional experience does the "Consultant Team" for this project have on average?

18 (Number)

37. Has the "Consultant Team" for this project worked together on any other previous projects?

Yes ___ No * Not the complete team, although CSS has worked with members of the team.

38. Has the "Consultant Team" for this project worked together on any other similar projects?

Yes ___ No *

39. What is the number of projects that the "Consultant Team" worked on together in the last five(5) years?

0 (Number)

40. Attach as Exhibit A - a project organization chart (8-1/2" x 11") detailing the Consultant Team. (The chart should note in-house and sub-contracted support services and MBE or WBE status.)

41. Attach as Exhibit B professional data on each member of the design team.

42. Attach as Exhibit C examples of projects similar to the one proposed.

43. Attach as Exhibit D references of previous clients (name, project, location, value, etc.)

44. Attach as Exhibit E the following data concerning your firm's financial status:

(a) Statement of Financial Condition (b) Date of Statement (c) Firm that prepared the Statement.

List the names, addresses, telephone numbers of banks with whom your firm does business.

45. Does your firm have any administrative or legal proceeding currently pending or concluded within the last five(5) years, to which your firm has been a party and which relates to procurement or performance of any public or private contracts?

Yes ___ No

46. Do any of the principals owe the City of Boston or Commonwealth of Massachusetts any monies for incurred income, real estate taxes, rents, water and sewer charges or other indebtedness?

Yes ___ No

47. Are any of the principals employed by the BRA or the City of Boston? If so, in what capacity. (Please include name of agency or department and position held.)

Yes ___ No List:

48. Were any of the principals ever the owners of any property upon which the City of Boston or Commonwealth of Massachusetts foreclosed for his/her/their failure to pay real estate taxes or other indebtedness?

Yes ___ No

49. Have any of the principals ever been convicted of any arson related crimes or are currently under indictment for any such crimes?

Yes ___ No

50. Have any of the principals been convicted of violating any law, code, ordinance regarding conditions of human habitation within the last three (3) years?

Yes _____ No

51. Respondent must submit evidence in writing from a responsible insurance/bonding/surety company that the Respondent can obtain the Insurance required in the BRA Contract.

See attached certificate.

52. The Bidder must certify that it has complied with all laws of the Commonwealth of Massachusetts relating to taxes (see Certificate of Tax, Employment Security, and Child Care Compliance attached to the RFP as Exhibit G). If Bidder is a corporation, a Certificate of Good Standing with regard to the corporation issued by the Office of Secretary of State of the Commonwealth of Massachusetts, a Certificate of Good Standing issued by the Department of Revenue of the Commonwealth of Massachusetts, and evidence of corporate authority with respect to execution of the Contract on behalf of the Bidder, must be furnished to the BRA prior to the execution of the Contract. If Bidder is a sole proprietor, a Letter of Compliance issued by the Department of Revenue of the Commonwealth of Massachusetts must be furnished to the BRA prior to the execution of the Contract.

53. The Bidder must certify that it is in compliance with the provisions of Section 7 of Chapter 521 of the Acts of 1990, as amended by Chapter 329 of the Acts of 1991, and 102 CMR 12.00 and that the Bidder either (a) has fifty (50) or more full-time employees and is a "qualified employer" or offers child care tuition assistance or on-site or near-site subsidized child care placements or (b) is an "exempt employer."

54. If you answered "YES" to any Question 45-50, please list these legal proceedings and attach as an exhibit.

Dated at 67 Battery March St, Boston, MA 02110 this 17th day of July, 2015



(Name)

By: Carole Schlessinger

Title: Principal



CERTIFICATE OF LIABILITY INSURANCE

OP ID: BC

DATE (MM/DD/YYYY)
11/21/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Poole Professional Ltd. 107 Audubon Rd. #2, Ste. 305 Wakefield, MA 01880 Lisa Lattuga		CONTACT NAME: PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____ PRODUCER CUSTOMER ID #: CROSB-1															
INSURED Crosby, Schlessinger & Smallridge, LLC 67 Batterymarch St., 2nd Floor Boston, MA 02110		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Phoenix Insurance Company</td> <td>25623</td> </tr> <tr> <td>INSURER B : Charter Oak Fire Ins. Co.</td> <td>25615</td> </tr> <tr> <td>INSURER C : Travelers Indemnity Co.</td> <td>25658</td> </tr> <tr> <td>INSURER D : Travelers Indemnity Co America</td> <td>25666</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Phoenix Insurance Company	25623	INSURER B : Charter Oak Fire Ins. Co.	25615	INSURER C : Travelers Indemnity Co.	25658	INSURER D : Travelers Indemnity Co America	25666	INSURER E :		INSURER F :	
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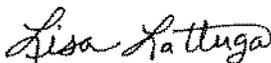
COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			680-5317L377	10/01/2014	10/01/2015	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person)	\$ 10,000
	<input checked="" type="checkbox"/> Business Owners						PERSONAL & ADV INJURY	\$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	\$ 2,000,000
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PRODUCTS - COMPI/OP AGG	\$ 1,000,000
								\$
B	AUTOMOBILE LIABILITY			BA-5318L036	10/01/2014	10/01/2015	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (PER ACCIDENT)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS							\$
<input checked="" type="checkbox"/> NON-OWNED AUTOS				\$				
C	<input checked="" type="checkbox"/> UMBRELLA LIAB	<input checked="" type="checkbox"/>	OCCUR	CUP-7326Y316	10/01/2014	10/01/2015	EACH OCCURRENCE	\$ 5,000,000
	<input type="checkbox"/> EXCESS LIAB	<input type="checkbox"/>	CLAIMS-MADE				AGGREGATE	\$ 5,000,000
	<input checked="" type="checkbox"/> DEDUCTIBLE							\$
	RETENTION \$ 10,000							\$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			UB-7327Y638	10/01/2014	10/01/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS	<input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/>	Y/N				E.L. EACH ACCIDENT	\$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
A	Commercial Office Package			680-5317L377	10/01/2014	10/01/2015	Contents	278,538

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

PROPO-1 For Proposal Use Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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CERTIFICATE OF LIABILITY INSURANCE

OP ID: BC

DATE (MM/DD/YYYY)

11/21/2014

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Poole Professional Ltd. 107 Audubon Rd. #2, Ste. 305 Wakefield, MA 01880 Lisa Lattuga		CONTACT NAME: PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____ PRODUCER CUSTOMER ID #: CROSB-1	
INSURED Crosby, Schlessinger & Smallridge, LLC 67 Batterymarch St., 2nd Floor Boston, MA 02110		INSURER(S) AFFORDING COVERAGE INSURER A : St Paul Fire & Marine NAIC # 24767 INSURER B : _____ INSURER C : _____ INSURER D : _____ INSURER E : _____ INSURER F : _____	

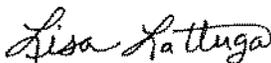
COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR _____ GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (PER ACCIDENT) \$ \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> N/A If yes, describe under DESCRIPTION OF OPERATIONS below						WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Archs. & Engrs. Professional Liab.			105345135 \$10,000 DEDUCTIBLE	10/01/2014	10/01/2015	Per Claim 1,000,000 Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 For professional liability coverage, the aggregate limit is the total insurance available for all covered claims presented within the policy period. The limit will be reduced by payments of indemnity and expense.

CERTIFICATE HOLDER**CANCELLATION**

For Proposal Use Only PROPO-1	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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EXHIBIT F: NON-COLLUSION AFFIDAVIT OF PRIME BIDDER	<p style="text-align: right;">Martin J. Walsh, Mayor</p> <p style="text-align: right;">Timothy J. Burke, Chairman BRA Board</p> <p style="text-align: right;">Brian P. Golden, Director BRA</p>
-------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

State of Massachusetts

County of Suffolk

Carole Schlessinger, BEING FIRST DUTY SWORN DEPOSES AND SAYS THAT:

- 1.0 He/she is (owner, partner, officer, representative, or agent) of Crosby | Schlessinger | Smallridge, LLC, the Bidder that has submitted the attached Bid;
- 2.0 He/she is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;
- 3.0 Such Bid is genuine and is not a collusive or sham Bid;
- 4.0 Neither the said Bidder nor any of the officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly sought by agreement, collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the Bid price of any other Bidder or to secure through any collusion conspiracy, connivance or unlawful agreement any advantage against the Boston Redevelopment Authority or any person interested in the proposed Contract; and
- 5.0 The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

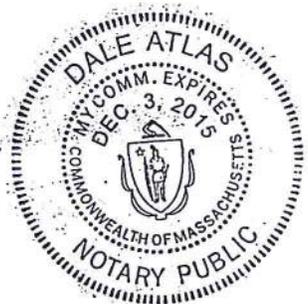
(Signed) Carole Schlessinger
Principal

Title

Subscribed and sworn to before me this 14th day of July, 2015

Dale Atlas
Notary Public
Title

My commission expires:
Dec. 3rd, 2015



<p>EXHIBIT G: CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE</p>	<p>Martin J. Walsh, Mayor Timothy J. Burke, Chairman BRA Board Brian P. Golden, Director BRA</p>
----------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991, I:

Carole Schlessinger
(Name)

Principal Crosby | Schlessinger | Smallridge, LLC

(Title) (Name of Consultant)

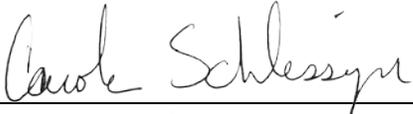
whose principal place of business is located at: 67 Batterymarch St, Suite 200, Boston, MA 02110, do hereby certify that:

- A. The above-named Consultant has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Consultant has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
- C. The undersigned hereby certifies that the Consultant (please check applicable item):
 - 1. employs fewer than fifty (50) full-time employees; or
 - 2. _____ offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
 - 3. _____ offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this 14th day of July, 2015.

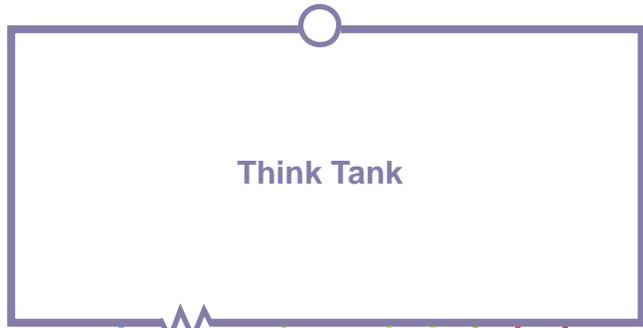
04-3769-482 Carole Schlessinger

Federal Identification Number (Name)

By: 

Title: Principal

7.2 Exhibit A: Project Organization Chart



Pam McKinney - Market & Municipal Finance
Byrne McKinney & Associates, Inc.

Zakcq Lockrem, AICP & Alexandra Miller - Social Equity
Asakura Robinson Company, LLC

Nathalie Beauvais - Sustainability & Resilience
Kleinfelder

City of Boston

CROSBY | SCHLESSINGER | SMALLRIDGE LLC
Carole Schlessinger
 Principal-in-Charge
 Project Manager

WALLACE ROBERTS & TODD, LLC
Sylvia Vargas
 Deputy Project Manager

**Landscape Architecture,
 Planning, & Urban Design**
 Crosby | Schlessinger | Smallridge LLC
 (WBE)
 Wallace Roberts & Todd, LLC

Public Outreach & Communications
 Regina Villa Associates (W/DBE)
 The Engagement Lab
 Argus (MBE)

Carole Schlessinger
 Principal-in-Charge
 Planner

Skip Smallridge
 Lead Urban Designer

Deneen Crosby, RLA
 Principal-in-Charge of
 Landscape Architecture

Cullen Meves, RLA
 Urban Planner &
 Landscape Architect

Nando Micale
 Consulting Principal

Sylvia Vargas, AICP LEED AP
 Deputy Project Manager

Nancy O'Neill
 WRT Project Manager

Brian Traylor
 Planner
 Urban Designer

Garleen Capita
 Planner
 Urban Designer

Andrew Dobshinsky
 Planner

Nancy Farrell
 Principal

Regan Checchio
 Project Manager

Gregory Flanigan
 Public Participation
 Coordinator

Emily Christin
 Public Participation
 Assistant

Eric Gordon
 PlanIt
Engagement Lab

Zamawa Arenas
 Principal

Lucas H. Guerra
 Founder/Principal

Caitlin Dodge
 Account Director

Jose Nieto
 Associate Creative
 Director

April Gardner
 Director of Creative
 Strategy and Digital

7.3 Exhibit B: Resumes

Carole Schlessinger

PRINCIPAL / PLANNING

Project Role

Principal-in-Charge

Project Manager

Introduction

Ms. Schlessinger is a senior urban planner with over 30 years of experience in master planning, land use and zoning studies, TOD planning, revitalization projects, site analyses and planning, and design and implementation of community participation programs. Prior to founding CSS, Ms. Schlessinger was a Principal and Director of Planning at Wallace Floyd Design Group. In 2003, Ms. Schlessinger became a founding Principal and Director of Planning for Crosby | Schlessinger | Smallridge, LLC.

Professional Background

- M.C.R.P., University of Texas, Austin, 1980
- B.A. in Urban Affairs, Northwestern University, 1977

Professional Affiliations

- Women's Transportation Seminar, Board Member 1991-96
- Urban Land Institute
- American Planning Association

Representative Project Experience

Development Plan for New Parcels in Sullivan Square, Boston, MA

Ms. Schlessinger was Project Manager for the creation of a parcel level development plan for new parcels in Sullivan resulting from a roadway realignment. CSS identified preferred land uses, developing a 3-D model and test-fit analyses for alternative uses on the parcels, as well as developing guidelines for the scale and overall character of development on these parcels. We also recommended public realm enhancements, such as a pedestrian-friendly streetscape and new areas for the creation of open space. The ultimate product of this process will be a detailed development plan for the disposition of publicly-owned land in Sullivan Square, Charlestown.

Columbia Point Master Plan, Boston, MA

Ms. Schlessinger was the Principal-in-Charge and Project Manager for the Columbia Point Master Plan, a 240-acre mixed-use district on Boston Harbor. The plan creates a new district, weaving together a number of large existing and proposed developments including a proposed mixed-use development and a proposed Transit Oriented Development over the MBTA's Red Line/Commuter Rail station, the University of Massachusetts Boston Campus, the JFK Library, and the Harbor Point residential development.

Roslindale & Hyde Park Neighborhood Strategic Plans, Boston, MA

Ms. Schlessinger was Principal in Charge and Project Manager for these projects to develop neighborhood master plans, balancing demands for new residential and commercial development while maintaining the character of the communities. TOD plans were developed for the central commercial districts, which in both neighborhoods were adjacent to commuter rail stations. The projects also included market and traffic analyses and resulted in new zoning adopted by the Boston Redevelopment Authority. Public participation activities included stakeholders meetings, project websites, a Neighborhood Advisory Group and public meetings.

Transit Oriented Development Centers, Boston, MA

Ms. Schlessinger served as Senior Project Planner for this contract with the Boston Redevelopment Authority to evaluate over 75 sites within the city for the potential to implement Transit Oriented Development zoning and design guidelines.

Fairmount Greenway Concept Plan, Boston, MA

The Fairmount Commuter Rail line runs for approximately nine miles through densely populated urban neighborhoods, from South Station to Readville Station in Hyde Park. Ms. Schlessinger is the Project Manager for developing a concept plan for a linear greenway along and near the Fairmount Line that will link nearby existing and new open spaces, creating a new ribbon of green space that weaves back and forth and along the Fairmount line. The greenway will provide links to a variety of spaces including community gardens, recreational areas, walking pathways, and pocket parks as well as other community destinations including schools, libraries and shopping districts. The project includes working closely with five Community Development Corporations and related community organizations representing all of the neighborhoods through which the greenway will pass.

Downtown Theatre District Master Plan, Worcester, MA

Ms. Schlessinger was Project Manager for this Master Plan for a Theatre District that partners institutional investment and expansion with the residential, cultural, restaurant, and retail demand that follows. The District is envisioned as an active, mixed-use, 18-hour neighborhood with significant institutional and residential growth supporting a vibrant entertainment and cultural environment attracting residents, businesses, and visitors.

Tanner Street District Brownfields Redevelopment Master Plan, Lowell, MA

Ms. Schlessinger served as Principal-in-Charge and Project Manager for this Master Plan. The Plan, funded through an EPA grant, focuses on transformation of the Tanner Street District from an underutilized brownfield industrial district into a district that is both economically and environmentally sustainable, with new clean industries creating jobs and increasing tax revenues; and an attractive, healthy environment with improved multi-modal transportation opportunities and access to natural resources. When implemented, the Plan will result in 334,000 square feet of new development. The

Carole Schlessinger

Implementation Strategy lays out a series of actions, identifying responsible parties, next steps, potential funding sources and a time frame for each action.

Acre Neighborhood Revitalization Plan, Lowell, MA

Ms. Schlessinger was Principal-in-Charge for this planning effort involving the development of a revitalization strategy for a 113-acre area in one of Lowell's oldest neighborhoods. The project area, adjacent to several canals and the Lowell National Historic Park, included primarily low-income single and multifamily housing, with commercial and industrial development around the periphery. The final revitalization strategy includes land use and zoning recommendations, design guidelines, housing and commercial development initiatives, infrastructure improvements and limited property acquisition. The project was closely coordinated with the Lowell Historic Board.

TOD Smart Growth Study, New Rochelle, NY

Ms. Schlessinger is the Planning Principal for this study to develop a plan for a sustainable and vibrant mixed-use TOD district within a 1/2 mile radius of the New Rochelle Train Station. The Plan includes a market analysis, build out analyses for select parcels and major infrastructure improvements to create pedestrian and bicycle friendly streets, and a "Town Center" series of parks and plazas along North Avenue. The Plan will be incorporated into the City's Comprehensive Plan. The project is funded by the New York and Connecticut Sustainable Communities Consortium.

Everett Avenue Area Urban Renewal Project, Chelsea, MA

Ms. Schlessinger was the Project Manager for the creation and implementation of an urban renewal plan for the redevelopment of an under-used industrial area of Chelsea. The project included assessing land use options, and developing zoning regulations, urban design guidelines, traffic, utility and streetscape improvements to support the final land use recommendations. The project also involved environmental permitting, hazardous waste site investigation, and design review of development proposals and infrastructure improvements.

Transitional Areas Study, Chelsea, MA

Ms. Schlessinger was Principal-in-Charge and Project Manager on this project which included assessing development potentials, developing land use plans, and writing zoning language and design guidelines for five mixed-use districts at the intersection of commercial/residential neighborhoods and industrial districts. The project also involved review of current development proposals for consistency with the desired neighborhood redevelopment. Ms. Schlessinger prepared a 40R application which resulted in an approved state Smart Growth designation for the neighborhood.

**New Britain-Hartford Busway Station Area Planning Study,
New Britain, Hartford, Newington and West Hartford, CT**

Ms. Schlessinger was the Deputy Project Manager for a study to determine development potential and create development plans for twelve stations on the Hartford-New Britain Busway. Final plans include land use plans, design guidelines and recommendations for zoning changes. Ms. Schlessinger also helped to coordinate an intensive public outreach program in the four towns, which included elements ranging from individual stakeholder meetings to neighborhood open houses to gain consensus from the numerous and disparate stakeholders around each of the stations. CSS is currently providing on call services to the Capitol Regional Council of Governments (CRCOG) to assist with TOD implementation.

Neponset River Master Plan, Boston & Milton, MA

Ms. Schlessinger was Principal-in-Charge of planning for work on the Master Plan for the Neponset River Reservation. The plan includes a continuous riverfront path, recommendations for public/private partnerships to develop new open space, improved riverfront access, canoe landings and designated conservation areas. The public involvement component of the project included a series of public workshops and a widely-distributed newsletter.

Mystic River Master Plan, Medford, MA

Ms. Schlessinger is Project Manager of the Mystic River Master Plan. The plan will include new and expanded recreational areas, water use expansion, habitat and ecologically sensitive areas expansion and protection, and schematic plans for a continuous public greenway. CSS will conduct a public process to help determine master plan improvements and will develop a maintenance and management plan to assist the Department of Conservation and Recreation with future care of the greenway.

South Central Louisville Development Coordination Plan, Louisville, KY

Ms. Schlessinger was Project Planner for this plan assessing the ongoing and future development potential of a 15-square mile area which encompasses the University of Louisville, Papa Johns Stadium, Churchill Downs, the Kentucky Fair and Exposition Center, Kentucky Kingdom Amusement Park, Louisville International Airport and several historic neighborhoods. A master plan was written including specific recommendations for streetscape and signage improvements.

Mill District Master Plan, Biddeford, ME

Ms. Schlessinger was the Principal in Charge and Project Manager for the 50 acre Biddeford Mill District Master Plan located on the falls of the Saco River in Southern Maine. The plan includes the re-use of 2 million square feet in existing 19th century mill buildings, the redevelopment potential of 20 acres of underutilized parcels, the development of a riverwalk and open space system, an

infrastructure plan, a strategy for parking and transit, design and streetscape guidelines and an implementation and funding strategy. An aggressive public outreach program included a steering committee and stakeholder meetings, as well as community workshops, public meetings and a press conference.

Union Station/Washington Square Master Plan, Worcester, MA

Ms. Schlessinger served as Principal-in-Charge and Project Manager on this project to develop a Strategic Design and Implementation Plan for the Washington Square area adjacent to downtown Worcester. The plan focused on leveraging public infrastructure improvements to enhance private development opportunities and support the full occupancy of the recently restored historic Union Station. Development of the plan included redesign of the local roadway system to better define and serve potential development parcels and to create a more attractive urban design, analysis of potential land use and development alternatives, and preparation of an implementation plan including phasing and financing plans for both public and private actions. The project team included engineering, traffic, economic development and environmental consultants.

Gateway Master Plan, Worcester, MA

Ms. Schlessinger served as Principal-in-Charge and Project Manager for the development of a master plan for a 55-acre brownfields areas adjacent to downtown Worcester. The project involved market analysis; site assessment; evaluation of alternative development scenarios for office, restaurant, hotel and residential uses; and development of design guidelines, infrastructure improvement recommendations and a phasing plan for the preferred alternative. The project area included two historic districts with a large collection of historic industrial structures. Many of the land acquisition and environmental clean up recommendations have been completed and the first new building is in final design. CSS is currently providing on-call implementation services, most recently developing a series of "test-fit" analyses for alternative uses on two of the remaining parcels.

Newport North End Master Plan, Newport, RI

Ms. Schlessinger was Project Planner for this 900-acre district at the northern boundary of downtown Newport, created by the realignment of a major arterial roadway, that is poised to become a new gateway to downtown with a new Transportation Center and a major new mixed use Transit Oriented Development district with its own identity. CSS led the land use and urban design team and, in concert with economic development, traffic, parking and transit specialists, developed the overall master plan and specific proposals for 40 acres of "priority parcels," with a focus on retail, entertainment, recreation and housing.

Byram Comprehensive Plan, Greenwich, CT

Ms. Schlessinger was Principal-in-Charge for development of this comprehensive plan for the neighborhood bordering the Byram River. The final plan includes land use and zoning recommendations,

Carole Schlessinger

design guidelines for building facades within the historic commercial district, and an implementation plan and schedule. The project also included developing schematic designs and cost estimates for a riverfront walkway and streetscape improvements.

Westfield Intermodal Center and Downtown Revitalization Strategy, Westfield, MA

Ms. Schlessinger was Principal Planner for site selection and the preliminary design for an intermodal station, a new downtown park, a 57-room hotel and conference center, and a 218-car garage downtown historic Westfield, MA. She was responsible for environmental and historic review for the project and for developing an Urban Renewal Plan for a two block area around the Intermodal Center to help support development of the Center and downtown revitalization. She also prepared the Environmental Impact Report for review by MEPA.

North Adams Downtown Revitalization Strategy, North Adams, MA

Ms. Schlessinger served as Project Planner for this project to create a more cohesive urban environment for visitors and residents in this western Massachusetts city. The project scope included phasing plans for development, assessing and recommending options for under-used historic buildings, improving pedestrian circulation and wayfinding, and linking the City's places of interest, particularly the new Museum of Modern Art (MoCA), to the downtown area, to reenergize the City's connection to the popular Berkshire region.

Long-Range Transit Plan, Chapel Hill, NC

Ms. Schlessinger was the Land Use Planner for the Transit Oriented Development component of the Long Range Transit Plan for Chapel Hill, NC. The project involved developing a series of TOD typologies for the various conditions along the potential transit corridors. Design guidelines developed for each typology were used to develop a series of site specific TOD plans. Ms. Schlessinger also helped to conduct two half-day work sessions with a separate North Area Task Force to develop TOD plans and design guidelines for four specific sites.

Charlestown Piers Alternative Developments Concept Study, Boston, MA

Ms. Schlessinger provided land use analysis for this study of development options and potential layouts for various port-related parcels owned by the Massachusetts Port Authority in Charlestown.

EIS Central Artery/Tunnel Project, Boston, MA

As a Senior Planner for the Central Artery/Tunnel Project EIS/EIR, Ms. Schlessinger was primarily responsible for the inventory and impact analysis for land use and community facilities, and visual and historic resources. She was also involved in the extensive community participation program. She worked to design and implement the project's extensive mitigation program and to provide coordination with historic agencies as part of the Section 106 review process.

H.H. Smallridge

PRINCIPAL / URBAN DESIGN

Project Role

Lead Urban Designer

Introduction

Mr. Smallridge has over 30 years of experience in placemaking for urban master plans, Transit Oriented Development, land use and urban design projects in established urban areas, and the creation of design guidelines for public and private development. Mr. Smallridge was Urban Design Director for CTPS, and Project Planner/Urban Designer with the Boston Redevelopment Authority. He joined Wallace Floyd Design Group in 1981, and was named Principal in 1994. In October 2003, Mr. Smallridge became a founding Principal and Director of Planning for Crosby | Schlessinger | Smallridge, LLC (CSS).

Professional Background

- B. Arch., University of Virginia
- Frequent Lecturer at APTA, ULI and TRB Conferences
- Lecturer, Harvard GSD, MIT, Tufts, Carnegie-Mellon, University of Quebec, Boston Architectural Center and others
- Adjunct Professor, Boston University Graduate School of City Planning, 1980-1987
- Visiting Critic, Yale University

Professional Affiliations

Boston Chamber of Commerce Development and Transportation Committee, American Passenger Transport Association, Urban Land Institute

Representative Project Experience

Columbia Point Master Plan, Boston, MA

Mr. Smallridge was Principal for Urban Design for the Columbia Point Master Plan, a 240-acre mixed-use district on Boston Harbor. The plan created a new district, weaving together a number of large existing and proposed developments including the University of Massachusetts Boston Campus, the JFK Library, the Harbor Point residential development, a proposed mixed-use development and a proposed Transit Oriented Development over the MBTA's Red Line/Commuter Rail station.

Development Plan for New Parcels in Sullivan Square, Boston, MA

Mr. Smallridge was Principal-in-Charge for the creation of a parcel level development plan for new parcels in Sullivan resulting from a roadway realignment. CSS identified preferred land uses, developing a 3-D model and test-fit analyses for alternative uses on the parcels, as well as developing

guidelines for the scale and overall character of development on these parcels. We are also recommending public realm enhancements, such as a pedestrian-friendly streetscape and new areas for the creation of open space. The ultimate product of this process will be a detailed development plan for the disposition of publicly-owned land in Sullivan Square, Charlestown.

Roslindale Neighborhood Strategic Plan, Boston, MA

Mr. Smallridge was Principal for Urban Design for this project to develop a neighborhood master plan, balancing demands for new residential and commercial development while maintaining the character of the community. The project included market and traffic analyses and resulted in new zoning adopted by the Boston Redevelopment Authority. Public participation activities include stakeholders meetings, a Neighborhood Advisory Group and public meetings.

Transit Oriented Development Centers, Boston, MA

Mr. Smallridge served as the Project Manager to the Boston Redevelopment Authority for the analysis of 74 Boston transit-oriented activity centers to assist the City in determining areas that are good candidates for further investment and development. For each of the areas studied issues relating to land use, economic factors, urban design and transit access have been examined. Part of the project was to prioritize and categorize these many centers to help the BRA determine where the City should develop more extensive analyses in areas critical to the City's economic and social life.

TOD Smart Growth Study, New Rochelle, NY

Mr. Smallridge was the Urban Design Principal and Project Manager for this study to develop a plan for a sustainable and vibrant mixed-use TOD district within a 1/2 mile radius of the New Rochelle Train Station. The Plan includes a market analysis, build out analyses for select parcels and major infrastructure improvements to create pedestrian and bicycle friendly streets, and a "Town Center" series of parks and plazas along North Avenue. The Plan will be incorporated into the City's Comprehensive Plan. The project is funded by the New York and Connecticut Sustainable Communities Consortium.

Gateway Park Master Plan & On-Call Implementation Services, Worcester, MA

Mr. Smallridge served as Lead Urban Designer for the development of a master plan for a 55-acre brownfields areas adjacent to downtown. The project involved market analysis; site assessment; evaluation of alternative development scenarios for office, restaurant, hotel and residential uses; and development of zoning changes recommendations, design guidelines, infrastructure improvement plans and a phasing plan for the preferred alternative. The project area included two historic districts with a large collection of historic industrial structures. The land acquisition and environmental clean up recommendations have been completed and the first two new buildings are now occupied. CSS is currently providing on-call implementation services, most recently developing a series of "test-fit" analyses for alternative uses on two of the remaining parcels.

Downtown Transit Oriented Development Study, New Rochelle, NY

Mr. Smallridge was the Project Manager for this plan development which involved a comprehensive planning analysis of several City-owned, underutilized parcels within a quarter-mile of New Rochelle's intermodal transportation center. This highest and best use analysis included establishing technical and financial feasibility of air rights development over Metro-North railroad tracks, the planning and design of a new city-owned parking structure and the development of a schematic site plans and 3D visualizations illustrating the residential and commercial development potential of each site. After conducting an analysis and determining how new development would affect density, traffic, aesthetics, sustainability and urban design, CSS prepared an RFQ for each site to be issued by the City of New Rochelle.

South Central Louisville Development Coordination Plan, Louisville, KY

Mr. Smallridge was Principal-in-Charge and Project Manager for this plan to assess ongoing and future development potential of a 15 square mile area including the University of Louisville, Papa Johns Stadium, Churchill Downs, the Kentucky Fair and Exposition Center, Kentucky Kingdom Amusement Park, Louisville International Airport, and several historic neighborhoods. A master plan was also assembled, including specific recommendations for streetscape and signage improvements.

**New Britain-Hartford Busway Station Area Planning Study,
New Britain, Hartford, Newington and West Hartford, CT**

Mr. Smallridge was the Project Manager for a study to determine development potential and create development plans for twelve stations on the Hartford-New Britain Busway. Final plans include land use plans, design guidelines and recommendations for zoning changes. Mr. Smallridge also coordinated an intensive public outreach program in the four towns, which included elements ranging from individual stakeholder meetings to neighborhood open houses to gain consensus from the numerous and disparate stakeholders around each of the stations. CSS is currently providing on call services to the Capitol Regional Council of Governments (CRCOG) to assist with TOD implementation.

Mill District Master Plan, Biddeford, ME

Mr. Smallridge was the Principal for Urban Design for the 50 acre Biddeford Mill District Master Plan located on the falls of the Saco River in Southern Maine. The plan explores the re-use potential of 2 million square feet in existing 19th century mill buildings, the redevelopment potential of 20 acres of underutilized parcels, the development of a riverwalk and open space system, an infrastructure plan, a strategy for parking and transit, design and streetscape guidelines and an implementation and funding strategy. An aggressive public outreach program was designed bridging from a steering committee and stakeholder meetings to community workshops, public meetings and press conferences.

Long-Range Transit Plan TOD, Chapel Hill, NC

Mr. Smallridge was the CSS Principal-in-Charge for the Transit Oriented Development component of the Long Range Transit Plan for Chapel Hill, NC. Mr. Smallridge was responsible for developing a series of TOD typologies for the various conditions along the potential transit corridors. Design guidelines developed for each typology were used to develop a series of site specific TOD plans. Mr. Smallridge also conducted two half-day work sessions with a separate North Area Task Force to develop TOD plans and design guidelines for four specific sites.

Commercial Triangle Master Plan, Everett, MA

Mr. Smallridge is the Principal-in-Charge for a Master Plan for the 110 acre-Commercial Triangle, a primarily industrial district, currently home to a number of junk yards, auto-oriented uses and strip commercial development. The illustrative and action-oriented plan for the future redevelopment of this underutilized district will include recommendations for land use, zoning, streetscape/roadway network improvements, multi-modal transportation improvements, marketing opportunities, public infrastructure improvements, flood mitigation, and the creation of open space.

North Station Transportation Improvements Project, Boston, MA

Mr. Smallridge was Project Urban Designer for this transportation and joint development project and Manager of the North Terminal Land Use & Joint Development Study. The project team provided all station architecture combining commuter rail, rail transit, light rail and bus operations within one multi-level complex. Joint development on air rights over the complex includes commercial office space, retail and the 18,000-seat Fleet Center. The North Terminal Study proposed reuse options for 75 acres of former railroad yards.

Christian Science Center/Church Realty Trust, Boston, MA

Mr. Smallridge was Project Manager and Urban Designer for development and design guidelines to insure that development of parcels owned by the Church Realty Trust in Boston is compatible with the Prudential Center. During subsequent projects, he advised the Church Realty Trust on the disposition of properties and the preparation of Purchaser's kits including development considerations, use, and design guidelines.

Total Access to BCEC, Boston, MA

Mr. Smallridge was the Principal-in-Charge and Project Manager for this study of access alternatives to BCEC from various points within the urban core, most notably to and from South Station and Back Bay. The potential transportation solutions examined and included bus, taxi, pedestrian and harbor ferry options. In the course of the study, a series of meetings were held with political and community leaders in South Boston and with BCEC Board Members.

Boylston Street, Audubon Circle, Fenway-Yawkey Multi-Use Path, Boston, MA

Mr. Smallridge is currently Urban Designer for the design of these Fenway area projects in the City of Boston. Boylston Street, connecting two sections of the historic Emerald Necklace, is being redesigned as an important connector of this historic parkland as well as the site of significant new development. The historic Audubon Circle is being redesigned to better accommodate bicyclists and pedestrians while respecting its historic context and the Multi-use Path will connect Yawkey Station with the nearby commercial district and Emerald Necklace parklands.

Downtown Worcester Theatre District Master Plan, Worcester, MA

Mr. Smallridge served as Principal-in-Charge for this master plan that capitalizes on Worcester's strength in high-quality health care, education, and research institutions to build a Theatre District that partners institutional investment and expansion with the residential, cultural, restaurant, and retail demand that follows. The District is envisioned as an active, mixed-use, 18-hour neighborhood with significant institutional and residential growth supporting a vibrant entertainment and cultural environment attracting residents, businesses, and visitors. Key corridors will tie together District-wide activity to make a walkable, inviting center of activity.

Tanner Street District Brownfields Redevelopment Master Plan, Lowell, MA

Mr. Smallridge served as Senior Urban Designer for this Master Plan. The Plan, funded through an EPA grant, focuses on transformation of the Tanner Street District from an underutilized brownfield industrial district into a district that is both economically and environmentally sustainable, with new clean industries creating jobs and increasing tax revenues; and an attractive, healthy environment with improved multi-modal transportation opportunities and access to natural resources. When implemented, the Plan will result in 334,000 square feet of new development. The Implementation Strategy lays out a series of actions, identifying responsible parties, next steps, potential funding sources and a time frame for each action.

Everett Avenue Area Urban Renewal Project, Chelsea, MA

Mr. Smallridge served as Project Manager to create an urban renewal plan for the redevelopment of an under-used industrial area of Chelsea. The project included assessing land use options, and developing zoning regulations, urban design guidelines, traffic, utility and streetscape improvements to support the final land use recommendations. The project also involved environmental permitting and hazardous waste site investigation, and design review for a proposed hotel development.

Newport North End Master Plan, Newport, RI

Mr. Smallridge was Principal-in-Charge for this 900-acre district at the northern boundary of downtown Newport, created by the realignment of a major arterial roadway, that is poised to become a new gateway to downtown with a new Transportation Center and a major new mixed use Transit Oriented Development district with its own identity. CSS led the land use and urban design team

H.H. Smallridge

and, in concert with economic development, traffic, parking and transit specialists, developed the overall master plan and specific proposals for 40 acres of “priority parcels,” with a focus on retail, entertainment, recreation and housing.

North Nashua River Master Plan, Fitchburg MA

Mr. Smallridge was Project Urban Designer for developing a master plan for the nine mile riverfront in Fitchburg. The project included a day long community workshop to generate ideas for the plan and support for the project. A key goal of the master plan is to provide much greater access to the river both to leverage its value as an amenity for economic development and to enhance river-related open space and recreation opportunities for residents.

Crossroads Initiative: Summer and Congress Streets, Boston, MA

Mr. Smallridge is currently Principal-in-Charge of Urban Design for the Reconstruction of Congress and Summer Streets in Boston. As part of the City’s Crossroads Initiative, these improvements will link these important streets to the Rose Kennedy Greenway as well as Boston’s waterfront. The project includes traffic calming alternatives, balancing modes of transportation, new plantings, pavements, lighting, amenities, a wayfinding system and public art.

Central Artery Air Rights Development Study, Boston, MA

As Director of Urban Design for the I-90/I-93 Project, Mr. Smallridge managed a study of the Air Rights Development Feasibility for parcels totalling 27 acres at the edge of downtown Boston and the Waterfront. The studies entailed a detailed analysis of structural premiums for decking; allowable densities under current zoning and with bonuses; constraints imposed on development by utility easements and vehicular access; and, the impact of building envelopes and massing on adjacent historic districts.

North End Parks, Rose Kennedy Greenway, Boston, MA

Mr. Smallridge was Project Urban Designer for the design of the North End Parks, and developed an interpretive program for the Parks focused on the district’s immigration and industrial/commercial history. In close consultation with North End residents and merchants. Historic maps were incorporated into the granite paving and quotations from residents spanning 350 years were incorporated into the railings.

Graduate Historic Preservation Course, Boston University, Boston, MA

For twelve years, Mr. Smallridge taught in Boston University’s graduate program of Historic Preservation. The course, “Designing Urban Spaces”, focused on the analysis and redesign of historic urban plazas and parks in the Boston Metropolitan Region. In the span of twelve years, over 150 historic public open spaces were studied and documented in reports prepared by the graduate students.

Boynton Yards Transit Oriented Development Plan, Somerville, MA

Mr. Smallridge was Principal-in-Charge for this 70 acre industrial site adjacent to the MBTA's Union Square Green Line Station. CSS prepared conceptual TOD plans in close consultation with the City of Somerville and the Boynton Yards/Union Square Focus Group. The plan identified land takings or acquisitions needed to develop optimum parcelization and street grids, proposed two alternative street and parcel build out plans, and illustrated three alternative open space/public realm scenarios: Central Park, the boulevard, and linked squares. The selected concept is a synthesis of the alternatives and CSS remains under contract to carry this plan to the next level of detail.

Minneapolis Transportation Interchange, Minneapolis, MN

Mr. Smallridge was the CSS Principal-in-Charge and Project Manager for this \$145 million Downtown Minneapolis intermodal transportation center. He was responsible for the programming, site planning, and conceptual design for the multi-level facility at the intersection of the Hiawatha Light Rail Transit Line and the Northstar Commuter Rail Line. It will eventually serve several additional commuter rail lines and intercity rail, including the Midwest High Speed Rail Service. There will be an enclosed pedestrian connection to the existing Downtown bus transit center one block away. The adjacent property owners are very involved in the planning process, and the Transportation Interchange will be the catalyst for commercial development, a new downtown plaza, an enhanced streetscape and connections to the regional bicycle trail network.

Columbus North Corridor Transit Oriented Development, Columbus, OH

Mr. Smallridge served as Project Manager for Land Use Impact and Joint Development Studies for a Multimodal Corridor Study of the Columbus North Corridor. This project involved the completion of a joint development plan for five suburban transit stations on a proposed light rail corridor from downtown Columbus, Ohio to the northern suburbs.

Cleveland Westside Transit Center Development Plan, Cleveland, OH

Mr. Smallridge was Principal-in-Charge and Project Manager for the planning and design of a large mixed use TOD/downtown transit center in Cleveland's historic Warehouse District. The site includes two full city blocks and the building program includes retail, apartments and townhouses, office, parking, and athletic club.

Multi-Modal Transportation Terminal (Arena Transportation Center) Feasibility Study and Land Use Impact/Joint Development Study, Columbus, OH

Mr. Smallridge was Project Manager and Urban Designer for a feasibility and siting study for an intermodal transportation center/mixed-use development facility in Columbus, Ohio, for the Mid-Ohio Regional Planning Commission (MORPC). The proposed facility was designed to combine existing inter- and intra-city bus operations with the proposed Ohio Speed Rail Line, a proposed light rail system and an express bus service to Port Columbus Airport.

Deneen Crosby, ASLA

PRINCIPAL / LANDSCAPE ARCHITECTURE

Project Role

Principal

Landscape Architect

Introduction

Ms. Crosby has extensive experience in the landscape design for multi-use paths, parks and recreational facilities, streetscapes, and public open space, as well as educational and institutional campuses. In October 2003, Ms. Crosby became a founding Principal and Director of Landscape Architecture for Crosby | Schlessinger | Smallridge, LLC. Prior to founding Crosby | Schlessinger | Smallridge (CSS), Ms. Crosby was a Principal at Wallace Floyd Design Group where she personally oversaw all of the firm's landscape design projects and often provided input to planning, architecture, and urban design projects.

Professional Background

- B.L.A., State University of New York and Syracuse University, 1979
- Registered Landscape Architect, Commonwealth of Massachusetts #750, Ohio #849, Connecticut #909
- Member: American Society of Landscape Architects (ASLA); Boston Society of Landscape Architects (BSLA); Trustees of Reservations
- Commissioner: Boston Civic Design Commission

Representative Project Experience

Neponset River Greenway, Boston and Milton, MA

Ms. Crosby is currently the Principal-in-Charge and Project Manager for the Neponset River Greenway. The project consists of a multi-use pathway system between the river and the MBTA's High Speed Trolley, a pedestrian bridge over the Neponset River, a canopy walk and pedestrian bridge over the rail R.O.W., and connections to parks, open space, and public transportation. The work is a result of the Neponset River Master Plan completed in 2006. The project is currently under construction.

Neponset Signature Park and Multi-Use Path System, Boston and Milton, MA

Ms. Crosby was Principal-in-Charge and Project Manager for the Neponset River Signature Park. The project consists of a multi-use pathway system connecting neighborhoods and two major parks along the river: the Martini Shell Park in the Town of Milton and Field Office Park in the Town of Boston. The work, which includes the layout of primary and secondary pathways, site plantings and furniture, and access to the water and overlook areas, is a result of the Neponset River Master Plan which CSS completed in 2006.

Deneen Crosby, ASLA

Casey Arborway Project, Jamaica Plain, MA

Ms. Crosby is CSS' Principal-in-Charge and Project Manager for the design of a plaza associated with the Forest Hills Station head house on Washington Street, a plaza at a new head house connecting to Southwest Corridor Park, Shea Square – the reconfigured entrance to the historic Arborway and Franklin Park, and planting and pedestrian improvements along the newly constructed section of the Arborway. The project will result in public realm improvements for the many thousands of people that visit the historic park and parkland, access the Forest Hills Station, or use the recreational and commuter trails along the Arborway, the Southwest Corridor Park, and Washington Street. The project has begun construction.

Parcel 24, Boston, MA

Ms. Crosby is currently CSS's Principal-in-Charge and Senior Landscape Architect for Parcel 24 (One Greenway). The Parcel 24 work includes a small urban park connecting Albany Street to Hudson Street on the Eastern side of Chinatown in Boston and streetscape work along Albany, Kneeland, and Hudson Streets as part of a new housing development at the southern end of the Rose Fitzgerald Kennedy Greenway.

North End Parks, Rose Kennedy Greenway, Boston, MA

Ms. Crosby was Principal-in-Charge and Project Manager for the design of the north section of the Central Artery Surface Restoration. This \$12 million park forms a welcoming threshold from Boston's City Hall Plaza to the historic North End. Ms. Crosby's responsibilities included overseeing all design work, planning and directing the public participation process, project management and construction administration.

Urban Neighborhood Parks, Boston, MA

Ms. Crosby served as Principal-in-Charge or Project Manager for the rehabilitation of several parks for the City of Boston. Although these parks vary in size and programming, they typically include pathways, play equipment, spraypools, basketball courts, seating areas, and plantings. The parks are located throughout the city.

Crossroads Initiative: Summer and Congress Streets, Boston, MA

Ms. Crosby is currently Project Manager for the Reconstruction of Congress and Summer Streets in Boston. As part of the City's Crossroads Initiative, these improvements will link these important streets to the Rose Kennedy Greenway as well as Boston's waterfront. The project includes traffic calming alternatives, balancing modes of transportation, new plantings, pavements, lighting and amenities. As Project Manager, Ms. Crosby is responsible for coordination with several City agencies and an extensive stakeholder process as well as conceptual through final design of the project.

Deneen Crosby, ASLA

Boylston Street, Audubon Circle, Fenway-Yawkey Multi-use Path

Ms. Crosby is currently CSS's Project Manager for the design of these Fenway area projects in the City of Boston. Boylston Street, connecting two sections of the historic Emerald Necklace, is being redesigned as an important connector of this historic parkland as well as the site of significant new development. The historic Audubon Circle is being redesigned to better accommodate bicyclists and pedestrians while respecting its historic context and the Multi-use Path will connect Yawkey Station with the nearby commercial district and Emerald Necklace parklands.

Mount Vernon Street, Boston, MA

Ms. Crosby is CSS's Principal-in-Charge and Project Manager for this streetscape project for the major roadway through Boston's Columbia Point neighborhoods for which CSS developed the earlier TOD master plan. Working to create an identity for a street born on top of a sewer main, CSS is collaborating with a design team and the City of Boston to rethink the street. The proposed design will create a pedestrian and bicycle friendly route with better sidewalks, additional street crossings, and the addition of a cycle track that not only makes the street safer, but enhances the life of the neighborhood. Collaborations with stakeholders are bringing temporary results that yield long term solutions.

Commonwealth Avenue, Boston, MA

Ms. Crosby is currently CSS's Principal in Charge and Project Manager for the reconstruction of Commonwealth Avenue from Packards Corner by Boston University to Kelton Street. In keeping with Complete Streets Guidelines, this well populated street is being redesigned to accommodate pedestrians and bicyclists as well as vehicles. Sustainability is a key goal of the project and opportunities for green infrastructure are being explored. Pedestrian improvements include a new outdoor plaza space at Commonwealth Ave's intersection with Harvard Street at the heart of the project area, and better access to the MBTA's Green Line station.

Melnea Cass Boulevard, Boston, MA

Ms. Crosby was recently Lead Urban Designer for the redesign of Melnea Cass Boulevard. Melnea Cass is being redesigned to better accommodate bicyclists and the Harbor Trail, encourage pedestrian activity, allow for future Bus Rapid Transit and serve existing neighbors and future development. The plan will balance all modes of transportation including vehicular, bus, pedestrian, and bicycles, and realize a unified vision for this urban boulevard.

Green Line Light Rail Extension, Cambridge, Somerville, and Medford, MA

Ms. Crosby is currently CSS's Principal in Charge for the extension of the Green Line rail through Cambridge, Somerville, and Medford, MA. The work includes station area plans and landscape architecture for seven stations, corridor wide landscape and the design of a multi-use pathway through the City of Somerville.

Deneen Crosby, ASLA

Fairmount Greenway Master Plan, Boston, MA

Ms. Crosby was Principal in Charge for developing a concept plan for a linear greenway along the approximately nine mile Fairmount Commuter Rail line corridor that will link nearby existing and new open spaces, creating a new ribbon of green space that weaves back and forth through the adjacent neighborhoods. The multi-use pedestrian and bicycle path will span the length of the Fairmount line and provide connections between parks, community gardens, schools, historic sites, community centers and shopping districts.

Davis Square to Alewife Linear Park, Somerville and Cambridge, MA

Ms. Crosby was a Senior Landscape Architect for this mile long park and bicycle path constructed on an abandoned railroad right-of-way. Ms. Crosby participated in public meetings and worked closely with the Somerville Office of Planning and Community Development, the Cambridge Community Development Department, residents and a variety of businesses to identify design criteria and to ensure continuity of design. The park has received awards from the Governor's Design Award Program, the Boston Society of Landscape Architects, and the Massachusetts Horticultural Society for its positive contribution to the surrounding communities and environment.

Mystic River Master Plan

Ms. Crosby was Principal-in-Charge of the Mystic River Master Plan. The plan included new and expanded recreational areas, water use expansion, habitat and ecologically sensitive areas expansion and protection, improved neighborhood access to the river, and schematic plans for a continuous public greenway. CSS conducted a public process to help determine master plan improvements and developed a maintenance and management plan to assist the Department of Conservation and Recreation with future care of the greenway.

Former Canton Airport Remediation and Reuse, Canton, MA

Ms. Crosby is currently CSS's Principal in Charge and Project Manager for the Reuse of the Former Canton Airport Site. She participated in the development of a master plan which linked the riverfront site to the regional trail system. She was responsible for final design for the first phase of construction which caps areas in need of remediation while shaping the site for park use. The park includes parking and canoe launch access, a multi-use pathway system, interpretive elements, extensive plantings, site furnishings and a custom designed shade structure.

Evans Way Park Master Plan, Boston, MA

Ms. Crosby was Principal-in-Charge of the Evans Way Park Master Planning project. The site, an original component of Olmsted's plans for the Back Bay Fens, is surrounded by some of Boston's major cultural and educational institutions, including the Gardner Museum, MassArt, the School of the Museum of Fine Arts and Wentworth Institute. The goal of the Master Plan is to preserve the

Deneen Crosby, ASLA

vital and historic qualities of the park – its informal plantings of large trees and its gently sloped lawns – while upgrading the site to meet the needs of surrounding institutions and respond to an increased level of use.

Simmons College Landscape Master Plan and Final Design, Boston, MA

Ms. Crosby was the Principal-in-Charge and Project Manager of the redesigned Simmons College academic campus. The Master Plan was developed with the input of an appointed College Design Committee. The final design included a central green, plaza areas, pathway system, plantings, lighting, site amenities and vehicular service areas.

Cambridge Parks, Cambridge, MA

Ms. Crosby was Principal-in-Charge for a master plan and design services for five open space parcels located in a densely populated section of Cambridge, MA. Areas planned for redesign included lots adjacent to schools and commercial property, a neighborhood central green with play areas, and an athletic field complex. The parcels are designed for the purpose of both recreational and passive open space, and the process included highly participatory community involvement.

Davis Square Streetscape/Infrastructure Design, Somerville, MA

Ms. Crosby is currently the Project Manager and Senior Landscape Architect for the redesign of Davis Square in Somerville, MA. Davis Square is a successful and vital commercial cultural center in the City. The work includes transportation improvements to balance all modes of travel to and through the square and the design of the public realm, including new plazas and sidewalks. CSS is developing the design of pavements and all streetscape elements including new lighting, plantings, wayfinding and site furnishings. Ms. Crosby is responsible for coordination with City departments and community process as well as conceptual through final design of the project.

Traffic Calming Projects, Cambridge, MA

Ms. Crosby was responsible for urban design, landscape architecture, and pedestrian/bicyclist planning for 13 traffic calming projects in the City of Cambridge. She assisted with design alternatives for safer bicycle and pedestrian facilities, safe crossings, aesthetic improvements, and coordination with current road reconstruction and utility projects.

Alewife/Fresh Pond Corridor Enhancement Project, Cambridge, MA

The Alewife/Freshpond Corridor is a mile long stretch of roadway through a mixed-use retail and recreational landscape in North Cambridge. As Senior Landscape Architect, Ms. Crosby directed the landscape architecture and urban design for this streetscape improvement project, which assisted the City of Cambridge in providing efficient and safe accommodations for bicyclists, pedestrians and drivers within the corridor. The design includes a bicycle path, sidewalks, lighting, planting, and bicycle and pedestrian access signage.

Cullen Meves

LANDSCAPE ARCHITECT / URBAN PLANNER

Project Role

Landscape Architect

Urban Planner

Introduction

Ms. Meves is a landscape architect and urban planner with experience in comprehensive regional planning, as well as streetscape, park, and institutional design projects. Prior to joining Crosby Schlessinger Smallridge in 2013, Ms. Meves was a regional planner at the Windham Regional Commission in Vermont and a Senior Landscape Designer at Stephen Stimson Associates in Massachusetts.

Professional Background

- Master of Urban and Regional Planning, Virginia Tech, 2013
- B.S., Landscape Architecture, Ohio State University, 2007
- B.S., Agriculture/Horticulture, Ohio State University, 2007

Representative Project Experience

Windham Regional Plan Update, Windham Region, Vermont

Ms. Meves oversaw the 2014 Windham Regional Plan update while employed with the Windham Regional Commission (WRC). The WRC serves all of Windham County, in addition to towns in Bennington and Windsor County. The Plan provides guidance for change and development in this 27-town region, and it establishes the basis for state and federally funded initiatives during the term of the plan. The intensive two-year Regional Plan update process began in October 2012 and had broad participation by the public through topic specific public forums, an online commenting portal, working draft website, two 30-day public comment periods, and direct oral and written communication. Ms. Meves provided staff support for all chapter research and editing, while also leading the public participation process and launching the online public comment portal. Following adoption, the front-end summary and profile section of the plan has now been spun off into mini-profiles for each of the towns to use in their individual planning efforts.

Windham Regional Transportation Plan Update, Windham Region, Vermont

Prior to completing the Regional Plan, Ms. Meves co-managed the 2013 Windham Regional Transportation Plan. As part of this process, the organization of the plan underwent an overhaul of previously adopted versions, with all actionable and policy items being organized to the front of the plan, and all research and data information being repositioned towards the second half of the document for ease of use. The document was also fully hyperlinked to coordinate with other planning efforts and documents referenced in the text. This model setup the organization for the Regional Plan Update, and was coordinated to serve both individual and tandem functions with the comprehensive plan.

Downtown and Village Revitalization Initiative, Windham Region, Vermont

As part of the EDA award of disaster relief funding awarded to Southern Vermont following Tropical Storm Irene, Ms. Meves assisted with the Downtown and Village Revitalization Initiative launched throughout the Windham Region. Working in partnership with the Brattleboro Development Credit Corporation and Bennington County Regional Commission, Ms. Meves led visioning and planning meetings with local business owners in village centers throughout Vermont. These meetings not only developed individualized plans with iterative goals for economic development and resiliency but also identified active and enthusiastic leadership within the community for the actionable items identified in the plan. The process culminated with delivery of concise, milestone driven reports to each of the towns, aimed at providing a jumping off point for the future efforts of the working groups. Ms. Meves also helped organize and present workshops that were held throughout the region on various revitalization and resiliency topics.

Northeastern University Graduate Program, Boston, MA

Cullen Meves has been a lecturer and studio panel critic in Northeastern University's Master of Design for Sustainable Urban Environments graduate program since 2014. She currently teaches the Implementation & Visualization technology/communication course series for the program, and has also led the Pro-Seminar I: Issues in Designed Urban Environments course. Course topics have covered data driven message communication and visualization, regional urban network interactions/synergies, and urban resiliency strategies for sea level rise and global climate change.

Graduate Thesis: "Where's the Disconnect? Analyzing barriers to web-based e-participation tools for planning", Blacksburg, VT

As part of her graduate work at Virginia Tech, Ms. Meves focused her final thesis project on the barriers to adoption of e-participation tools for planning agencies. For the purposes of her research, Ms. Meves reviewed the adoption and use rates for web-based information sharing, information gathering, and collaborative e-participation tools. The final paper examined current barriers to broadscale incorporation of these tools into public processes and offered both developing and future solutions to minimalizing these barriers. Ms. Meves was invited to present her research as a panelist at the Social Media for Planning Conference.

Nantasket Beach Reservation Master Plan, Hull, MA

Ms. Meves is a landscape architect for a Master Plan for the Nantasket Beach Reservation being prepared as part of the larger Seawall Repair Project. Recommended improvements include new shade structures, reuse of historic buildings, increased plantings for diversity and sustainability, a multi-use promenade and new entrance gateways, as well as increased year-round programming. The plan also includes recommendations for improved pedestrian, bicycle and transit access to reduce the presence of cars in the reservation.

Neponset Trail Multi-Use Path System, Boston and Milton, MA

Ms. Meves is currently a landscape architect for Massachusetts Department of Conservation and Recreation trail. The project consists of a multi-use pathway system along the river, a bridge crossing, and connections to parks and open space. The work, which includes the layout of a primary pathway, canopy walk, two bridge designs, site plantings and furniture and access to the water, is a result of the Neponset River Master Plan completed in 2006.

Parcel 24, Boston, MA

Ms. Meves is currently a landscape architect for Parcel 24, a housing development at the southern end of the Rose Kennedy Greenway and the Eastern side of Boston's Chinatown. The project includes the streetscape along Hudson, Albany and Kneeland Streets, and a central open space that incorporates moveable play features, a public garden boardwalk, a common deck space and a large water feature. The design provides a an outdoor refuge for building residents as well as a much-needed park space for local neighbors and extends the larger public reach of the Greenway.

UMASS Southwest Concourse Revitalization, Amherst, MA

During her time with Stephen Stimson Associates, Ms. Meves participated in the redesign and green infrastructure retrofit for the southwest pedestrian concourse at the UMASS Amherst Campus. This core is comprised of a central spine, a third of a mile in length, bordered by residential towers, dining halls, and student activity spaces. Taking cues from the regional context of this campus, the site design focused heavily on natural water runoff patterns and is comprised of a long, linear series of bioswales to collect and treat the stormwater in this area. These bioswales then connected with larger basins that served as infiltration points for the run-off. The basins also acted as congregation points for students along the concourse and promoted student interaction with the designed landscape and systems. This project was completed in 2011 and won both the Society for College and University Planning Honor Award and the BSLA Award of Excellence for Design.

UCONN New Social Sciences Central Campus, Storrs, Connecticut

As a Senior Landscape Designer with Stephen Stimson Associates, Ms. Meves contributed to the New Social Sciences campus infill project at University of Connecticut. Located in the heart of the flagship campus, the two new social science buildings are located at the convergence of the Homer Babbidge Library and Fairfield Way, the most active pedestrian corridor that weaves through the campus. An extensive green roof can be seen from third floor classrooms, open cell pavers are used along major thoroughfares, and stormwater is directed into a series of bioswales lined with fieldstone gabions. Terraces surrounded by planting at the building entries provide flexible gathering with distinct microclimates. The project was completed in 2010 and has recieved both LEED Gold certification and the BSLA Merit Award for College and University design.



Nando Micale, FAIA, AICP, PP

PRINCIPAL / ARCHITECT + PLANNER + URBAN DESIGNER

Nando is an architect, planner and urban designer, with decades of experience in transforming our country's cities through the design of vital, sustainable neighborhoods. He has led city-wide urban design plans (e.g., Omaha by Design), design of waterfront communities, suburban smart growth strategies, transit-oriented development, and urban infill projects while at WRT. Nando is one of the nation's leading professionals in the design of mixed-income neighborhoods, and has been involved in the design of many successful neighborhood housing developments —totaling nearly 10,000 new homes. In addition, he has helped cities win a half billion dollars in competitive Federal funds and is currently working with cities to position their plans for HUD's Choice Neighborhoods Grant Program.

EDUCATION

Harvard University, *Master of Architecture in Urban Design*
 Temple University, *Bachelor of Architecture*
 Tyler School of Art Temple University International Program,
Rome Art & Architecture Program

PROFESSIONAL MEMBERSHIPS

Fellow of the American Institute of Architects
 American Planning Association
 The Congress for the New Urbanism
 Urban Land Institute

TEACHING EXPERIENCE

University of Pennsylvania, Lecturer / Studio Workshop Instructor, 1996 - present
 University of Pennsylvania, Harvard University, Temple University, Drexel University,
 Roger Williams College, Boston Architectural Center, Guest Critic / Lecturer, 1992-2008

PUBLICATIONS / PRESENTATIONS

Infrastructure Series "A Civic Vision for the Central Delaware," by Alan Jaffe.
<http://www.planphilly.com/node/3743>, (Publication of Work), 2008-2009
 "TOD as an Urban Infill and Suburban Retrofit." Presentation at NJ TransAction Conference,
 2007
 "Great Plains Urbanism," by Stephen Zacks. *Metropolis Magazine*, September 2006
 "New Prospects in Urban Planning and Design," by Jonathan Barnett. *Harvard Design Magazine*, Spring / Summer 2005
 "Subvencion Publica para Rehabilitacion de Viviendas." Revitalizacion del Casco
 Historico de Toledo, published by *The Real Colegio Complutense*, Madrid, 1995

VOLUNTEER / COMMUNITY WORK

Delaware Valley Smart Growth Alliance, Design Caucus Chair
 Philadelphia Community Design Collaborative, Volunteer
 The Waterfront Center, Executive Board Member



PATCO TOD Master Plan Study | Camden County, NJ
 A Civic Vision for the Central Delaware | Philadelphia, PA
 Harbor Station District Master Plan | Bayonne, NJ

SELECTED PROJECTS

🏆 NUMBER OF AWARDS

HOUSING & NEIGHBORHOODS

- Capitol Gateway
Atlanta, GA
- Coliseum Gardens Neighborhood Master Plan
Oakland, CA
- Elizabethport Neighborhood
Elizabeth, NJ
- Gateway Crossing 5
Hagerstown, MD
- Morris Canal / Lafayette Park Neighborhood 2
Jersey City, NJ
- New Holly Neighborhood Revitalization Plan
Seattle, WA
- New St. Thomas / Lower Garden District Master Plan
New Orleans, LA
- Pacific Court Community 2
Jersey City, NJ
- Roosevelt Manor / Centerville Neighborhood Plan
Camden, NJ
- Saginaw Housing Master Plan
Saginaw, MI
- Southport Community Master Plan
Gloucester City, NJ
- Waterfront Homes Infill
Elizabeth, NJ
- Woodward Terrace Community 2
Jersey City, NJ

SUSTAINABLE COMMUNITIES PLANNING

- APM Neighborhood Revitalization Plan
Philadelphia, PA
- Biomedical Technopolis Master Plan
St. Louis, MO
- Camden County Strategic Plan
Camden, NJ
- Cherry Hill Urban Design Services
Cherry Hill, NJ
- Downtown Redevelopment Plan / Green Guidelines
Highland Park, NJ
- Eden Hill Farm Land Planning
Dover, DE

- Elizabethport Development Handbook
Elizabeth, NJ
- Harbor Station District Master Plan
Bayonne, NJ
- Lenexa City Center
Lenexa, KS
- Nanjing Airport District Competition
Nanjing, Jiangsu Province, China
- New Orleans Strategic Land Use Plan
New Orleans, LA
- North Camden Triangle Charrette
Camden, NJ
- North Central Philadelphia Choice Neighborhoods
Philadelphia, PA
- Omaha by Design
Omaha, NE
- PATCO TOD Master Plan Study
Camden County, NJ
- Schuylkill Valley Metro Station Area Design Study
Philadelphia, PA
- South Loop District Sustainable Master Plan
Bloomington, MN
- Xiamen Urban Design Plan
Xiamen, Fujian Province, China

WATERFRONTS

- A Civic Vision for the Central Delaware 7
Philadelphia, PA
- Canal Place Management Plan
Cumberland, MD
- Cramer Hill Waterfront
Camden, NJ
- Cumberland River Urban Design Plan
Nashville, TN
- Downtown Waterfront Economic Development
Trenton, NJ
- Ironbound Gateway Master Plan
Newark, NJ
- New Kensington CDC Waterfront Master Plan
Philadelphia, PA
- North Camden Waterfront 2
Camden, NJ
- Red Bank Waterfront Master Plan
Red Bank, NJ
- Upper Mississippi River Master Plan
Minneapolis, MN
- Wabash River Corridor Master Plan
Tippecanoe County, IN



Silvia E. Vargas, AICP, LEED AP **SENIOR ASSOCIATE / PLANNER**

A leader in WRT's comprehensive planning practice with over 22 years of experience, Silvia has directed dozens of planning processes leading to the creation of innovative plans and implementation tools for communities throughout the U.S. and abroad. In addition to region-wide, county and city comprehensive plans, Silvia's experience encompasses numerous studies and plans at the system, district and site scales. In recent projects, Silvia has focused on generating innovative solutions to the ongoing and emerging issues that must be tackled in a "21st Comprehensive Plan," including: integrated planning, community health, resilience, place-making, partnership leveraging, neighborhood empowerment, implementation performance, and community engagement that can endure beyond plan adoption.

LANGUAGES

Fluent in Spanish and Italian
Proficient in French

EDUCATION

University of Kansas, *Master of Urban Planning*
University of Kansas, *Bachelor of Arts in Architectural Studies*
University of Kansas, *Bachelor of Arts in Italian Language & Literature*

PROFESSIONAL MEMBERSHIPS

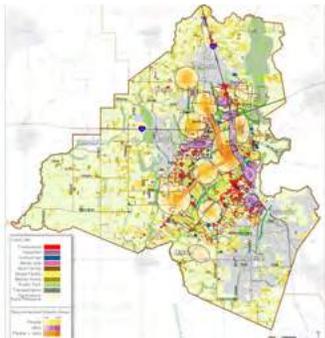
American Institute of Certified Planners (AICP) / American Planning Association (APA)
Urban Land Institute (ULI)

HONORS / PRESENTATIONS / PUBLICATIONS

APA 2015 **National Grassroots Award** for Pop-Up to Permanent Park Initiative (GCS)
"Affordable Housing Development for TOD" Panel, 2014 Gold Coast Section, Miami
"The Planner's New Tool Box" and "Affordable Housing Development for TOD," 2014 APA FL Conference, Jacksonville
APA FL 2014 Award for a Grassroots Initiative for Pop-Up to Permanent Park Initiative (GCS)
"Leveraging Temporary Parks to Promote Complete Communities" and "The Loss of a Road: Building Prosperity in a Declining Highway Corridor," 2013 APA FL Conference, Orlando
"Planning Prescriptions: Integrating Public Health into Community Plans" and "Reversing the Trend with Form-Based Codes: Best Practices for Administration and Implementation," 2012 APA FL Conference, Naples
"Connecting Health and the Built Environment in Florida's Gold Coast," co-authored with K. Hamilton and M. Hege, Florida Planning Summer 2012 Newsletter
"The International Value of Integrated Planning at the Universidad Javeriana," 2012 SCUP 47, Chicago
"Strategies to Address Public Health Concerns in the Built Environment: Regional and Local Perspectives," City Year Miami 2012 Civic Leadership Conference #6, Miami
2011 INDesign Awards/Smart Growth Luncheon, Lafayette, LA (Keynote Speaker)
"Retrofitting Florida's Platted Lands for Sustainability: The Lehigh Acres Community Plan," 2009 Campus and Community Sustainability Conference, Tampa
"Platted Lands: Retrofitting Florida's Antiquated Subdivisions for Sustainability," 2008 APA FL Conference, Miami

PROFESSIONAL ACTIVITIES

APA Florida Chapter Conference Host Committee (2015)
APA Delegates Assembly Representative (2015) - APA Sustainability Policy Guide
Sustainable Cities Design Academy Design Expert (Fall 2014)
APA Florida Chapter, Gold Coast Section (GCS) Chair 2013-2015
ULI SEFL Women's Leadership Initiative
[Imagine Downtown] International Ideas Competition Juror (2012, Lafayette, LA)
APA Florida Chapter Conference Host Committee (2008)
USGBC South Florida, Miami Dade and the Keys Branch Secretary (2007-2009)



Parramore Comprehensive Neighborhood Plan | Orlando, FL
 CONNECT Our Future Regional Growth Framework | Greater Charlotte Region, NC and SC
 PlanLafayette Comprehensive Plan | Lafayette, LA

SELECTED PROJECTS

📌 NUMBER OF AWARDS

**SUSTAINABLE
 COMMUNITY PLANNING**

All Saints Development Regulations
 Tallahassee, FL

Bowling Green / Warren County
 Comprehensive Plan
 Bowling Green, KY

Bradfordville Sector Plan
 Leon County, FL

Bridge to the Future Comprehensive Plan ①
 St. Charles Parish, LA

Chapel Hill Comprehensive Plan Update
 Chapel Hill, NC

Celina by Choice Comprehensive Plan
 Celina, TX

City of Georgetown 2030
 Comprehensive Plan Land Use Element
 Georgetown, TX

City of Palmetto Comprehensive Plan
 Evaluation and Appraisal Report
 Palmetto, FL

CONNECT Our Future
 Greater Charlotte Region, NC and SC

Florida Keys Carrying Capacity Study ①
 Florida Keys, FL

Future Fort Smith
 Fort Smith, AR

Galveston Comprehensive Plan
 Galveston, TX

Greensboro Connections 2025
 Comprehensive Plan ①
 Greensboro, NC

Houston General Plan
 Houston, TX

Lafayette Small Area Plans
 Lafayette, LA

Lehigh Acres Comprehensive Planning Study:
 Retrofitting Platted Lands for
 Sustainability ①
 Lee County, FL

NE 6th St./Sistrunk Blvd. Streetscape
 Improvement Project and Urban

Development Framework ①
 Fort Lauderdale, FL

New Community Sustainable
 Development Concept Plan
 Alajuela, Costa Rica

Newport Context Analysis
 and Site Assessment
 Northern Florida

Palmetto Waterfront District
 Development Plan
 Palmetto, FL

Parramore Comprehensive Neighborhood
 Plan/Small Area Site Studies ①
 Orlando, FL

Plan Lafayette ①
 Lafayette, LA

Pompano Beach Zoning-Atlantic Blvd.
 Design Guidelines
 Pompano Beach, FL

Pulaski County / Lake Maumelle Watershed
 Land Use Plan and Regulatory Controls
 Pulaski County, AR

Sistrunk Boulevard | Fort Lauderdale, FL ①
 Bowling Green / Warren County

Southwest Ranches Comprehensive Plan
 Amendments
 Southwest Ranches, FL

Strategic Development Plan for the
 Metropolitan Areas of Panama and Colon
 Republic of Panama

Village of Key Biscayne 2020 Vision Plan
 Key Biscayne, FL

Village of Key Biscayne Comprehensive Plan
 Evaluation and Appraisal Report
 Key Biscayne, FL

York County Comprehensive Plan
 & Implementation
 York County, SC



Garlen Capita

SENIOR ASSOCIATE / URBAN DESIGNER

Trained as an urban designer and landscape designer, Garlen has over 15 years of experience represented by large scale urban design and planning projects as well as detailed site plans for a range of project types including urban neighborhoods, parks, streetscapes, waterfront developments, commercial corridors, civic facilities, and planned communities. Her belief that successful projects use a multi-disciplinary approach that builds on the distinctive attributes of the natural and man-made setting, leads her to designs that are community driven and create an enduring sense of place. Her recent work at WRT has been in urban development in Philadelphia and Camden where she is working to build capacity for improved housing, community health, and neighborhood resilience. Having joined WRT in 2008, her previous professional experience includes work with a number of prominent urban design firms and non-profit experience with The Trust for Public Land as Director for their San Francisco Bay Area Urban Parks Program.

EDUCATION

University of California Berkeley, *Master of Urban Design*
 Cornell University, *Bachelor of Science in Landscape Architecture*
 Denmark International Study Program

PROFESSIONAL MEMBERSHIPS

Philadelphia Chapter of the National Organization of Minority Architects
 American Planning Association
 Germantown United Community Development Corporation Board Member

HONORS & AWARDS

2012 AuthentiCity Design Competition: Redefining the Core - Union Corners
 Madison, WI
 2005 Oaxaca International Urban Design Program
 2005 UCB College of Environmental Design, Urban Design Department
 Commencement Speaker
 2005 San Francisco World Environment Day 2005: Treasure Island Plan, Recognition
 2004 Gadsby-Trudgett Travel Fellowship
 2004 UCB Graduate Opportunity Program Fellowship

TEACHING EXPERIENCE

Assistant Instructor Urban Design Studio: The Public Realm, Fall 2012
 Assistant Instructor, University of Pennsylvania Department of City and Regional Planning,
 Planning Problems Workshop, Spring 2009 and Spring 2010
 Guest Lecturer, NOMA CAMP Sustain.Ability, Summer 2009
 Bearhs Environmental Leadership Program, Guest Speaker, June 2005
 Guest Lecturer and Critic, San Francisco City College, Introduction to Architecture and
 Landscape Architecture, Spring 2002
 Guest Lecturer, UC Berkeley Extension, Spring 1996 and Spring 1997

VOLUNTEER / COMMUNITY WORK

Chester A. Arthur Elementary School Green Schoolyard Plan
 PhilaNOMA C.A.M.P. Sustain.Ability
 Germantown United CDC Program Committee



Newark Passaic Riverfront Development Framework | Newark, NJ
 Cramer Hill Waterfront Park Master Plan | Camden, NJ
 North Central Philadelphia Choice Neighborhoods | Philadelphia, PA

SELECTED PROJECTS

HOUSING & NEIGHBORHOODS

Armed Forces Retirement Home
 Washington, DC

Chouteau Courts/Paseo Gateway Choice Neighborhoods
 Kansas City, MO

Cooper's Poynt Neighborhood Revitalization
 Camden, NJ

Cupertino Senior Center
 Cupertino, CA

Miramar Town Center
 Miramar, FL

Mt. Ephraim Corridor Choice Neighborhoods
 Camden, NJ

North Central Philadelphia Choice Neighborhoods
 Philadelphia, PA

Phoebe Saucon
 Lower Saucon Township, PA

Providence Senior Housing
 San Francisco, CA

Sharswood Blumberg Choice
 Philadelphia, PA

St. Joe Overstreet
 Gulf County, FL

Sugarloaf Mountain
 Central Florida

University Neighborhoods Revitalization Plan
 Columbus, OH

COMMUNITY DESIGN

American Canyon Highway 29 Revitalization Corridor Plan
 American Canyon, CA

Camden SMART Preliminary Green Infrastructure Analysis
 Camden, NJ

Fleet Industrial Supply Center
 San Francisco, CA

Formula2040 (Functional Master Plan for Parks, Recreation and Open Space)
 Prince Georges County, MD

Hunting Park West Industrial Reuse Plan
 Philadelphia, PA

Macdonald Avenue Revitalization
 Richmond, CA

Monarch Bay Drive Streetscape
 San Leandro, CA

New Township Concept Plan Greater Noida, India Master Planning
 Greater Noida, India

Pennypack Creek Integrated Watershed Management Plan
 Philadelphia, PA

Taghazout Beach Resort Development
 Morocco

WATERFRONTS

Cramer Hill Waterfront Park Master Plan
 Camden, NJ

Newark Passaic Riverfront Development Framework
 Newark, NJ

Point Richmond Shores Parks
 Point Richmond, CA

Poplar Point Waterfront Master Plan
 Washington, DC

North Camden Waterfront Redevelopment Study
 Camden, NJ



Andrew Dobshinsky, AICP

ASSOCIATE / URBAN DESIGNER + PLANNER

Andrew's unique educational background provides a vital skill set in WRT's Planning and Urban Design studio's approach. Holding a BSE in Digital Media Design, a Master of City Planning, and a Certificate in Urban Design from the University of Pennsylvania, his strength lies in his exceptional analytical communication and graphic design skills, bolstered by significant expertise in digital media design and GIS modeling. He continuously strives to make WRT's work more compelling, meaningful, and efficiently produced, and he is the consummate collaborator. Andrew's projects include numerous green infrastructure and parks and open space plans including GreenPlan Philadelphia and Oklahoma City's Parks Master Plan, the Cedar Rapids' area Connections 2040 Long Range Transportation Plan, and the CONNECT our Region project. He is also an adjunct instructor at PennDesign.

EDUCATION

University of Pennsylvania, School of Design, *Master of City Planning*

University of Pennsylvania, School of Design, *Certificate in Urban Design*

University of Pennsylvania, School of Engineering and Applied Science
Bachelor of Science in Engineering in Digital Media Design

PROFESSIONAL MEMBERSHIPS

American Institute of Certified Planners

American Planning Association

TEACHING EXPERIENCE

University of Pennsylvania, School of Design, Instructor

"Planning Workshop: Southeast Trenton, NJ," Spring 2014

"Planning Workshop: Bristol, PA," Spring 2013

"Planning Workshop: Kingsessing, Philadelphia," Spring 2012

"Planning Workshop: Lower Northeast Philadelphia," Spring 2011

"Connecting for Global Competitiveness: The Tampa Bay Central Florida Super Region,"
Spring 2010

"Adaptation to Climate Change in the Delaware River Basin" (2009 AICP Student Project
Award Winner), Fall 2008

"An Alternative Future: Florida in the 21st Century," Spring 2007



GreenPlan Philadelphia | Philadelphia, PA
Wabash River Greenway | Lafayette, IN
Imagine Austin | Austin, TX

SELECTED PROJECTS

▲ PROJECT AWARD

PARKS & OPEN SPACE

Cleveland Metroparks Strategic Plan
Cleveland, OH

Formula2040 (Functional Master Plan for
Parks, Recreation and Open Space)
Prince George's County, MD

Imagine Your Parks 2
East Baton Rouge Parish, LA

Oklahoma City Parks Master Plan
Oklahoma City, OK

GreenPlan Philadelphia ▲
Philadelphia, PA

Parks Comprehensive Plan
Update + Recreation Master Plan
Dallas, TX

COMMUNITY DESIGN

Action Plan to Rebuild New Orleans
New Orleans, LA

Camden SMART Opportunities Analysis
Camden, NJ

Cobbs Creek Vision
Philadelphia, PA

Connections 2040
Cedar Rapids, IA

Floyds Fork Greenway Master Plan ▲
Louisville, KY

From Grey to Green
Manchester, CT

Green Streets Modeling
Philadelphia, PA

Green City, Clean Waters
Executive Summary
Philadelphia, PA

Imagine Austin Comprehensive Plan ▲
Austin, TX

Lackawanna River Corridor Master Plan
Scranton, PA

Lansdale Downtown Destination Plan
and Revitalization Plan Update
Lansdale, PA

Lexington Complete Street Design
Standards
Lexington, KY

Newark Passaic Riverfront Development
Framework
Newark, NJ

North Coventry Township Zoning
North Coventry, PA

Philadelphia Water Department
Office of Watersheds Website
Philadelphia, PA

Philadelphia Water Department
Stormwater Planning Districts
Philadelphia, PA

Red Bank Waterfront Master Plan
Red Bank, NJ

South Loop District Plan
Bloomington, MN

Southwest Corridor Transit Study
Birmingham, AL

Tookany / Tacony - Frankford Vision
Philadelphia, PA

Wabash River Greenway
Lafayette, IN



Nancy O'Neill, AICP, LEED Green Associate

ASSOCIATE / PLANNER

Nancy has over ten years of experience in the field of urban planning and is a certified planner. Her work is focused in comprehensive and regional planning, community engagement, and green infrastructure planning. Since joining WRT in 2007, Nancy has managed large complex projects for WRT including Biloxi's first Comprehensive Plan after Hurricane Katrina and the Imagine Austin Comprehensive Plan. She has served as lead project planner for a diverse range of comprehensive plans including PlanLafayette (Comprehensive and Downtown Plan) and Albany 2030, as well as regional plans for Union County, PA and the Charlotte North and South Carolina CONNECT our Future project. Nancy is a leader of WRT's work in community outreach tools and techniques, and is particularly interested in the intersection of community health and planning and design. In addition, Nancy has worked extensively with Geographic Information Systems (GIS) and the Adobe Creative Suite programs.

EDUCATION & CERTIFICATIONS

University of Pennsylvania, *Master of City and Regional Planning*

Arcadia University, *Bachelor of Political Science*

Spain and Mexico Study Abroad Program, Arcadia University

National Charrette Institute, *Certification*

LEED Green Associate, *Certification*

PROFESSIONAL MEMBERSHIPS

American Planning Association

American Institute of Certified Planners

Delaware Valley Green Building Council

TEACHING EXPERIENCE

City Planning Graduate Studio Workshop Co-Instructor, University of Pennsylvania

Department of City and Regional Planning, Spring 2008-2010

Guest Juror, Drexel University Urban Design Studio, 2008-2012



Union County Comprehensive Plan |
Union County, PA
Albany Comprehensive Plan | Albany, NY
Project Greenspace | Atlanta, GA

SELECTED PROJECTS

▲ PROJECT AWARD

COMMUNITY DESIGN

Appalachian Trail Guidebook
Pennsylvania

City of Albany Comprehensive Plan ▲
Albany, NY

City of Albany LWRP
Albany, NY

City of Atlanta Tree Protection Ordinance
Atlanta, GA

City of Biloxi Comprehensive Plan
Biloxi, MS

City of Biloxi Energy Efficiency and
Conservation Strategy
Biloxi, MS

Donegal Region Comprehensive Plan
Lancaster County, PA

ELANCO Region Multi-Municipal
Comprehensive Plan
Lancaster County, PA

Floyds Fork Area Plan
Louisville, KY

Greenscapes: Lancaster County Green
Infrastructure Element
Lancaster County, PA

Lafayette Comprehensive Plan and
Downtown Plan
Lafayette, LA

Imagine Austin Comprehensive Plan ▲
Project Greenspace
Atlanta, GA

Union County Comprehensive Plan ▲
Union County, PA

REPRESENTATIVE PROJECTS WITH OTHER FIRMS

City of Galesburg UDO
Galesburg, IL

Tax Increment Financing Projects
Chicago, IL

Village of Plainfield Zoning Update
Plainfield, IL



Brian Traylor, AICP, ASLA
ASSOCIATE / PLANNER + URBAN DESIGNER

Brian is a planner and urban designer with a background in landscape architecture, and experience in comprehensive planning, citizen engagement, site design, strategic redevelopment, and place making. Brian brings unique expertise in GIS modeling and spatial statistics methods to WRT’s land use planning and growth management work. Brian has worked towards regional trail and greenway development as a Sustainable Communities Fellow in Philadelphia and currently serves on a Public Participation Task Force for a regional planning council.

EDUCATION

University of Pennsylvania, *Master of City Planning*
 University of Pennsylvania, *Master of Urban Spatial Analytics*
 Penn State University, *Bachelor of Landscape Architecture*

PROFESSIONAL MEMBERSHIPS

American Institute of Certified Planners
 American Society of Landscape Architects

PUBLICATIONS / PRESENTATIONS

“Vacant Land: A Spatial Analysis of Redevelopment & Green Infrastructure Opportunities,”
 PA DE ASLA Conference, 2013
 “Retrofitting Suburbs,” 18th National Congress for The New Urbanism, 2010
 “Best Practices of Green Development by Local Governments,” USGBC South Florida, 2009
 “Beyond Big Box,” Continuing Education Session, FL ASLA Conference, 2009
 “Climate Change & Land Use Legislation,” Palm Beach County Planning Congress, 2008

PROFESSIONAL INITIATIVES

Florida Governor Christ’s Action Team on Energy and Climate Change, Government Policy
 Technical Working Group
 Intergovernmental Affairs Committee, Miami-Dade County Climate Change Advisory Task Force
 Miami-Dade Planners Technical Committee, Model LEED Ordinance Working Group
 Broward County Climate Change Task Force, Intergovernmental Affairs & Communications
 Committee

SELECTED PROJECTS

▲ PROJECT AWARD

Buffalo Perry Choice Neighborhood
 Buffalo, NY

Camden SMART Stormwater Opportunity
 Analysis
 Camden, NJ

Donegal Region Comprehensive Plan
 Lancaster County, PA

Denton Comprehensive Plan Update
 Denton, TX

Future Fort Smith Comprehensive
 Plan Update
 Fort Smith, AR

Hoboken Yard Redevelopment Plan
 Hoboken, NJ

Imagine Tallahassee
 Tallahassee, FL

McGinley Square Choice Neighborhoods
 Transformation Plan
 Jersey City, NJ

Meriden Choice Neighborhoods
 Planning Grant Application
 Meriden, CT

Meridian East End Reese Courts Choice
 Neighborhood
 Meridian, MS

Mt. Ephraim Corridor Choice
 Neighborhoods Initiative
 Camden, NJ

Paseo Gateway Choice Neighborhoods
 Transformation Plan
 Kansas City, MO



REGINA VILLA
ASSOCIATES

Nancy F. Farrell

Chief Executive Officer

Ms. Farrell has developed and managed civic engagement programs, events, strategic campaigns, media and public affairs for Regina Villa Associates (RVA) since 1982. She has more than 30 years of experience directing legislative, public interest and public health campaigns. She has developed and managed public information and public participation programs and social marketing campaigns for public health, transportation, water and wastewater, emergency preparedness, remediation, highway and siting projects. Ms. Farrell provides strategic planning, facilitation, event management and media services. She is a senior team leader on a number of projects for the Commonwealth of Massachusetts.

SAMPLE PROJECTS

- Civic engagement team leader for a variety of MassDOT projects, including the **South Station Expansion Project**. Tasks include serving as the discipline manager for public outreach; producing project civic engagement materials, including PowerPoint presentation templates and fact sheets, website and social marketing outreach, and tracking issues; and managing project staff. Principal for the **Whittier Bridge, Longfellow Bridge, Route 79/Braga Bridge Accelerated Bridge Projects; I-91 Viaduct Rehabilitation and Replacement of the Commonwealth Avenue Bridge over I-90**.
- Manager of civic engagement for the **South Coast Rail Project** for the MBTA. Manage public outreach; produce civic engagement materials, including fact sheets, website materials and updates; and manage correspondence and public issue tracking. RVA organizes special events for the project, including public meetings and public hearings; dedications and groundbreakings; and also developed a roving project exhibit.
- Directed public involvement for the **South Boston Sustainable Transportation** study for the City of Boston, Massachusetts Convention and Exhibition Center, Massport and MassDOT, which is being managed by A Better City. Coordinated outreach to business, neighborhood and employee groups in the study area, including a focus on Title VI populations. Coordinated a multi-lingual online and print survey on key transportation challenges.
- Principal for **Beyond Boston, MA Multimodal Project, Green Line Extension** (Cambridge, Somerville and Medford) and **Silver Line Gateway** (East Boston and Chelsea) for MassDOT and/or the MBTA. Beginning work on aspects of the **Program for Mass Transportation (PMT)**. Leading the civic engagement to Title VI and Environmental Justice Populations; developing questionnaires/surveys and website materials; facilitating meetings and writing and editing technical and summary reports. Coordinating multilingual approaches and developing social media strategies.
- Developed public involvement projects in the towns of Chatham, Falmouth, Barnstable, and Dennis, Cape Cod communities undertaking **Comprehensive Wastewater Management Plans** to manage wastewater and the effects of nitrogen on highly valued coastal waters. Developed the Cape Keepers Program for a coalition of organizations, a social marketing campaign to educate Cape residents about the effects of nitrogen on water quality. The Environmental Protection Agency recognized the campaign with an **Environmental Merit Award**.
- Principal for several projects for the **Bureau of Environmental Health (BEH)** of the Massachusetts Department of Public Health; most recently, wrote video scripts on Food Recall procedures, Christian's Law, Food Recall electronic reporting (MAVEN) and Oyster Harvesting. Moderate and facilitate technical, staff and community events for the Bureau.
- Managed public outreach for the award winning **93 Fast 14 project** for MassDOT. Led a team that developed an interactive project website for this Accelerated Bridge Program initiative, which replaced 14 superstructures over 10 summer weekends in Medford. The team assisted MassDOT with media materials, development of outreach materials (flyers, information sheets, toll tickets), information

gathering and development of an interactive website ([www.mass.gov/massdot/93fast 14](http://www.mass.gov/massdot/93fast14)). The RVA team also produced three project videos and posted website updates each weekend of construction.

- Principal for RVA's multi-year support of the **MA Medical Reserve Corps** project, including development and implementation of MA Responds, for the MA Department of Public Health. Principal for the firm's organization and management of several emergency preparedness events and conferences, including MA Regional Conferences on Pandemic Preparedness (2006); 2007 State Conference on Emergency Preparedness; and several conferences on Voices of Experience: Leadership during a Disaster.
- Provided public outreach support to the **Town of Falmouth** around operation of its wind turbines. Managed aspects of public communication, including an electronic log, and facilitated special meetings of the town's Board of Selectmen.
- Managed public outreach for the **Green Line Extension** and the **Urban Ring Project Phase 2** for MassDOT. These projects involved multiple communities, legislative briefings, advisory groups, websites, and dozens of public meetings, workshops, briefings for community, business and neighborhood groups and contact with hundreds of interested parties. RVA managed the project websites and prepared fact sheets in multiple languages. Ms. Farrell moderated the GLX public meetings, hearings and working groups on behalf of MassDOT.

PREVIOUS WORK EXPERIENCE

May 1980 – August 1981 **Legislative Director**, *Local 285, SEIU, Boston, MA.*

August 1973 – April 1980 **Editor**, *Allyn and Bacon, Inc.*

EDUCATION

1972 *B.A., English, Douglass College of Rutgers University*

1985 *Master in Public Administration, Kennedy School of Government, Harvard University*

PUBLICATIONS

Ms. Farrell writes blogs, annual reports, feature articles, scripts, press releases, fact sheets, op-eds, and newsletters for RVA's clients. Her work has appeared in local newspapers across the state, the Boston Business Journal, the Cape Cod Times, dozens of professional newsletters and journals and as public service announcements on regional radio and television.

COMMUNITY ACTIVITY AND AWARDS

2014 American Planning Association Transportation Award for a project of unusually high merit, team member, Silver Line Gateway

2014 Chair, national Board of Directors, American Foundation for Suicide Prevention, a \$15 million nonprofit

2012 Public outreach manager for Fast 14, which won ENR's Best Transportation Project and Project of the Year; ACEC's National Honor Award and ACEC Massachusetts Grand Conceptor Award

2011 Participant in the [Champions of Change](#) program at the White House on behalf of AFSP/SPAN and suicide prevention; Chair of AFSP's Public Policy Committee

2008 - National Board of Directors, American Foundation for Suicide Prevention; Chair of the State and Local Policy Committee

2007 -2012 Board of Directors, Brookline Community Mental Health Center

2006 Leadership Award, MA Statewide Coalition for Suicide Prevention

2004 – 2007 Chair, AFSP New England; Chair of the Inaugural Out of the Darkness Community Walk; President, Cronin Foundation to Fight Ovarian Cancer; Co-chair, MA Ovarian Cancer Awareness Coalition

2000 Board of Directors, Patricia Cronin Foundation to Fight Ovarian Cancer

1997 Board of Directors, *American Foundation for Suicide Prevention, New England*

1981 Delegate and labor coordinator, *Massachusetts Democratic Convention*

1980 Committee on Peace and Justice, *Archdiocese of Boston*, Labor Representative

1979 – 1980 First elected Secretary and Charter Member, *Local 925, SEIU*

1975 – 1976 Chairwoman, *9 to 5*



REGINA VILLA
ASSOCIATES

Regan Checchio

Vice President for Public Affairs

Ms. Checchio has been managing and staffing civic engagement and public affairs projects for Regina Villa Associates (RVA) since 2000. Ms. Checchio also manages many of RVA's public health and emergency preparedness projects and conferences. She works closely with municipal, state and federal agencies, including the Massachusetts Department of Transportation, Massachusetts Department of Public Health and the U.S. Department of Health and Human Services Office on Women's Health.

SAMPLE PROJECTS

- Supporting **South Station Expansion** project on behalf of MassDOT. Tasks involve organizing and staffing media; developing social media calendar and content; producing media releases, email updates and display ads for the project; providing meeting summaries and website updates. Beginning work on the **Program for Mass Transportation** with MassDOT Planning.
- Managing civic engagement for the **Kendall Square Mobility Task Force** for MassDOT. Tasks involve organizing and staffing Task Force meetings, developing website content, producing email updates, and organizing public meetings and workshops.
- Supporting the **Green Line Extension** project on behalf of MassDOT and the MBTA. Tasks involve organizing and staffing Working Group and public meetings; producing fact sheets; and providing media summaries.
- Supporting the **Central Broadway/Winter Hill Roadway and Streetscape Improvements Plan** for the City of Somerville. Tasks include organizing and staffing public meetings; developing website and social media content; and developing a social media calendar.
- Supported the **South Boston Waterfront Sustainable Transportation Plan** on behalf of the City of Boston, Massachusetts Convention and Exhibition Center, Massport and MassDOT, which was managed by A Better City. Tasks involved organizing and staffing community meetings and developing an online survey in multiple languages to assess travel patterns of hospitality workers in the area.
- Providing training, facilitation, and communications materials (including video and reports) on behalf of **DPH's Bureau of Environmental Health** for numerous projects including the **Grounding McGrath Health Impact Assessment, Community Sanitation Program, Food Recall Program and Food Protection Program**.
- Coordinating numerous conferences and meetings on public health projects and emergency preparedness projects, including the Heinz Family Foundation conferences on **Women's Health and the Environment** (for 11 years); **Patient Navigation** conference series (2010-2015) for the Women and Men's Health Partnership at DPH; **Patient Family Advisory Council** annual conferences (2014-2015) for Health Care for All; **Zero Harm** conference for the Betsy Lehman Center (2014); **Making Connections: Supporting Women Who Have Served in the Military** conference for USHHS Office of Women's Health and U.S. Department of Labor, Women's Bureau (2010); **Voices of Experience** conference series for Massachusetts hospitals and DPH (2011-2014); **Patient Safety Forum** for the Betsy Lehman Center (2014); **Pandemic Flu Public Engagement Project** for the Emergency Preparedness Bureau at DPH (2010); **Altered Standards of Care** conference for Harvard School of Public Health, Johns Hopkins University and DPH (2009), and other events.
- Developing branding, logo and website development for the **Patient Navigation program** at **DPH**.

- Coordinating the **MA Medical Reserve Corps (MRC)** units on behalf of the **MA Department of Public Health (DPH)**. Developing communications for units and staff, including a statewide website and listserv; arranging and staffing monthly conference calls and quarterly meetings; representing the MRCs at VOAD meetings; conducting needs assessment reports on volunteer training; developing, arranging and staffing all committee meetings; managing all meetings and events for the statewide group.
- Developing focus groups and reports on behalf of the DPH including **All-hazards Emergency Planning** (2008) for the Bureau of Environmental Health and **Male African-American and Hispanic Participation in Colorectal Cancer Screening** for the Bureau of Cancer Control (2009).

PREVIOUS WORK EXPERIENCE

1995 – 2000 **Research Assistant**, Iowa Social Science Institute, Iowa City, IA. Assisted in preparing questions for 1996, 1998, 1999-2000 Heartland Polls and 1996 Post-Soviet Survey. Analyzed data, prepared press releases and press conference presentations for Heartland Poll.

EDUCATION

1995 B.A. (Honors), Political Science, University of Delaware
1996 M.A., Political Science, University of Iowa



Gregory Flanigan

Public Participation Coordinator

Ms. Flanigan joined Regina Villa Associates in October 2013 as a Public Participation Assistant and was promoted to Public Participation Coordinator in 2015. She currently works on the public outreach for various projects, focusing on transportation, water and sewer infrastructure and resources, and assists with event planning and management. Ms. Flanigan previously worked with WGBH's Antiques Roadshow as a production and event supervisor; as well as having experience as a program planning intern and student coordinator for community outreach programs.

SAMPLE PROJECTS

- Contact, support, and public outreach coordinator for the **Boston Water and Sewer Commission** during their downspout disconnection program and sewer separation projects throughout Boston. Tasks include facilitating meetings and communications with property owners and the contractors in South Boston, constant management of downspout databases and materials, and drafting content and reports for public outreach.
- Assisting in community engagement work for the City of Somerville's **Central Broadway Streetscape Improvements Project** in its preliminary design phase. Tasks include writing content for the project's blog, managing comments and outreach logs, and staffing and organizing materials for public meetings.
- Assisted in the public outreach efforts of the **Massachusetts Coalition for Water Resources Stewardship**, a statewide nonprofit organization comprised primarily of municipal water resource department and private sector members. Tasks include drafting and editing content and design for outreach material, such as their blog, website, newsletters and factsheets. Also, coordinating communications and logistics for the Coalition's annual symposium.
- Providing public affairs support for the Massachusetts Department of Transportation (MassDOT)'s **Longfellow Bridge Rehabilitation Project**, which is an extensive restoration of a major artery for cars, pedestrians, cyclists, and the MBTA Red Line between Boston and Cambridge. Tasks include managing comments and issues logs and developing content for public advisories and the project website.
- Supporting public engagement work for MassDOT and the MBTA's **Green Line Extension** project, which will extend service from the relocated Lechmere Station through Somerville into Medford. Tasks include developing and writing meeting materials and minutes, and staffing public meetings.

PREVIOUS WORK EXPERIENCE

- 2007-2015 **Green Room Supervisor**, Antiques Roadshow. Oversaw and trained volunteers, managed guests and appraisers, organized and maintained databases and record orders during the show's summer tours across the U.S.
- 2011-2012 **Program Planning Intern**, Office of Admissions at Kalamazoo College. Assisted in the creation and administration of admission programs and events, while also producing a student organization showcase. Managed program registration, student travel, accommodations, and all program communications.

EDUCATION

- 2008-2012 B.S. (Magna Cum Laude, Dean's List, Alpha Lambda Delta Honor Society)
Anthropology/Sociology and minor in Art (photography).

BYRNE MCKINNEY & ASSOCIATES, INC.

Real Estate Consultants and Appraisers

PAMELA S. MCKINNEY, MAI, CRE

Pamela S. McKinney, MAI, CRE, has conducted a broad range of consulting and valuation assignments over her 35-year career. Her background includes public, institutional and private sector experience with an emphasis on commercial, hospitality, industrial, large-scale residential and special purpose property.

Notable assignments undertaken by Ms. McKinney include: master planning, asset management and disposition/acquisition counseling for public agencies, Fortune 500 companies and institutional investors; market and financial feasibility studies for large scale waterfront developments; development feasibility and marketing implementation studies for both downtown and suburban office, industrial, bio-medical research parks and retail malls; development consulting for major mixed-use developments; hotel valuation and feasibility analyses nation-wide; adaptive re-use, redevelopment planning and disposition studies for surplus public, corporate and institutional properties; residential condominium, rental apartment and senior housing analyses for market rate and affordable projects; retail district revitalization planning, affordable housing and fiscal impacts studies for various state and local governments; and the evaluation of investor-held properties nationwide. Ms. McKinney has qualified as an expert witness in the Middlesex, Norfolk and Suffolk County courts in Massachusetts as well as the Massachusetts Land Court, the Court of Chancery of the State of Delaware and the federal bankruptcy and tax courts.

Ms. McKinney is the President and a Principal of Byrne McKinney & Associates, Inc., which she founded in 1989. BMA is nationally recognized for its expertise in commercial development, real estate finance and valuation. In 2009, Ms. McKinney formed an affiliation with the Pinnacle Advisory Group, a specialty hospitality consulting firm with offices in Boston, Florida, New York and California and serves as its Director of Valuation Services. Prior to founding Byrne McKinney & Associates, Inc. Ms. McKinney was Senior Vice President of Leggat McCall Advisors, Inc., the national consulting arm of the Leggat McCall Companies. Before joining Leggat McCall, she served as Senior Vice President of Minot, DeBlois & Maddison, Inc., the nation's oldest real estate firm, where she was a principal in the consulting group and a director of the firm. Ms. McKinney also worked as a planner and market analyst for metropolitan Boston's Regional Planning Agency where she managed major land use projects, and authored several planning manuals for local officials.

Ms. McKinney has taught courses in real estate development and investment analysis for Harvard University Graduate School of Design, the MIT Center for Real Estate, the Boston University School of Management and Metropolitan College and Tufts University and lectures widely on the topics of real estate finance, valuation and development and the economics of smart growth.

Ms. McKinney holds the CRE designation of the Society of Real Estate Counselors, the MAI designation of the Appraisal Institute, is a former member of the Board of Directors of the Greater Boston Chapter of the Appraisal Institute and has been elected to Lambda Alpha International, an honorary land economics society. She is a State Certified General Real Estate Appraiser holding Massachusetts license number 745. Ms. McKinney is a founding director of New England Women in Real Estate (NEWIRE) and of the Massachusetts Chapter of the Assisted Living Facilities Association of America. She is a trustee of the Boston Latin School Association, past-chair of the Board of the YWCA Boston and a past-chair of the Board of the Advent School in Boston.

Zakcq Lockrem focuses on the experience of public space and the role of movement through the city in shaping civic engagement and built form. As a principal and the director of planning for Asakura Robinson, he brings over 15 years of broad project experience from the gulf coast, New England, California, southeast and east Asia, Mexico, and West Africa working on issues from transit planning to disaster recovery to affordable housing.

In addition, Zakcq develops cutting-edge public participation strategies to build the capacity of project stakeholders. He is a co-founder of Social Agency Lab, a collaborative of urban planners and designers who engage in public art and creative urban interventions. Zakcq is one of the 2015 Next City Vanguard, a group of 40 urban thought leaders under 40 and is a sought after speaker on urban topics.

CERTIFICATION

Certified Planner (# 027316), American Institute of Certified Planners

EDUCATION

Master of Urban Planning
Harvard University Graduate School of Design
Bachelor of Science in Urban Affairs Boston University

MEMBERSHIPS

American Planning Association
Association for Pedestrian and Bicycle Professionals
Planners Network
Pacific Rim Community Design Network
Rice Design Alliance

COMMUNITY INVOLVEMENT

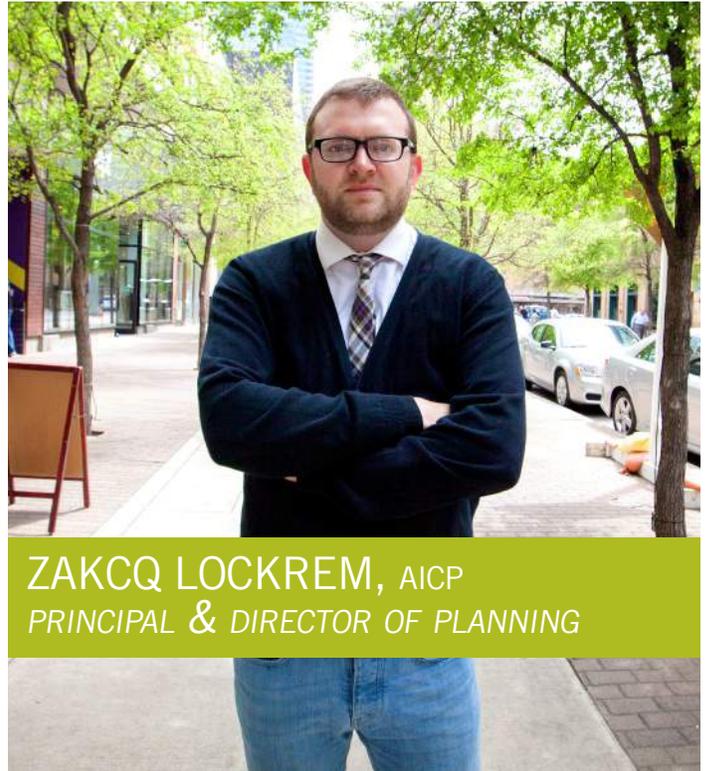
Austin Pedestrian Advisory Council, Alternate (2015 - Present)
Houston/Harris County Obesity Prevention Collaborative Steering Committee (2012 - 2014)
Citizen's Transportation Coalition Houston, TX, Board Member (2011 - 2012)
Cite: The Architecture and Design Review of Houston Editorial Committee Member (2012 - 2013)
Planners Network Members and Chapters Committee (2010-2014)
LivableStreets Alliance Cambridge, MA, Board Member (2009-2010)

RECENT TEACHING & SPEAKING ENGAGEMENTS

2015 ASLA National Conference "Helping Communities Activate Vacant Land"
2015 APA National Conference "Equipping Communities for Action"
2014 Future Bike (invited panelist)
2013 - 2014 Lectures at Tsukuba University, Kobe University and Nihon University
2011-2013 Adjunct Instructor – Texas Southern University

RECENT PUBLICATIONS & RESEARCH

"Creating Healthy Communities" Tokyo: BioCity Vol. 60.2014
"Human Infrastructure: Design for (and with) People" Tokyo: BioCity Vol. 57. 2014
"Empathetic Transportation: Planning Mobility through Experience" Tokyo: BioCity Vol. 57. 2014



ZAKCQ LOCKREM, AICP
PRINCIPAL & DIRECTOR OF PLANNING

REPRESENTATIVE PROJECTS

Community / Neighborhood Planning
Pittsburgh Vacant Lot Tool Kit, Pittsburgh, PA
Washington Avenue Livable Centers Plan, Houston, TX
Fifth Ward/ Buffalo Bayou/ East End Livable Centers, Houston, TX
Southeast Houston Arts Initiative, Houston, TX
Green Renew Zone Conceptual Plan, New Orleans, LA
Homeless Services Area Public Realm Plan, Salt Lake City, UT
Aquadneck Island Visual Conservation Plan, Newport, RI
Regional Development and Recovery Plan, Artibonite Department, Haiti
Le Kinkeliba Artist Colony Master Plan, Tambacounda, Senegal

Transportation Planning
Houston Bike Plan, Houston, TX
METRO Transit System Reimagining, Harris County, TX
METRO Bike and Ride Access and Implementation Plan, Harris County, TX
Clear Lake Pedestrian and Bicyclist Study, Houston, TX
Charles River Basin Accelerated Bridge Reconstruction, Boston, MA
Green Street (Calle Verde) Project, Mexico City, Mexico

Urban Design

Travis County Courthouse, Austin, TX
Southern Downtown/CBD Public Realm Plan, Houston, TX
Sawyer [Complete] Street Design, Houston, TX
Fortsmith Street Woonerf, Houston, TX
Naugatuck River Greenway, Waterbury, CT



asakura robinson company LLC

Planning Urban Design Landscape Architecture

Alexandra Miller is an urban planner and community development professional who specializes in planning for inclusive, equitable economic development and community revitalization. Her work focuses on economic and social empowerment of communities that helps residents shape their own urban environments. Her areas of expertise include economic development planning, community development finance, physical and economic resilience, and public engagement.

Alex is dedicated to leveraging bottom-up community development strategies with connections to regional resources in order to create real community-driven improvements in local opportunities and quality of life. She also prioritizes in-depth community engagement in every project, and is a co-founder of Social Agency Lab, a collaborative of urban planners and anthropologists who engage communities in creative projects and urban interventions.

EDUCATION

Master of Urban Planning
Harvard University Graduate School of Design
Bachelor of Arts in Anthropology, Northwestern University

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS

American Planning Association
American Planning Association, Louisiana Chapter
Planners Network

COMMUNITY INVOLVEMENT

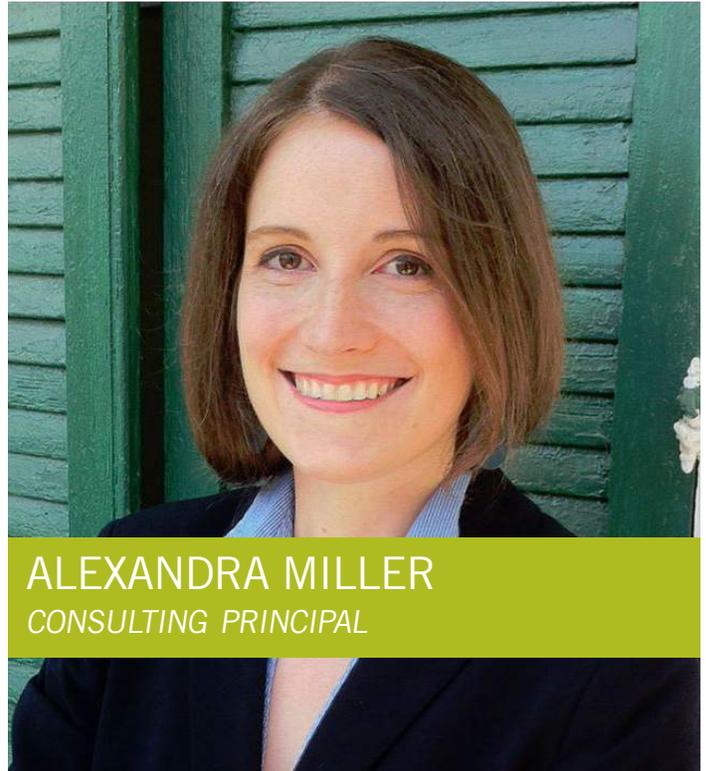
Board Member, Ride New Orleans
Advisory Board Member, "New Zion" City Preservation Association
Volunteer, Ripple Effect Water Literacy Project
Member, CONNECT Coalition Steering Committee
Member, Foundation for Louisiana Blight Working Group
Member, Greater New Orleans Housing Alliance

RECENT PUBLICATIONS & RESEARCH

2014. Social Capital and Community Capacity in Disaster Recovery: The EnviRenew Fund's Triple Bottom Line Approach. In BioCity vol. 57: Community Development and Infrastructure, For Citizens, By Citizens.
2012. "EnviRenew Resilience Part 1 Report: Creating Resilient Communities" with Lindsay Jonker and Dana Brechwald. Atlanta: The Salvation Army.
2012. "EnviRenew Resilience Part 2 Report: The Long-Term Recovery Mission in New Orleans" with Lindsay Jonker. Atlanta: The Salvation Army.
2010. "Haiti: Artibonite Recovery Plan." In VIEW on Harvard GSD 2. London: Tank Books.

PROFESSIONAL EXPERIENCE

2012-Present: Principal, Miller Urban Consulting
2014-2015: Deputy Director, Crescent City Community Land Trust
2010-12: Director of Program Development, EnviRenew
2009-10: Community Planner, U.S. Department of Transportation
2007-08: Research Analyst, Belden Russonello Strategies



ALEXANDRA MILLER
CONSULTING PRINCIPAL

REPRESENTATIVE PROJECTS

- Livable Claiborne Communities, City of New Orleans. Community Engagement and Economic Data Analysis for HUD/DOT Funded Comprehensive Planning Process.
- Commercial Real Estate Market and Partnership Study, Crescent City Community Land Trust. Real Estate Market Analysis, Financial Modeling and Partner Engagement for Commercial Community Land Trust Development.
- EnviRenew Fund, The Salvation Army. Strategic Planning, Implementation, and Leveraging Investment for a \$12 Million Affordable Green Housing Fund.
- NeighborWorks Neighborhood Capacity Building Initiative, Broadmoor Development Corporation. Curriculum Development, Communications, and Implementation of Citizen Engagement Initiative.
- New Orleans Blight Organizing Toolkit. Policy Analysis, Community Education, and Physical Strategies Formulated as Toolkit for Community Leaders to Address Stubborn Neighborhood Blight.
- Claiborne Corridor Cultural Collaborative (C4) Project. Cultural Economic Mapping, Data Analysis, and Interactive Web Development.



asakura robinson company LLC

Planning Urban Design Landscape Architecture

Education

Greater Boston Executive Program in Business Management, Sloan School of Management, MIT, 2004

M.Arch, Urban Design (MAUD), Harvard Graduate School of Design, Massachusetts, 1992

Baccalaureate in Architecture, Universite Laval, Canada 1986

Certifications

LEED Accredited Professional

Registrations

Ordre des Architectes du Qu'ebec, Canada, Registered Architect

American Institute of Architects, International Associate

Professional Affiliations

American Planning Association

Publications

Lead author, "Translating the Science of Climate Change into Built Solutions", Michigan Journal of Sustainability. vol 3 Spring.2015.

Contributor "Designing with Water: Creative Solutions from around the World" ; The Boston Harbor Association (TBHA) funded by the Barr Foundation. November 2014.

Contributing author to the Urban Land Institute Report on "the Urban Implications of Living with Water"; funded by the Kresge Foundation; ULI Boston / New England District Council. Published in September 2014.

Awards

Silver Award, 2015 Engineering Excellence Awards, Massport Disaster and Infrastructure Resiliency Plan

Boston Society of Landscape Architects (BSLA) Honor Award, Landscape Analysis and Planning, Vermont Law School Framework Plan, Sasaki Associates, 2011

Nathalie Beauvais, Int'l Assoc. AIA, APA , LEED AP

Project Manager

Ms. Beauvais has over 23 years of experience in architecture, urban design, and planning with a strong emphasis on sustainability and the integration of planning and engineering expertise. She is a strong team leader and client advocate. She is experienced in managing complex projects requiring comprehensive analyses and, developing strategic framework and decisional process for successful design development and implementation. Her areas of expertise include climate change planning, public engagement, sustainable design, and integration of regulatory processes, transportation planning, and infrastructures design.

Project Experience**DDOE Climate Adaptation Plan, Washington DC**

Ms. Beauvais is deputy project manager responsible for the integration of expertise in coordination with climate scientists, architects and the client's many stakeholders. She is responsible for coordinating the Climate Change scenario for their integration to the vulnerability assessment and how it will inform the adaptation plan.

Climate Change Vulnerability Assessment and Preparedness Plan, City of Cambridge, Cambridge, MA

Ms. Beauvais manages the integration of disciplines and directs the stakeholder engagement plan including coordination with many city departments, state agencies, advocacy groups, and academic climate change initiatives. She has developed a flexible management model that allows transparency and inclusiveness while remaining committed to schedule and budget. She provides expertise in strategic planning and design to integrate regulations, sustainability, stakeholders, engagement processes, and best design practices.

As the next step, Ms. Beauvais will be project manager for the Preparedness Plan. to provide for a "vision" for a "resilient Cambridge" and develop a coherent set of strategies and actions to guide the City's implementation roadmap. The team is developing a community engagement framework to foster stakeholder and resident participation in the development of strategies to best prepare the City.

Disaster and Infrastructure Resiliency Plan, Massport, Boston, MA

Ms. Beauvais is deputy project manager for this comprehensive vulnerability and resiliency plan for Boston Logan Airport and the Massport maritime facilities to provide an understanding of overall climate change vulnerability, the most at-risk elements, and the range of adaptation efforts and associated costs required to build resiliency within the system and for critical assets.

National University of Singapore Master Plan, Singapore

Ms. Beauvais was project lead for Sustainability Planning. She led the team developing sustainability guidelines for the campus focusing on water management and climate adaptation measures. She coordinated efforts with engineers and architects and the University executives to develop the sustainability program integrating government priorities and regulations, advocacy groups' requirements, and cost consideration for construction and operations. (while with Sasaki Associates)

Eric Gordon

Eric_Gordon@emerson.edu • (617) 824-8828 • Emerson College, 120 Boylston Street, Boston, MA 02116

Education

Ph.D., 2003, M.A., 1999, Dept. of Critical Studies
School of Cinematic Arts, University of Southern California
Los Angeles, CA

BA, 1994, Sociology
University of California, Santa Cruz, CA

Current Professional Affiliations

Berkman Center for Internet and Society, Harvard University, Cambridge, MA
Faculty Affiliate (Fall 2014-present)

Engagement Lab, Emerson College, Boston, MA
Founding Director (Spring 2011 – present)

Department of Visual and Media Arts, Emerson College, Boston, MA
Associate Professor of New Media (Fall 2010-present)

Past Professional Affiliations

Berkman Center for Internet and Society, Harvard University, Cambridge, MA
Fellow (Fall 2012-2014)

Tisch College of Citizenship and Public Service, Tufts University, Medford, MA
Visiting Scholar (August 2011-June 2012)

Department of Visual and Media Arts, Emerson College, Boston, MA
Assistant Professor of New Media (Fall 2004-Spring 2010)

Institute for Multimedia Literacy, University of Southern California, Los Angeles, CA
Postdoctoral Fellow (August 2003-June 2004)

MFA Department, Graduate Film Program, Art Center College of Design, Pasadena, CA
Visiting Professor (Summer 2004)

Department of Art History, Media Studies Program, Pomona College, Pomona, CA
Adjunct Professor (Fall 2002-Spring 2003)

Institute for Multimedia Literacy, University of Southern California, Los Angeles, CA
Assistant Lecturer (Spring 2002- Spring 2003)

Department of Critical Studies, School of Cinematic Arts, University of Southern California, Los Angeles, CA
Teaching Assistant (Fall 1997- Fall 2001)

Books

Gordon, E. and Mihailidis, P. eds. (2016, forthcoming). *Civic Media: Technology, Design, Practice* (Cambridge, MA: MIT Press).

Gordon, E. and Mihailidis, P. eds. (2015) *The Civic Media Project*. <http://civicmediaproject.org> (Cambridge, MA: MIT Press).

Gordon, E. and de Souza e Silva, A. (2011) *Net Locality: Why Location Matters in a Networked World*. Malden, MA: Blackwell Publishers.

Gordon, E. (2010) *The Urban Spectator: American Concept-cities from Kodak to Google*. Hanover, NH: Dartmouth College Press.

Peer Reviewed Articles

O'Brien, D., **Gordon, E.**, Baldwin-Philippi, J. (2014). "Caring About Community, Counteracting Disorder: 311 Reports of Public Issues as Expressions of Territoriality." *Journal of Environmental Psychology*, 8 (3).

Gordon, E. and Baldwin-Philippi, J. (2014). "Playful Civic Learning: Enabling Lateral Trust and Reflection in Game-based Public Participation." *International Journal of Communication*, 8, 759-786.

Harry, D., **Gordon, E.**, Schmandt, C. (2012). "Setting the Stage for Interaction: A Tablet Application to Augment Group Discussion in a Seminar Class," *Proceedings of Community Supported Cooperative Work*, Seattle, WA.

Gordon, E. and Schirra, S. (2011). "Playing With Empathy: Digital Role-Playing Games in Public Meetings," *Proceedings of Communities and Technologies 2011*, Brisbane, Australia.

Gordon, E., Schirra S. and Hollander, J. (2011). "Immersive Planning: A Conceptual Model for Designing Public Participation with New Technologies," *Environment and Planning B*, 38(3) 505-519.

Gordon, E. and Manosevitch, E. (2010). “Augmented Deliberation: Merging Physical and Virtual Interaction to Engage Communities in Urban Planning,” *New Media & Society*.

Gordon, E. and Bogen, B. (2009) “Designing Choreographies for the ‘New Economy of Attention,’” *Digital Humanities Quarterly*, 3.2: 25 pars. <<http://digitalhumanities.org/dhq>>.

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7.4 Exhibit C: Project Sheets

CROSBY | SCHLESSINGER | SMALLRIDGE LLC

LANDSCAPE ARCHITECTURE

PLANNING

URBAN DESIGN

Crosby | Schlessinger | Smallridge is a nationally-recognized landscape architecture, urban design and planning firm that collaborates with municipalities, public agencies, and institutions to transform places — and drive positive change — through an integrated approach to planning and design for open space, transportation, and urban redevelopment.

The principals of the firm have worked together for over thirty years and bring personal focus, deep technical expertise, creativity, and seasoned judgment to ensure that the potential of every project is realized.

Our focus is on implementation. By integrating the political, physical, economic and cultural goals of every project, we have developed a strong history of moving from creative ideas to built projects.



Transportation

Context Sensitive Design for Bridge & Highways
Transit Oriented Development
Intermodal Transportation Centers
Streetscape & Parkway Design



Open Space

Urban Parks & Plazas
Recreational Corridors & Greenways
Community Parks, Playgrounds & Schoolyards
Educational & Institutional Campuses



Urban Redevelopment

Downtown & Waterfront Revitalization
Neighborhood Revitalization
Industrial Zone Reclamation



CSS developed a Master Plan for this mixed-use district on Boston's waterfront. The project area encompasses several large parcels planned for mixed-use redevelopment, in addition to an MBTA air-rights parcel and a number of institutional uses - such as the JFK Library, and UMass Boston.

The Master Plan establishes a new, walkable street grid that weaves Columbia Point back into the city's urban fabric while establishing view corridors to Dorchester Bay, improving multi-modal pathways and transforming an automobile oriented part of Boston into a vibrant, sustainable, mixed-use neighborhood. At full buildout, the Master Plan would allow approximately 6.3 million square feet of development.

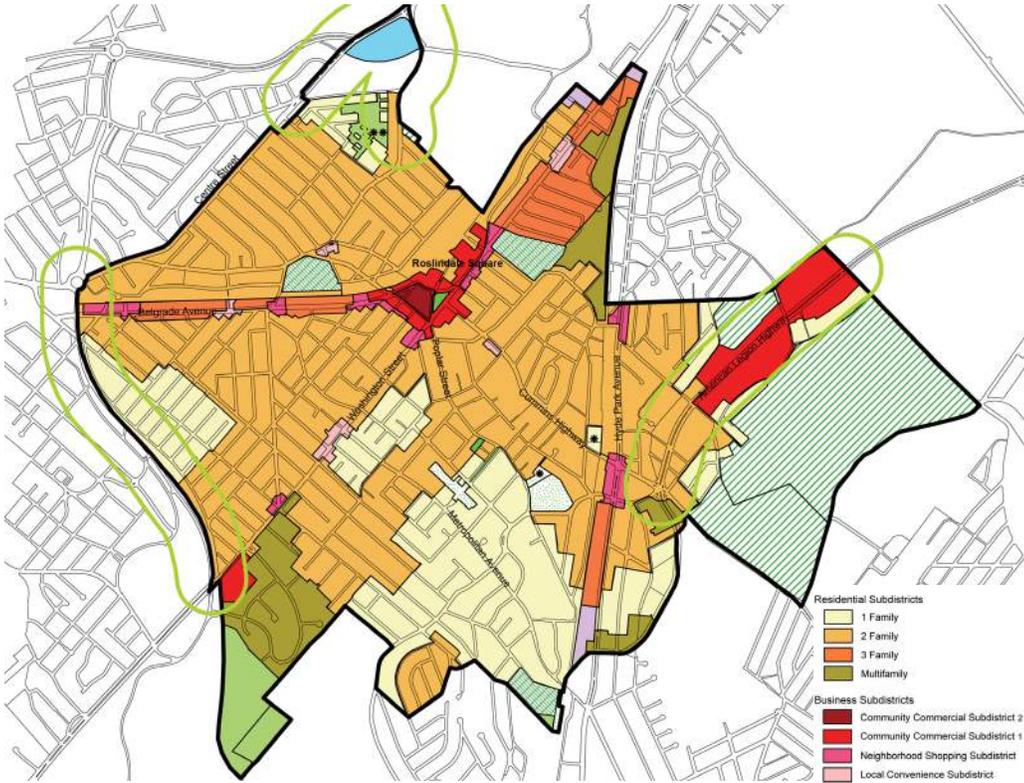
The Plan recommends infrastructure improvements and design guidelines to support desired development.



As part of the Planning Process for the Roslindale Neighborhood, the Boston Redevelopment Authority initiated a study to develop a Neighborhood Strategic Plan. The Plan encompasses land use, housing, open space, the public realm, institutional growth, transportation and urban design.

The Plan included Transit Oriented Development site plans and zoning in Roslindale Square, the community's commercial center, adjacent to a commuter rail station. That zoning has resulted in redevelopment of two large parcels in the heart of the commercial district and the designation of a developer for a third development site which includes reuse of a historic building.

CSS worked closely with the Roslindale Advisory Group to develop the neighborhood plan.



1 New zoning encourages higher densities and commuter rail stations.



2 Proposed new mixed-use development incorporating historic Railway substation. Newly constructed mixed-use building shown at right.



3 A dense residential neighborhood surrounds the commercial core.

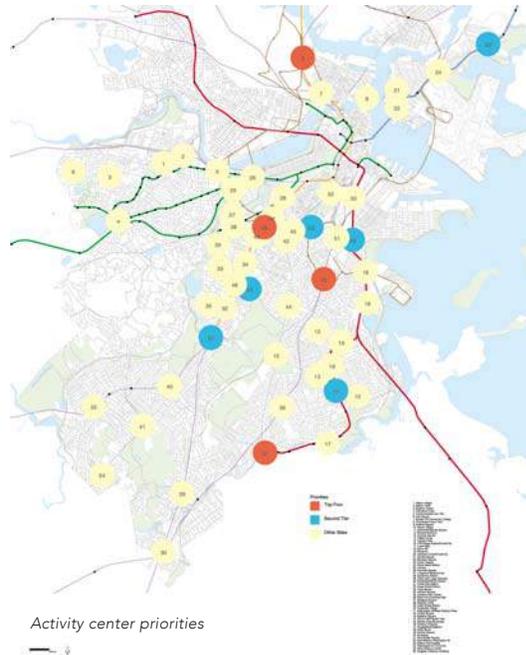


4 Recommended development and streetscape improvements for Roslindale Square, adjacent to the Commuter Rail stations. Proposed new buildings are all constructed or in design.



CSS recently managed this TOD project building on a Boston Transportation Department roadway reconfiguration for the area adjacent to the MBTA's Sullivan Square Station – a key Orange Line and bus transfer station in Boston's Charlestown neighborhood. The ultimate goal of the Sullivan Square Disposition Study is to enhance the area through the creation of a public realm framework and a Disposition Plan for publicly-owned TOD development parcels that will be created by the new roadway alignment. The Disposition Plan includes urban development guidelines for land use, design, scale, streetscape and open space.

TRANSIT-ORIENTED DEVELOPMENT CENTERS* | Boston, Massachusetts



Activity center priorities



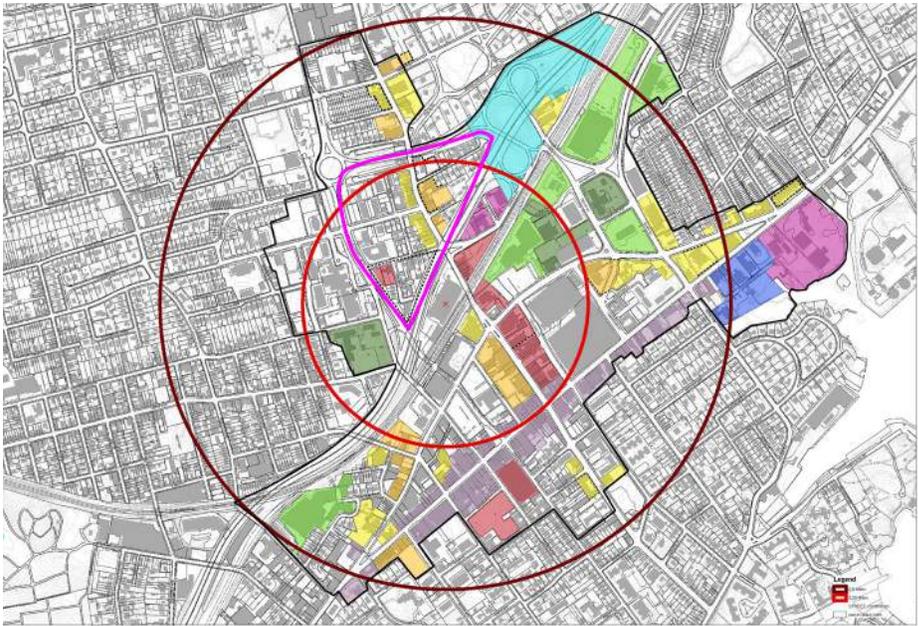
- 1 Opportunity for higher density housing & ground floor retail.
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- 5 Create prominent station "entry point" on Blue Hill Ave. Make transit more visible.
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Mattapan Square Recommendations

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*Project directed by Skip Smallridge with a prior affiliation.

TRANSIT ORIENTED DEVELOPMENT | *New Rochelle, NY*
SMART GROWTH STUDY



CSS recently conducted a study to develop a plan for a sustainable and vibrant mixed-use TOD district within a 1/2 mile radius of the New Rochelle Train Station. The Plan includes a market analysis, build out analyses for select parcels and major infrastructure improvements to create pedestrian and bicycle friendly streets, and a series of parks and plazas along North Avenue. The Plan will be incorporated into the City's Comprehensive Plan. The project is funded by the New York and Connecticut Sustainable Communities Consortium.



URBAN PARKS AND PLAYGROUNDS* | Boston, Massachusetts



The project team has designed over 50 public parks for the City of Boston Parks and Recreation Department.

The parks range in size from one half to one acre and serve densely populated urban neighborhoods. Careful programming and design to meet the needs of diverse user groups are central to the success of these parks and community participation in the programming phase is actively solicited.

The parks include play structures for various age groups, basketball courts, spraypools, game tables, and seating areas. The parks all feature a range of distinctive, playful design elements which include community inspired murals, brightly tiled mosaics and the incorporation of art pieces created by neighborhood children.

Meeting safety and accessibility requirements is a priority in the design of all of our parks. Careful attention is given to safe pedestrian circulation, decorative and protective fencing, and brightly lit seating areas.

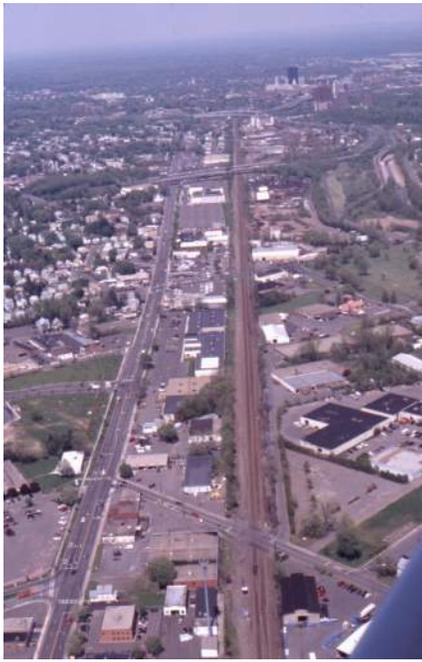
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The proposed design for Audubon Circle and adjacent Beacon Street and Park Drive intends to restore a sense of entrance and linkage between Brookline, Boston and the Muddy River. Traffic studies have concluded that removing the circular slip lanes will enhance traffic flow through the intersection. While this removes the last visual vestiges of the circle, the redesign strengthens Olmsted's original idea to balance transportation modes. Improvements to circulation, urban design, planting, and surface infrastructure reinforce the historical geometry and return this intersection to its intended prominence.

The design includes a low circular wall, with lighting to enhance its visibility, to accomplish two historic goals for Beacon Street: make entering an important space evident, and balance vehicular and recreational uses. Drainage from the adjacent sloped gardens at the wall, the roadway, and the walkways drops into rain gardens that are proposed at three corners to filter and percolate storm water – putting landscape in service of infrastructure.

HARTFORD BUSWAY | Hartford/New Britain, Connecticut
STATION AREA PLANNING



CSS studied the development potential for twelve stations on the Hartford-New Britain Busway. The station areas in the four towns vary greatly, and include downtown Hartford and New Britain, as well as residential neighborhoods and both active and underutilized commercial and industrial districts.

The plans include illustrations of development opportunities, as well as recommendations for new parks and plazas, and roadway and streetscape improvements.

The intensive community participation process included elements ranging from individual stakeholder meetings to neighborhood open houses to gain consensus from the numerous and disparate stakeholders around each of the stations.

The implementation strategy includes proposed zoning changes, design guidelines and funding and phasing strategies.



HYDE PARK NEIGHBORHOOD | Hyde Park, Massachusetts
STRATEGIC PLAN



As part of the Planning Process for the Hyde Park Neighborhood, the Boston Redevelopment Authority initiated a study to develop a Neighborhood Strategic Plan.

The Plan encompassed land use, housing, open space, the public realm, institutional growth, transportation and urban design, with particular attention to opportunities for TOD and improvements to the pedestrian environment around the neighborhood's three commuter rail stations. The Master Plan and recommendations for permanent zoning were adopted by the BRA Board.



CSS worked closely with the Hyde Park Advisory Group to develop the neighborhood plan.

CSS prepared a series of mixed-use TOD site plans and perspective sketches for this parcel adjacent to the commuter rail station.





The Massachusetts Turnpike Authority's project to rebuild the Central Artery underneath downtown Boston releases 50 acres of land above and adjacent to the new highway, and presents the opportunity to reconnect Downtown Boston to its historic waterfront.

As Director of Urban Design for the Bechtel-Parsons Brinckerhoff Joint Venture, Skip Smallridge managed a study of the Central Business District streets crossing the Artery corridor, reconnecting the city to its waterfront. Ground floor land uses, building form, visual permeability of the street

wall and other urban design factors were examined and documented to guide the design effort.

By consulting with public agencies, businesses, landowners and residents, the firm's urban designers identified opportunities for re-establishing strong cross street connections to the waterfront.

Schematic designs and design guidelines were produced for streets and open space to define the available possibilities.

*Project directed by Skip Smallridge with a previous affiliation.

NEPONSET RIVER GREENWAY | Boston and Milton, Massachusetts
BLUE HILL TO CENTRAL AVE



The 4.5 mile stretch of the Neponset River studied in the Neponset River Master Plan includes both isolated natural areas and more densely developed urban neighborhoods.

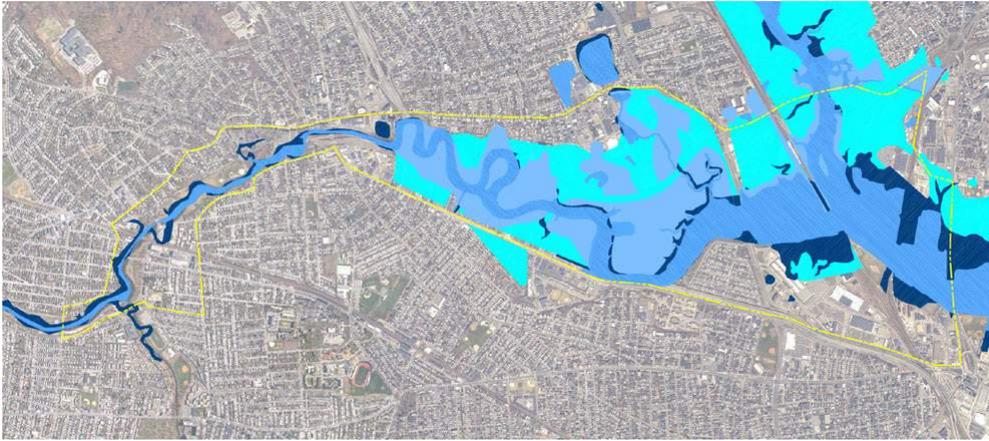
Neponset Trail connects the recently constructed path between Field Office Park and Martini Shell Park to an existing path adjacent to the MBTA High Speed Trolley line.

The trail will connect the communities of Milton and Mattapan Square in Boston, opening up transit opportunities for residents while completing a safe route for bicyclists to access Boston's waterfront or to commute to downtown Boston.

The trail is located on a plateau between the Neponset River and the High Speed Trolley Line in Milton. A new pedestrian bridge over the Neponset River will connect to Ryan Playground in Boston and a Canopy Walk will bring users over the rail line to Mattapan Station and Mattapan Square.

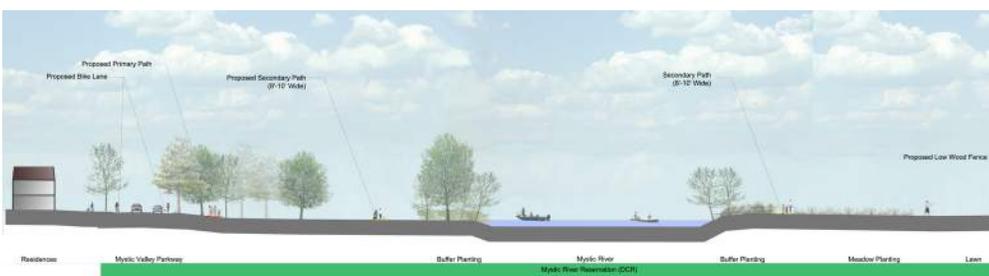
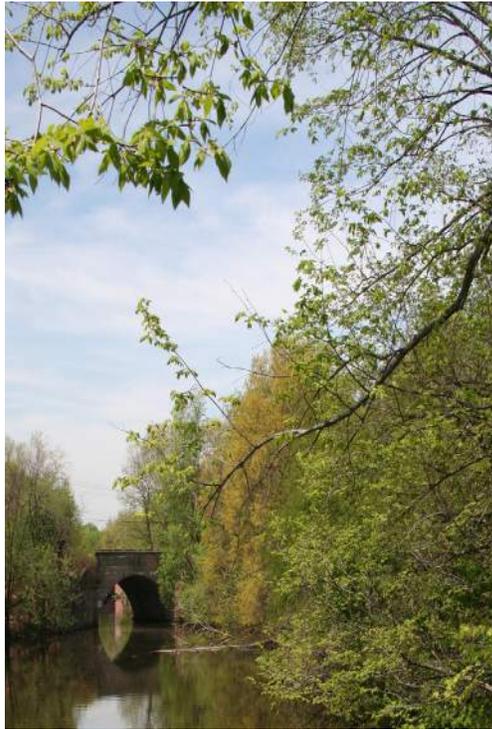
The design of the project is complete and the project is currently in construction.





The Mystic River Reservation was one of the original five reservations delineated by the Metropolitan Park Commission in 1893. The reservation is adjacent to a wide variety of land uses – ranging from industrial sites to residential neighborhoods to conservation land – as it runs through four towns.

CSS prepared a Master Plan that includes new and enhanced recreational areas, expansion and protection of habitat and ecologically sensitive areas, schematic plans for a continuous public greenway, recommendations for improved access to and throughout the reservation and a management plan to assist with future care of the greenway. The public process conducted as part of this project helped to ensure that the plan meets the needs of the community and has fostered support for the project.





Biddeford's 50 acre Historic Mill District, once a thriving 19th century textile mill complex, today remains as a large complex of underutilized building, full of untapped potential. The dense mill complex - two million square feet of building on forty acres of land - conceals views of the Saco River and the dramatic falls.



CSS developed a Master Plan that provides a framework for the re-use of the mill buildings and the redevelopment of vacant parcels. The plan also includes a conceptual design for a riverwalk and open space system to create access to the river and adjacent Amtrak station, a parking and transit strategy, recommendations for a signage and wayfinding program and an implementation and funding strategy.

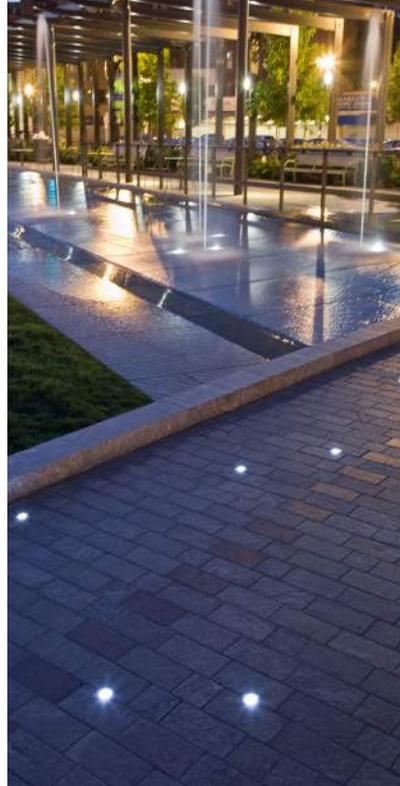
An aggressive public outreach program included a steering committee and stakeholder meetings to community workshops, public meetings and press conferences.





The North End Parks are sited at the threshold between downtown Boston and the historic North End neighborhood. Since the 1950s, the Freedom Trail had crossed this site in the confined space beneath the Central Artery viaducts. When the Artery structure was removed, this was no longer a space to pass through but a space in which to linger and contemplate Boston's past and present.

The North End Parks' design is based on the concept of the park site as a crossing or "threshold" from the downtown to the North End neighborhood. A wide porch along Cross Street concentrates activity at the North End and becomes a viewing platform for the rest of the park and the larger city. The "crossing", with a very abstract reference to the historic Mill Creek, is symbolized by water running parallel with the corridor, bridged by Hanover Street.

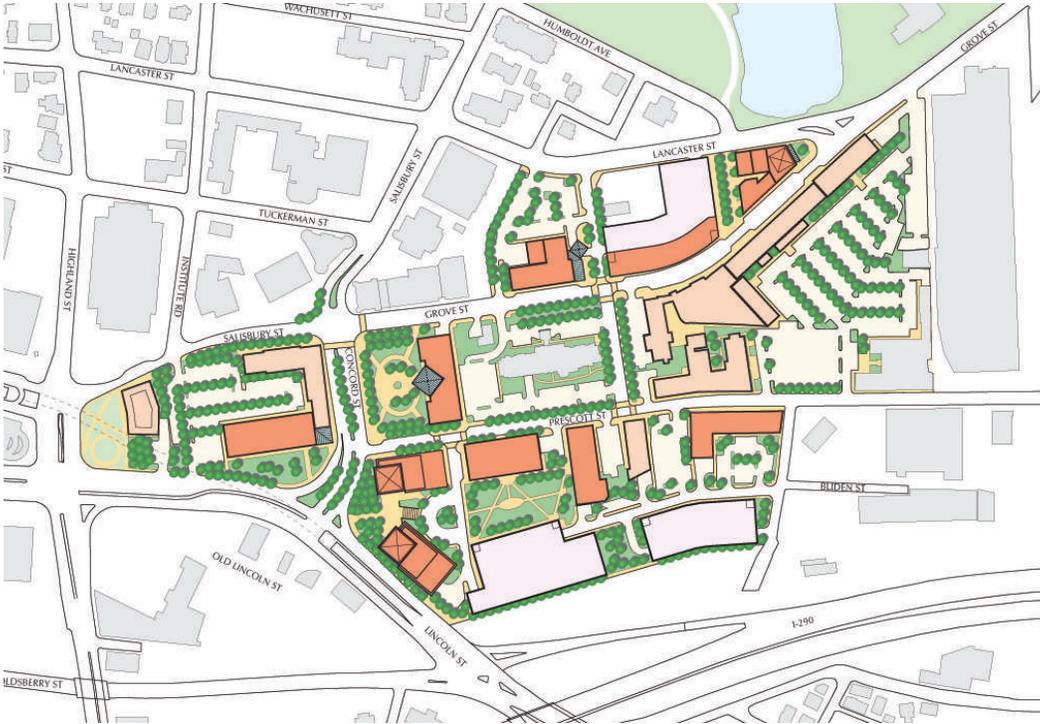


The park includes an extensive interpretive program including engraved quotes in the bronze leaning rails which capture the history of the site and the North End Neighborhood. Important topographical and archeological information such as the edge of the Mill Pond and Katherine Nanny Maylor's privy are marked and interpreted through granite features.

*Boston Society of Landscape Architects Honor Award:
Parks and Recreation Facilities
Tucker Design Award*

In association with Gustafson, Guthrie Nichol, Ltd.
Seattle, WA

GATEWAY PARK | Worcester, Massachusetts
MASTER PLAN



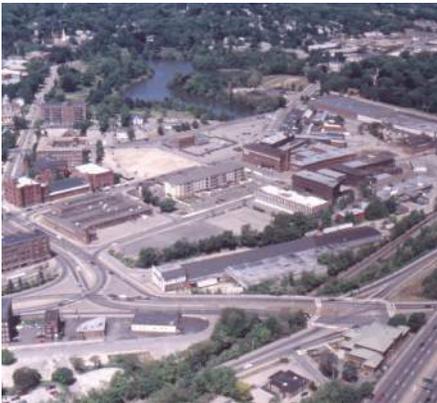
The master plan for redevelopment of this 55-acre brownfields district adjacent to downtown Worcester creates an active, mixed-use commercial and residential district. A series of plazas, tree-lined streets and pedestrian paths provide amenities for new development. Active ground floor uses also enliven the pedestrian environment.

The project involved market and financial feasibility analysis; site assessment; urban design and land use analysis; and evaluation of alternative development scenarios for office, R&D, restaurant, hotel and residential use.

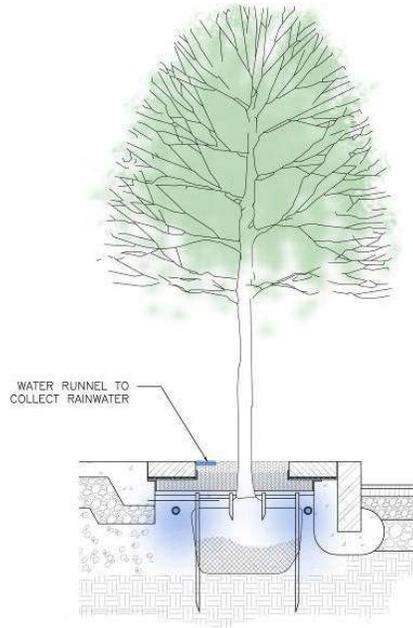
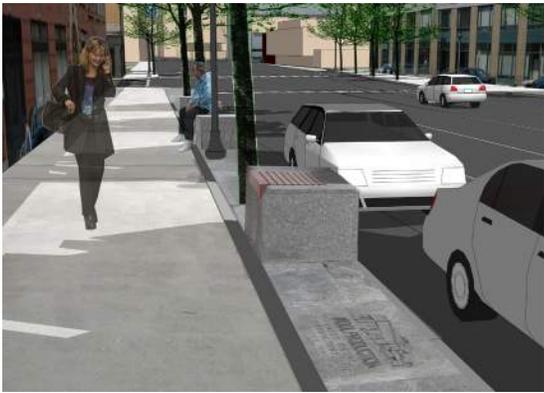
Design guidelines, an infrastructure improvements plan and a phasing plan for the preferred development scenario were developed.

The phasing and financial components of the Plan took into account the somewhat divergent interests of the client team, an innovative partnership of Worcester Polytechnic Institute, the Worcester Business Development Corporation and a private developer.

CSS has continued to provide planning and design consulting, including a landscape master plan, throughout implementation.



CROSSROADS INITIATIVE: | Boston, Massachusetts
SUMMER AND CONGRESS STREETS



Summer Street and Congress Street in Boston are being reconstructed as part of the City's Crossroads Initiative, envisioned as "21st Century Streets," and designed to enliven these important connecting streets. Both streets link this redeveloping formerly industrial waterfront district with the newly constructed Rose Fitzgerald Kennedy Greenway and Boston's downtown.

Improvements will include bicycle accommodations, street tree plantings, unique pedestrian furnishings, a wayfinding system, lighting, pavements and additional street crossings. Infrastructure set in place for public art will insure that the street will be memorable and will reflect the arts community of which it is a part. Both streets are part of the recently designated Fort Point Channel Historic District and historic issues are significant.

The Congress Street design will also include the design of interstitial spaces between buildings as places for public art, pedestrian amenities and improved pedestrian circulation.





Working to create an identity for this street born on top of a sewer main, CSS is collaborating with a design team and the City of Boston to rethink this street identified as a key corridor through Columbia Point. The proposed design will create a pedestrian and bicycle friendly route with better sidewalks, additional street crossings, and the addition of a cycle track that not only makes the street safer, but enhances the life of the neighborhood. Collaborations with stakeholders are bringing temporary results that yield long term solutions.





The reopening of the Hanover Theatre for the Performing Arts was a critical step in path to reinvigorating Downtown. This Plan capitalizes on Worcester’s strength in high-quality health care, education, and research institutions to build a Theatre District that partners institutional investment and expansion with the residential, cultural, restaurant, and retail demand that follows.

The District is envisioned as an active, mixed-use, 18-hour neighborhood with significant institutional and residential growth supporting a vibrant entertainment and cultural environment attracting residents, businesses, and visitors. Key corridors will tie together District-wide activity to make a walkable, inviting center of activity. Federal Street, the heart of the District, will be a tightly compressed pedestrian street plaza - a public gathering space - lined with food, entertainment and retail activity that:

- Creates a sense of place
- Serves as the center of the expanded Theatre/Creative District
- Connects all of the entertainment and creative venues in the District and throughout Downtown.



2.

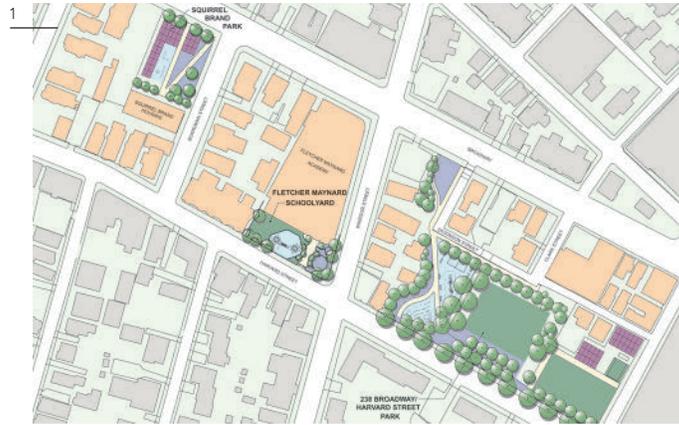


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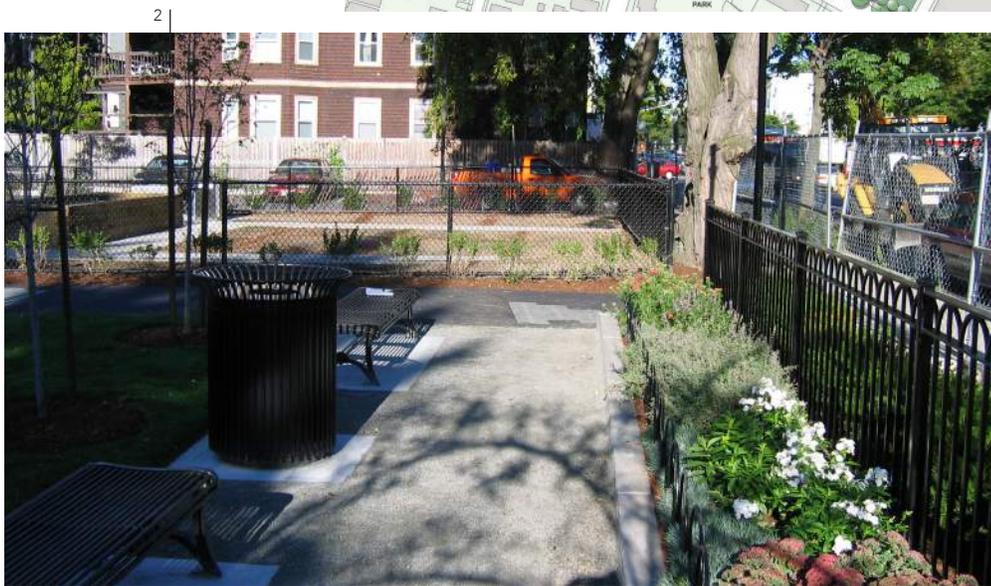


3.

1. Aerial view facing south over Main Street
2. A new pedestrian walkway will connect Portland and Salem Streets
3. Interior view of walkway



Crosby Schlessinger Smallridge was hired to do a neighborhood masterplan for the City of Cambridge that includes four park sites each with a different dominant program need. To date, all the design work has been completed and three parks have been constructed with the fourth scheduled for construction in the spring of 2005.



The largest and last to be constructed is 238 Broadway. Though the site is already a designated open space, the demolition of two buildings will create a larger contiguous space within which to develop a significant neighborhood park. The decision to close Clark Street between Dickinson and Harvard Street also results in a larger open space. The park will retain some of its programmed features such as the tennis court and the community gardens, but



- 1 Neighborhood Masterplan
- 2 Perennial garden at Squirrel Brand Park
- 3 238 Broadway rendered plan

will be enlivened and enriched with the introduction of new ones. The west edge of the site is a fragrant plant border, providing beauty as well as a visual buffer between the park and its neighbors.

Squirrel Brand Park is nearing completion and has perennial beds, a community garden and groves of trees under which to sit.



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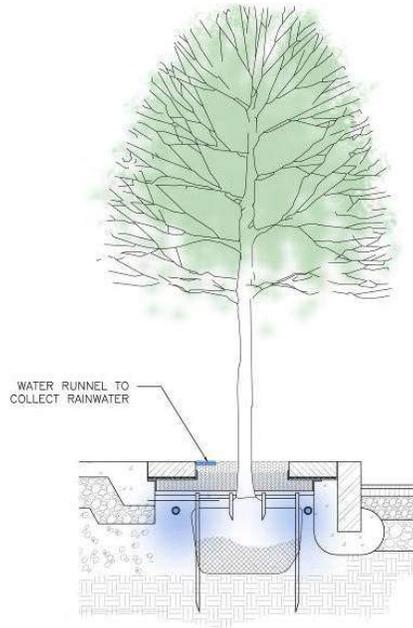
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SUMMER AND CONGRESS STREETS



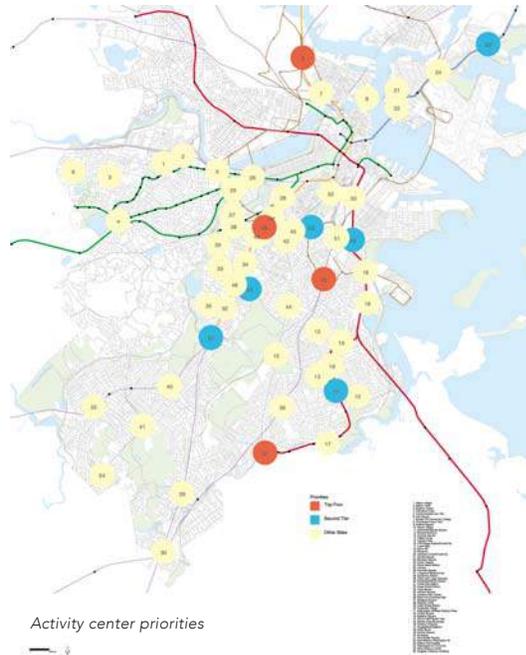
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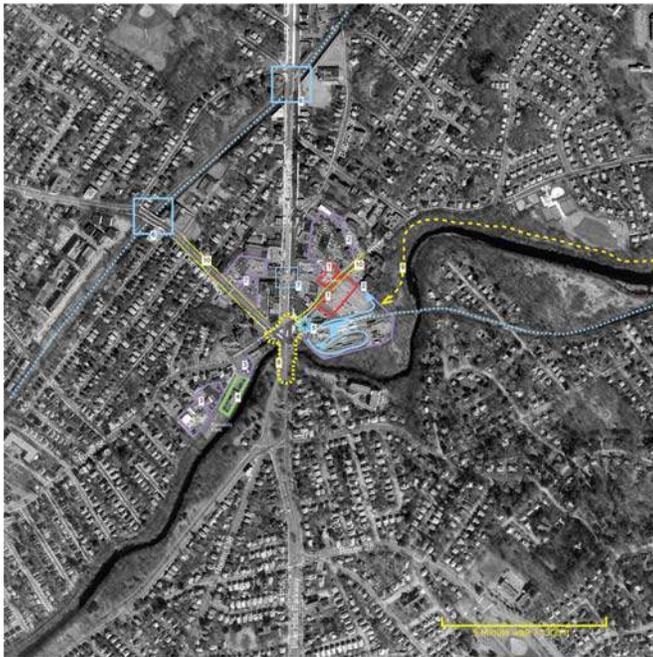
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TRANSIT-ORIENTED DEVELOPMENT CENTERS* | Boston, Massachusetts



Activity center priorities



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- 2 Evaluate operations considerations to free land for higher density development - "Transit Village Model".
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Imagine Austin

AUSTIN, TX



CLIENT

City of Austin, TX

STATUS

Completed (2012)

DURATION OF PROJECT

3 years

(including Visioning and Comprehensive Plan development)

CONTACT

Greg Guernsey

Director of Planning and Development

City of Austin

T 512.974.2387

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PROJECT OFFICE

Philadelphia

Miami

KEY PERSONNEL

John Fernsler

Nancy O'Neill

Andrew Dobshinsky

Austin is defined by its creative economy, vibrant arts scene, and unique community character. WRT led the process to prepare Imagine Austin – the community’s first-ever vision statement, as part of the first city comprehensive plan, the most ambitious effort ever conducted for a Texas city. The 619-square mile study area included the current city limits and its area of extraterritorial jurisdiction, projected to experience a doubling of its 800,000+ population to 1.5 million people over the next 30 years.

The city sought to manage growth in a way that maintained livability, celebrated the city’s creative culture, and improved mobility by fostering compact development around centers rather than wasteful sprawl. Three key goals set for the planning process by Austin City Council were to engage the entire community in developing the plan; set the direction to achieve an economically, environmentally, and socially sustainable future; and produce an actionable strategy to achieve the vision.

The process involved about 25,000 participants in many different ways, including web-based input, “meetings in a box,” outdoor events, and other creative interactions to imagine the vision for Austin’s future, develop alternative growth scenarios, choose a preferred growth concept, and establish policies and actions to achieve the vision. The community engagement process was designed to meet the needs of all residents, including the harder to reach groups in Austin. The American Planning Association presented its “Sustainable Plan Award” to Imagine Austin in 2014, the latest among more than a dozen accolades which have been bestowed on the project since its completion. In addition, Imagine Austin has been recognized by numerous organizations across the U.S. and abroad as a best practice in civic engagement, innovation, and comprehensive community planning.



Albany 2030: Your City, Your Future

ALBANY, NY



CLIENT

City of Albany, NY

STATUS

Completed (2012)

DURATION OF PROJECT

24 months

(including Comprehensive Plan development)

CONTACT

Douglas R. Melnick

Former Director of Planning

City of Albany

Current Contact

Chief Sustainability Officer

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PROJECT OFFICE

Philadelphia

Miami

KEY PERSONNEL

John Fernsler

Nancy O'Neill

WRT worked with the City of Albany, New York's state capital of about 100,000 residents), to prepare the first vision statement and comprehensive plan in the city's 400-year history. WRT's plan was developed with an extensive public outreach process that included a project website, a multi-media campaign, targeted outreach to hard to-reach populations (e.g., stoop surveys conducted outdoors), direct stakeholder engagement, and community forums with keypad polling.

The results of this process were used to define a vision and action strategy to achieve an environmentally, economically, and socially sustainable future for Albany, a key goal set by the city for the plan. Derived directly from the public input, the vision calls for safe, livable neighborhoods; a model education system; a vibrant urban center at the heart of the dynamic capital region; a multi-modal transportation system; and a green, prosperous economy.

Albany 2030 took a "systems-based" approach to the elements of a traditional comprehensive plan structure. The planning process included a rigorous approach to studying how different aspects of the community worked together (or overlapped) in an effort to streamline Albany's government functions. The plan features a detailed implementation matrix and set of indicators that is being used to implement the plan. Albany has used the plan as a basis for improving its approach to green infrastructure, waterfront development, and climate adaptation.

Albany 2030 was recognized by the American Planning Association New York Upstate Chapter with an award for Planning Excellence in 2013.

HOUSTON GENERAL PLAN

HOUSTON, TX



CLIENT

City of Houston, TX

STATUS

Ongoing

CONTACT

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PROJECT OFFICE

Philadelphia
Miami

KEY PERSONNEL

Silvia Vargas

WRT is part of a team preparing Plan Houston, the first General Plan for the City of Houston. The fifth largest metro area in the country, Houston is expecting to grow by more than one million residents over the next two decades and continue to strengthen its economy. As a city with no formal land use controls, Houston struggles to focus and plan for growth, neighborhood development, city services, and capital investments. Plan Houston is an ambitious effort to take existing visions, goals, plans and strategies already created by multiple city departments and organizations from all aspects of the community, and create one cohesive citywide vision and a set of clear policy directives to guide Houston's future.

The nontraditional planning process has been effective in bringing community partners together to envision the future —the Mayor's office, City Council, Planning Commission, City Departments, other governmental agencies, quasi-governmental agencies, non-profits and citizens have all engaged in the planning process. The iterative, collaborative approach, with guidance from a Steering Committee, a Technical Committee and stakeholder input, has created the foundation for the general plan and allowed opportunities to work out inconsistencies in existing city plans and policies. The real focus of Plan Houston is on implementation and outcomes. The policy framework includes an action plan and performance indicators that promote the continuation of coordination between city departments and other stakeholders in the future. The final deliverable will be a dynamic, web-based planning framework which will guide the City's actions regarding neighborhood enhancement and citywide growth and development over the coming years.



A Civic Vision for the Central Delaware

PHILADELPHIA, PA



CLIENT

Penn Praxis

STATUS

Completed (2007)

DURATION OF PROJECT

1 year

CONTACT

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PROJECT OFFICE

Philadelphia

KEY PERSONNEL

Nando Micale
Andrew Dobshinsky

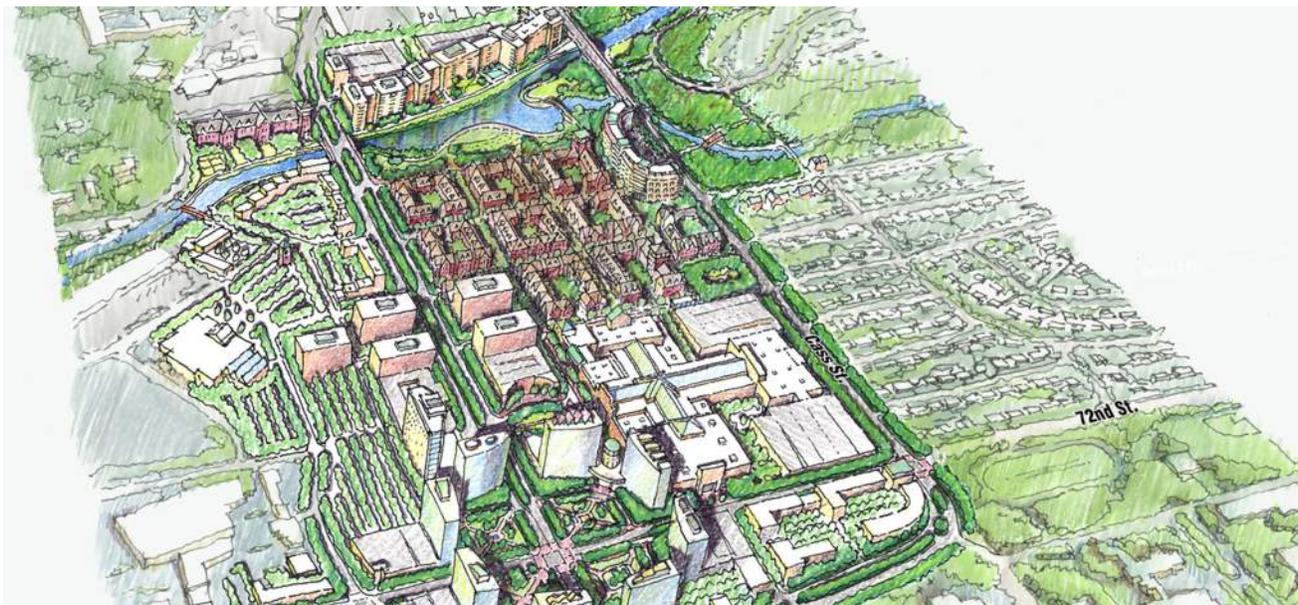
The Civic Vision for the Central Delaware—and its companion Action Plan—advanced a robust agenda and implementation strategy for the central Delaware River. With more than 1,100 acres of land stretching over seven miles at the center of the metropolis, the plan offered a prime opportunity to reverse the trend of regional expansion through greenfield development and encourage the reclamation of undervalued land along the shores, where the city originated and thrived for over 250 years. The plan emphasized the ecological and economic value of the waterfront and proposed new growth around parks and open space, providing access to the river, as well as a new movement system, including the decking over of I-95 and a grand boulevard complete with public transit.

The truly collective planning process engaged and inspired more than 4,000 citizens, business leaders, elected officials, developers, and design professionals through a variety of means. For the ability of the plan to accommodate the future needs of the city and its people, this project received many endorsements as well as multiple awards, including the Charter Award from the Congress for the New Urbanism and an Honor Award from The Waterfront Center.



Omaha by Design

OMAHA, NE



CLIENT

Lively Omaha, NE

STATUS

Completed (2007)

DURATION OF PROJECT

2 years

CONTACT

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PROJECT OFFICE

Philadelphia

KEY PERSONNEL

Nando Micale

Omaha is growing at the rate of about 1% a year, and development under control of the city extends 20 miles west of the historic center. WRT was asked to create a comprehensive urban design plan for the entire city of Omaha, which has a population of some 400,000 people in a metro area of about 800,000.

The plan, which was adopted as the Urban Design Element of the Omaha Master Plan, contains three parts: Green Omaha, Civic Omaha, and Neighborhood Omaha. The green, or environmental, section of the plan proposed restoring and enhancing Omaha's natural setting of hills, valleys, and streams. The civic section proposed design guidelines for areas of the greatest civic importance, civic place districts, and major commercial corridors. The neighborhood section created neighborhood planning districts, with policies for restoring older neighborhoods, enhancing more recent development by adding neighborhood amenities, and adding guidelines to give a neighborhood structure to new development.

The Omaha by Design plan demonstrated that effective urban design plans and regulations can be developed on a citywide basis for large urban areas. This effort can be used as a model for other major cities to follow. As a result of this groundbreaking initiative, Omaha's citizens will see a significant enhancement in the appearance of the city in the years to come. They will not only enjoy a higher quality of urban design, but a higher quality of life.



PlanLafayette

LAFAYETTE, LA



CLIENT

Lafayette Consolidated Government

STATUS

Completed (2014)

DURATION OF PROJECT

2 years

(Including Comprehensive Plan development)

CONTACT

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Comprehensive Plan Office

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PROJECT OFFICE

Philadelphia

Miami

KEY PERSONNEL

Silvia Vargas

Nancy O'Neill

WRT recently completed an ambitious and multi-faceted community planning initiative in Lafayette, Louisiana. Comprising the largely suburban Lafayette Parish, as well as the thriving commercial and civic center of the City of Lafayette and its historic downtown, the community's unique quality of life and economic growth is driving significant population growth to the area. Regarded as the center of Cajun culture, a key priority is maintaining the community's proud Cajun and Creole heritage and joie de vivre, while growing Lafayette's reputation as a progressive center for learning, innovation and creativity.

The effort was driven by an extensive and inspired community engagement strategy, generating unprecedented participation of thousands of residents in designing the community's future. The visioning process served as a channel for community self-discovery, giving citizens a new way of looking at their community and prompting genuine dialogue about the future in a variety of creative ways.

The PlanLafayette process is unique in that it examined the community at several scales simultaneously. The vision statement and accompanying comprehensive plan address land use, mobility, culture, and green infrastructure opportunities at the regional scale, while also incorporating small area plans to address obsolescence and urban redevelopment along several commercial corridors. The process also includes a complete overhaul of codes, development standards, and capital improvement plans.

PlanLafayette's clear action agenda has allowed implementation to gain immediate traction through early-action efforts such as the Better Block strategy and Project Front Yard, which have engaged dozens of partner organizations and hundreds of individuals in implementing the plan's vision. PlanLafayette received the award for Plan Excellence from the Louisiana Chapter of the American Planning Association in 2015.



CONNECT Our Future

GREATER CHARLOTTE REGION, NC AND SC



CLIENT

Centralina Region Council of Governments

STATUS

Completed (2015)

DURATION OF PROJECT

9 Months

CONTACT

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PROJECT OFFICE

Philadelphia
Miami

KEY PERSONNEL

Silvia Vargas
Andrew Dobshinsky
Nancy O'Neill

WRT recently completed CONNECT Our Future, a framework for sustainable regional growth for the Greater Charlotte region, assisting the Centralina and Catawba Region Council of Governments (CCOG and CRCOG).

Funded through a \$4.9 million Sustainable Communities Initiative grant, and matched by \$3 million in local funds, the project involved more than 80 jurisdictions in 14 counties in North and South Carolina in planning for a projected population growth of nearly 2 million over the next 35 years. CONNECT's leaders used the funding to develop a regional vision for the future, help each local community determine their priorities, and develop action-oriented tools for implementation. The CONNECT Regional Vision is centered on six core sustainability values that were adopted by local governments representing more than 70% of the population within the region.

CONNECT communities facing similar challenges (e.g., unemployment, housing needs, and a desire to attract and retain young people) can use the framework to strategize for those common challenges. The final products prepared by WRT consist of a user-friendly CONNECT Our Future magazine and website. Designed for wide distribution, the magazine encapsulates the story of CONNECT in a very accessible manner. The website provides municipal staff, policy makers, and the public the opportunity to review and choose from a wide variety of tools and approaches that best fit their local community needs, and move forward on the priorities most important to them.

www.connectourfuture.org

www.connectourfuture.org/wp-content/uploads/2015/02/CONNECT_Magazine_web.pdf



Denton Plan 2030 Comprehensive Plan

DENTON, TX



CLIENT

City of Denton, TX

STATUS

Completed (2015)

DURATION OF PROJECT

3 years

CONTACT

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PROJECT OFFICE

Philadelphia
Miami

KEY PERSONNEL

John Fernsler
Brian Traylor

WRT led the update to the comprehensive plan for the City of Denton, Texas. Building upon the city's previous plan completed in 1999, the current plan realigned the city's path forward based on its current priorities, changing demographic and economic profile, and rapidly increasing and diversifying population. The update set a vision for the next twenty years of development, anticipating a doubling in population, focus on mixed-use development, place-making and community identity, and encouraging increased walkability, alternative transportation, and public health and safety. The plan built on the inherent values of Denton, including renowned culture and events, the strength of the two universities, its welcoming community, environmental context, and diverse economy. As Denton matures, the plan puts forth a vision that ensures that growth is occurring in the right locations and with the correct character that supports the community's desires for the future of their city.

The planning process began with a robust outreach strategy with regular events occurring at subsequent milestones. The plan update was guided by a Community Advisory Community (CAC) and a Technical Advisory Committee (TAC) to assure that the plan would meet the objectives of all key interest groups.



Portsmouth Comprehensive Plan and Zoning Ordinance

PORTSMOUTH, VA



CLIENT

City of Portsmouth, Virginia

STATUS

Completed (2005)

DURATION OF PROJECT

2 years

CONTACT

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PROJECT OFFICE

Philadelphia

Portsmouth, an historic waterfront city located in Virginia's Hampton Roads region, had experienced several decades of socio-economic decline. The city retained WRT as lead consultant for the *Destination Portsmouth Comprehensive Plan*, which set a bold new vision for the city's future and a strategy to leverage private investment and partnerships. WRT was subsequently retained to lead several *Destination Portsmouth* implementation projects, including a Master Transportation Plan that resulted in millions of dollars of grant funding for pedestrian, bicycle, and safety improvements throughout the city. WRT was also part of the team that prepared a new zoning ordinance, focusing specifically on urban design standards.

Destination Portsmouth received a 2012 Award for Smart Growth Achievement from the Environmental Protection Agency in recognition of its role in realizing the community's vision for a livable, pedestrian-friendly city while providing opportunities for economic development and investment.



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thinkargus.com



Granny Smith

at Orchard Gardens

GrannySmithBoston.org

Granny Knows Best

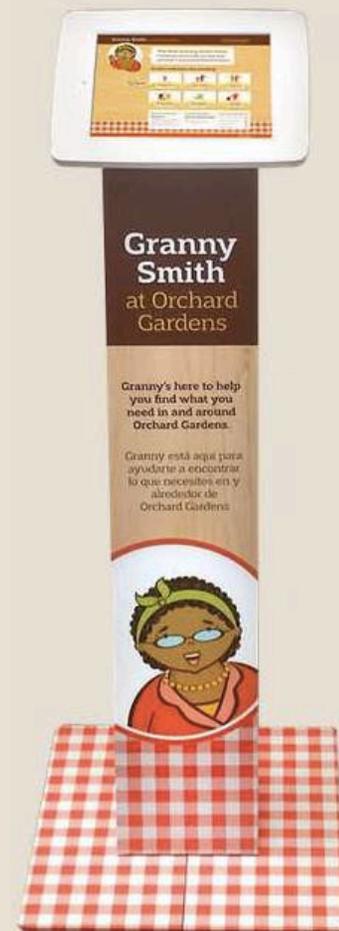
Boston Housing Authority

When kids and teens take part in good summer programs, after school activities, and tutoring and mentoring, their school attendance improves, they stay out of trouble, and get better grades. But even the best programs can't work if parents don't know about them. Working with BHA and the residents at Orchard Gardens, Argus developed a friendly, easy-to-use kiosk and website that bring together programs and resources in the Orchard Garden neighborhood. We also created a parent group that will help connect residents with the resources they need.

Responsive Website



Custom Kiosk



Boston Public Health Commission
Smoking Ban Campaign

Starting May 5th
Boston's bars,
restaurants and
nightclubs
will be smoke-free
24/7/365.

Whether you're going out to dinner
with the family, or grabbing a
drink with friends, going out in Boston
will never be the same. It will better.

Smoke-Free.
BOSTON
Breathe it in.²

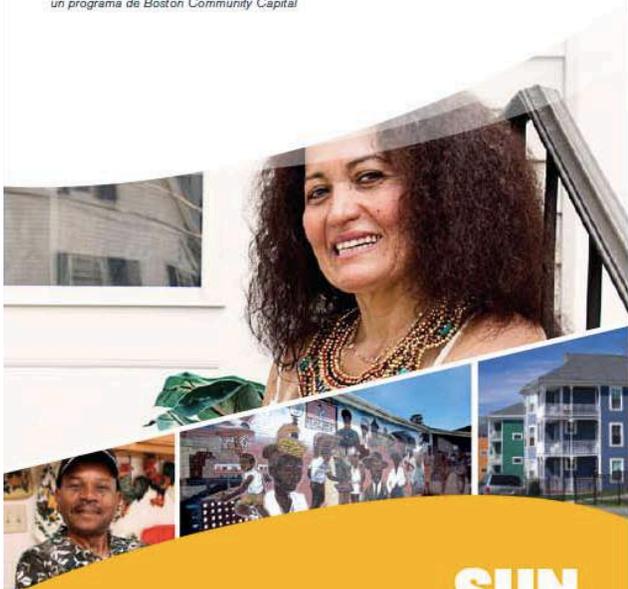
Sponsored by Clean Air Works!



Boston Community Capital Foreclosure Prevention Campaign

LOS PASOS PARA
SALVAR SU HOGAR

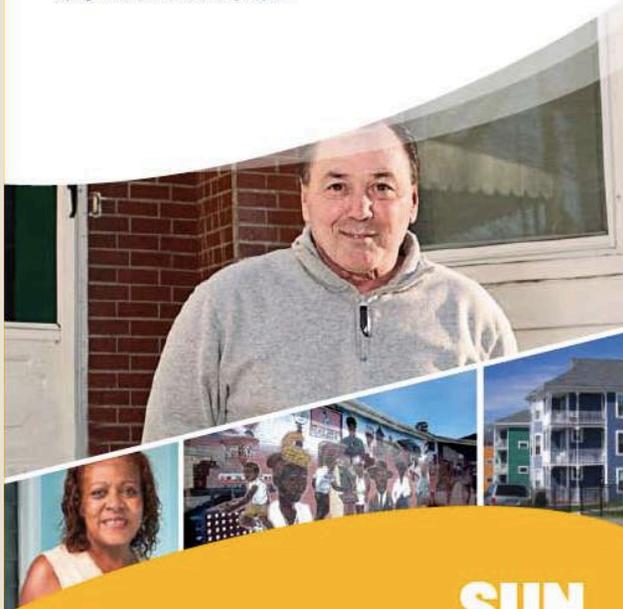
un programa de Boston Community Capital



SUN
STABILIZING
URBAN
NEIGHBORHOODS

TAKING STEPS TO
SAVE YOUR HOME

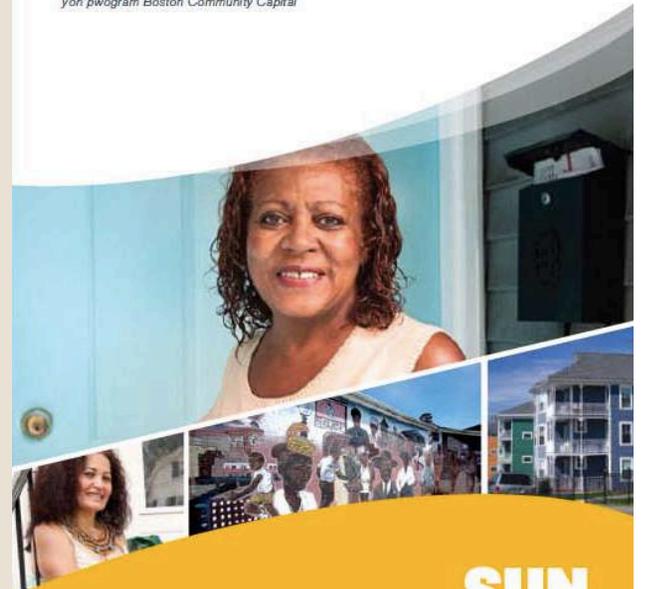
a program of Boston Community Capital



SUN
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yon pwogram Boston Community Capital



SUN
STABILIZING
URBAN
NEIGHBORHOODS



Convening innovation in Massachusetts

Massachusetts Convention Center Authority

Responsible for \$5.5 billion in economic activity over the last decade, the Massachusetts Convention Center Authority is a powerhouse for innovation and development in the region. As they expand their infrastructure to make Boston a Top 5 destination, the MCCA partnered with Argus to refocus their brand beyond their state-of-the-art venues and towards delivering a seamless, industry-leading meetings and conventions experience. Under *Signature Boston*, their new brand, we're working together to develop marketing strategies, advertising, sales initiatives, key publications, and an enhanced digital presence.

Signature
BOSTON™

Remarkable experiences.
Imagination realized.™





MASSACHUSETTS
CONVENTION CENTER
AUTHORITY

CONVENE CONVENIENTLY

The MBTA is the fastest, easiest way to make it to your event.

For the **BCEC**, take the Silver Line Route 1 or 2 to the World Trade Center Station. For the **Hynes**, take the Green Line, B, C or D, to the Hynes Convention Center, or the Orange Line to Back Bay Station.

Learn more at massconvention.com.

Take the 





Search. Compare.
Get the deal on care.

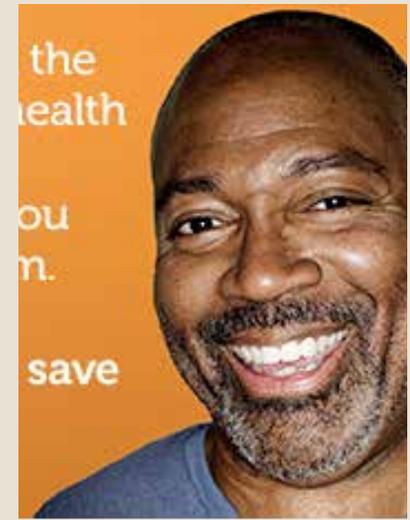


Empowering healthcare consumers

Office of Consumer Affairs and Business Regulation

We usually compare the prices of goods and services before we buy them – that's the smart way to shop. Then why don't we do the same when it comes to health care? Partnering with the Office of Consumer Affairs and Business Regulation, we developed a tongue-in-cheek campaign around the message "Shop. Compare. Get the deal on care" to educate people about new tools and resources aimed at empowering us as health care consumers. Besides transit and online advertising, we developed a website that drives people to their health insurance's online cost estimators.

argus





Comcast

To increase its share of the Hispanic market, Comcast had to go beyond delivering a knock-out Spanish-language line-up: it needed to connect with a wide-ranging community that has its own tastes, values, and traditions. Argus taught Comcast to speak "Hispanic" by delivering multi-platform, strategic campaigns that were as much "in culture" as they were "in language." The result? Response, sell, and up sell rates that went far beyond industry standards. More important, we helped to make the Comcast brand more relevant in one of the fastest growing markets in the nation and increase sales by 20%.

Comcast
Direct Mail and Print Ads

argus

"Tu pasión es la música."

XFINITY presenta MultiLatino Plus

Comparte tu pasión, el paquete MultiLatino Plus de XFINITY
es el canal que tú quieres:

Comparte ahora por sólo

9.95
al mes por
12 meses

- Más de 100 canales que incluyen todos tus canales locales y más de 40 de tus canales en español favoritos.
- Cientos de opciones con On Demand en español.

¡Llámanos al 1-800-707-7501

Envíanos un texto* con la palabra
"pasión" y tu pasión al 64718. Incluye tu
nombre y ciudad para ayudarnos a construir
una pared de pasiones que se encuentra
en www.cualesstupasion.com.

XfinityTM

www.cualesstupasion.com

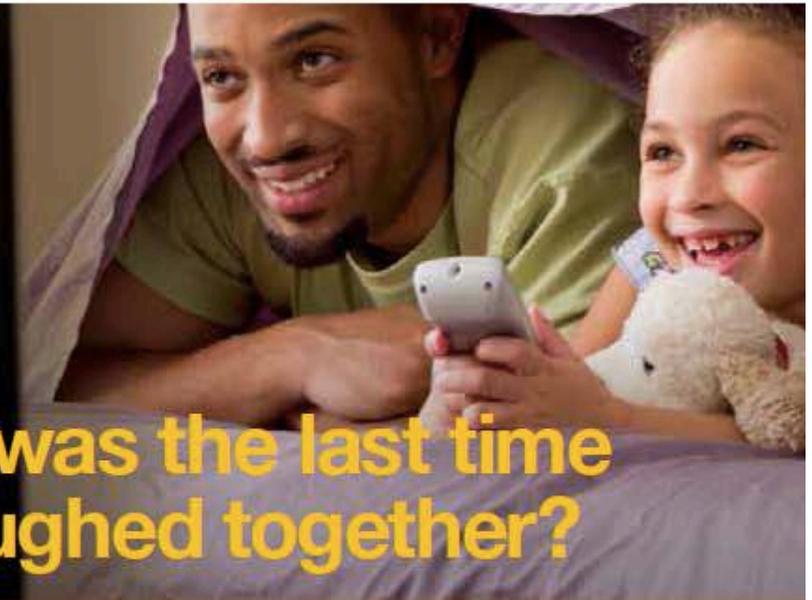
*Envío de mensajes de texto. Sujeto a la cobertura de red y otras limitaciones. Contacta a tu empresa de servicios para más información. Al enviar mensajes de texto, tu mensaje puede ser usado por Comcast en www.cualesstupasion.com con fines de marketing; por favor asegúrate que tus mensajes sean apropiados para otros.

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With the Comcast Triple Play,
we stay connected.



When was the last time
you laughed together?



Enjoy the shows your family loves.

Comcast
Direct Mail

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Comcast

Nos une lo que tenemos.
We are united by what we share.

Hay cosas que nos unen.

Comparte todo lo que quieres con los que quieres. ¡Una gran oferta!
Share everything you want, with those you love. Get a great package at a great price.



National brand, local flavor

Comcast/NBC Universal

Comcast came to Argus with an FCC mandate and a basic idea: turn an online video platform into “something positive” for a local community. Our response: MadeinMedford.com, a vibrant hub that connects Medford residents and visitors with the people, businesses, and institutions that matter in their community. Going beyond the original brief, Argus produced live-webcasts of key community events, created advertising and collateral, and extended the MadeinMedford experience into Facebook and Twitter. We continue to work with Comcast to turn this pilot program into a model for community engagement across the nation.

argus



facebook

Email or Phone Password
 Keep me logged in Can't log in?

ARE YOU made in medford?

Made in Medford Community

- Create Page
- Recent
 - 2014
 - 2013
 - Founded

Timeline About Photos Tweet Us More

PEOPLE
4,527 likes

ABOUT
Made in Medford is an online and video-on-demand initiative that is dedicated to Medford, MA!
<http://madeinmedford.com/>

APPS
#madeinmedford Tweet Us
Fan of the Week

- Made in Medford shared Kurukulla Center for Tibetan Buddhist Studies's status. 3 hours ago
- Important Announcement: Kurukulla Center is hosting a sand mandala starting Wednesday, July 16th. Medicine Buddha Puja will be held on Friday, July 18th at 7PM. Please stay watch for more details.
Like · Comment · Share
Carole Ross Nelson likes this.
- Made in Medford shared Kurukulla Center for Tibetan Buddhist Studies's photo. Yesterday
Tonight 7 pm join Sean Gonzalez for Meditation 101. This evening's theme is patience, an indispensable quality we all must cultivate and nourish if we want inner peace.

iPad 2:14 PM 22% 4G

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Joined October 2011
13 Photos and videos

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bostonmagazine.com @BostonMagazine · 20m
Johnny Depp played guitar on stage with Aerosmith last night. Watch [ow.ly/2gXQY](#)

Made in Medford @MadeInMedford · Jul 18
Happy rainy Wednesday #Medford! Stay dry today!

Made in Medford @MadeInMedford · Jul 18
Tons of activities @CircleSquareMed TOMORROW 4-8pm
[madeinmedford.com/ly/2aJyD](#)

Retweeted by Made in Medford
The Boston Globe @BostonGlobe · Jul 15
An MIT sophomore may have become the youngest person to fly solo around the world. [ow.ly/3tr/4](#)

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- Worldwide Trends · Change
- #1 #MyCarIs43
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 - #WakeupTheDirectorGeneral...
 - PhillyFarmDay
 - #2years4Teamin
 - Amsterdam to Kuala Lumpur
 - Ukraine's Russia
 - Advisor to Ukraine's Interior Min...
 - Ginger Snaps



Regina Villa Associates

SAMPLE CURRENT PROJECTS

Program for Mass Transportation – Bus and Commuter Rail Modal Plans – MassDOT for the MBTA

RVA is working with several lead engineering firms to support civic engagement across modal plans for development of the MBTA's Program for Mass Transportation (PMT). The work includes involving a wide variety of stakeholders in goal setting and developing modal plans for the MBTA for the next 25 years. RVA is on the teams for Commuter Rail, Bus and Rapid Transit assessment and planning.

Various Projects – Boston Water and Sewer Commission

For the past 16 years, RVA has performed civic engagement for various projects on behalf of Boston Water and Sewer Commission (BWSC) including sewer separation projects in Dorchester, Reserved Channel, Bulfinch Triangle, Fort Point Channel, Morrissey Blvd., Mass Ave and South Boston, and Newmarket, Dudley and Newbury Streets and downspout disconnection projects in South Boston and other neighborhoods. Community outreach work has included direct outreach, educational video, photography, community relations and print information materials, website updates, email blasts, advertisements, translations/interpretation, onsite visits and communications.

South Station Expansion – MassDOT – Office of Transportation Planning

RVA implements the civic engagement program for this project. The South Station Expansion project is being planned to bring the facility up to par with today's demands; accommodate future service enhancements; and improve safety, comfort, convenience, and accessibility for all passengers. Staff members develop and produce project civic engagement materials, including PowerPoint presentation templates and fact sheets, online surveys, community briefings, performing website and social marketing outreach, and tracking issues. RVA has managed the civic engagement since 2007.

South Coast Rail, Southeastern, MA – MassDOT and the MBTA

The firm staffs a robust civic engagement process for the PM/CM final design and permitting of a transit system to connect the cities of Taunton, Fall River and New Bedford to Boston. The project has a high profile and involves legislative updates, regional planning to encourage smart growth and outreach to 31 communities. RVA manages the comment and response database for the project using an Excel format and provides the project managers with responses to emails, letters and meeting comments for review and editing. The engagement effort includes developing fact sheets and email blasts; reorganizing and maintaining the project website; and organizing public meetings, station workshops, legislative briefings and events in the region.

Kendall Square Mobility Task Force – MassDOT Planning

Led by MassDOT, the Kendall Square Task Force is meeting to develop a series of financially achievable short, medium and long-range recommendations to enhance local mobility and regional access to the Kendall Square area. The group will focus on a study area roughly including Cambridge (east of Massachusetts Avenue and the Grand Junction), while also considering the capacity of transit, shared use paths, and highway connections into the Kendall area. RVA staffs the Task Force and public meetings, developing a comments log, and providing website information.

Green Line Extension – MBTA

RVA is working on the public involvement for the final design and early construction phase of the Green Line Extension. Project staff works with the MBTA to support the Design/Construction Working group (representing the corridor communities of Cambridge, Somerville and Medford), arranges and staffs working group and community meetings, moderates meetings, develops blog posts, and produces project fact sheets.

Silver Line Gateway – MassDOT Planning, Highway and MBTA

The Silver Line Gateway project will extend existing Silver Line Bus Rapid Transit service from Logan Airport through East Boston and Chelsea. The preferred alternative uses an abandoned railroad right-of-way in Chelsea, providing new stations, the fastest travel times, and serving the largest number of new transit riders, and overall highest ridership. RVA assisted OTP with the civic engagement in planning, organizing a series of bilingual community meetings and discussions with residents, businesses, community organizations and elected officials in Chelsea and Boston. Initial construction is underway.

I-91 Viaduct Rehabilitation – MassDOT Highway Division – Springfield, MA

MassDOT's Highway Division is undertaking a three-year project to replace the deck of the elevated viaduct through downtown Springfield. RVA staffed public outreach for the design phase of the project and is now a member of the J.F. White-Schiavone Construction Joint Venture construction team. RVA organizes and staffs public hearings, drafts media materials and email correspondence and notices, and supports the outreach with District 2.

I-91 Viaduct Study, Springfield, MA – MassDOT, Highway Division

RVA is managing civic engagement for this study of the future of the viaduct carrying Interstate 91 through the city of Springfield. The project includes a large advisory group, public meetings, a project website and bilingual notices, materials and flyers.

Longfellow Bridge Rehabilitation Project, Boston and Cambridge, MA – MassDOT – ABP, Highway Division

RVA is working with the Highway Division's Accelerated Bridge Program on public involvement for the rehabilitation of the historic Longfellow Bridge linking Boston and Cambridge. During construction, the firm is assisting the project team with outreach to Beacon Hill and Kendall Square residents and businesses, bicycle and pedestrian groups and historic preservation interests. RVA developed and maintains a project database; coordinates and staffs neighborhood and public meetings; prepares project fact sheets; assists the project team with resolving complaints and issues, including tracking; drafts blogs and assists with project website updating. RVA drafts weekly – or more frequent – email traffic and boater advisories and project updates for wide distribution to the media and the project database.

Whittier Bridge Replacement/I-95 Improvement Project, Newburyport and Amesbury, MA – MassDOT – ABP, Highway Division

RVA manages public outreach and notifications for replacement of the current historic structure spanning the Merrimack River between Newburyport and Amesbury. The bridge is heavily traveled, particularly during peak commuting hours. RVA assisted the Highway Division and the project team with outreach to the communities of Newburyport, Amesbury and Salisbury and other stakeholders such as rails-to-trails and environmental groups during the planning and preliminary design phase. With the bridge now under construction, RVA drafts frequent updates for the project database and media; coordinates and staffs public and neighborhood meetings; issues email traffic and boater advisories; drafts blogs; and handles complaint calls, assisting the team in resolving and tracking them.

Route 79/Braga Bridge Improvements Project – MassDOT – ABP, Highway Division

RVA developed and is implementing the public involvement and communications plan for this project affecting stakeholders and local businesses in the City of Fall River, Town of Somerset, economic development and tourism groups, Fall River Chamber of Commerce, abutters, neighborhood associations, community organizations, transportation interests and emergency responders. RVA developed the database for mailing and emailing information; coordinates stakeholder group briefings and public meetings; drafts blogs; prepares fact sheets and frequent construction and website updates; and issues traffic advisories. RVA logs construction issues and coordinates responses for the D/B team, including tracking them. The firm also coordinates translation of print materials, including detour maps, into Spanish and Portuguese and arranging for interpreters at public meetings.

Route 2/I-95 Bridge Replacement Project – MassDOT – ABP, Highway Division

RVA developed and is implementing the public involvement and outreach program for this project that is replacing the structurally deficient Route 2 east and westbound bridges over I-95 in Lexington. The project includes additional improvements to improve safety, reduce congestion and protect the environment, including upgrading the I-95 median within the project corridor and new drainage systems. RVA staff developed the project email database, coordinate and staff public meetings, prepare construction updates and traffic advisories, draft blogs, and assist the team with responding and tracking complaints and issues.

PREVIOUS PROJECTS

***we*Move Massachusetts – MassDOT – Office of Transportation Planning**

RVA worked with MassDOT on the Massachusetts Multimodal Project, known as *we*Move Massachusetts (WMM). WMM was a strategic planning process, designed to improve how the agency does business, responds to customers, and provides transportation services that are the foundation for the Commonwealth's sustainable economic development. RVA staff developed the outreach program, spending several months generating a database and developing relationships with community groups and leaders. Staff interviewed key stakeholders (internal and external), conducted an online survey in a variety of languages, organized open houses and public meetings, and helped develop the final report.

South Boston Waterfront Sustainable Transportation Plan – City of Boston, Massachusetts Convention and Exhibition Center, Massport and MassDOT (managed by A Better City)

This project developed a Sustainable Transportation Plan to support the South Boston Waterfront area, define and prioritize transportation system investments, influence people's travel behaviors, and improve the public realm. RVA worked closely with the lead agencies and ABC's project manager to implement a successful stakeholder outreach and involvement program. The process was complex, with numerous public and private sector landowners; significant pressure on the transportation system; a need to improve the pedestrian and bicycling experiences; and the goal of preserving the quality of life for a growing residential population and adjacent neighborhoods. The outreach plan targeted a wide variety of stakeholders: employers, employees, the hospitality industry, marine and commercial interests, commuters, area residents and adjacent neighborhoods, and developers. The outreach included community meetings, an intensive workshop, neighborhood and organizational briefings, and an online survey in multiple languages.

I-91 Viaduct Rehabilitation Project – MassDOT – ABP, Highway Division

MassDOT's Highway Division designed a deck replacement for the heavily used viaduct through downtown Springfield, MA. The design incorporates elements of Accelerated Bridge Construction to speed up the construction duration and lessen impacts on the community. RVA joined the design team to arrange and staff public meetings and hearings for this bilingual community. Staff members arranged for interpreters; translated eblasts, flyers and notices; and developed an online survey in two languages to gather information about travel habits and work hours. RVA also staffed meetings with public safety, city and regional representatives, and the business community.

Ports of Massachusetts Strategic Plan – MassDOT – Office of Transportation Planning

RVA managed the public involvement for this strategic planning effort. The project was the first technical product of the Commonwealth's Ports Compact, and its purpose was to provide recommendations and guide future investments, policy, initiatives and planning around the five major ports of the Commonwealth: Boston, Fall River, Gloucester, New Bedford and Salem. Tasks include coordinating and staffing statewide public meetings and website updates.

I93 Fast 14 Bridge Replacement Project – MassDOT – Highway Division

In the summer of 2011, the Massachusetts Department of Transportation (MassDOT) replaced 14 deteriorated bridge superstructures on Interstate 93 in the city of Medford, MA. The replacements took place over 10 summer weekends. As part of the outreach efforts, RVA staffed worked with MassDOT to develop a project brand and logo, implement the communications plan via a robust, standalone project website, produce printed material, social marketing messaging and a strategic use of video. The team was successful in diverting traffic away from the roadway through a vigorous communication and outreach plan. The Accelerated Bridge Construction project won numerous awards

Green Line Extension Project - Conceptual Engineering & Draft EIR, Metropolitan Boston – MassDOT – Office of Transportation Planning

RVA staffed the public involvement for these early phases of planning and environmental work for the Green Line Extension. This included staffing the Citizen Advisory Committee representing three communities (Medford, Somerville and Cambridge); organizing Station Task Force, community and public meetings; drafting media materials and preparing fact sheets and flyers; and working with team members on strategic planning and implementation of media and outreach plans.



Civic Engagement for the South Boston Waterfront Sustainable Transportation Plan for the Boston Convention Center Authority, City of Boston, MassDOT and Massport, Managed by A Better City

Purpose and Need: Early in 2014, RVA joined a team managed by A Better City (ABC) and led by VHB to develop a new sustainable transportation plan for the South Boston Waterfront. The Working Group consisted of senior leadership from the sponsoring agencies: Massachusetts Convention Center Authority, Massport, the City of Boston and the Massachusetts Department of Transportation. RVA worked closely with the lead agencies and ABC's project manager, Jane O'Hern, to implement a successful stakeholder outreach and involvement program. The process was complex, with numerous public and private sector landowners; significant pressure on the transportation system; a need to improve the pedestrian and bicycling experiences; and the goal of preserving the quality of life for a growing residential population and adjacent neighborhoods.

Activities: The outreach plan targeted a wide variety of stakeholders: employers, employees, the hospitality industry, marine and commercial interests, commuters, area residents and adjacent neighborhoods, and developers. The outreach included five community meetings, with one intensive workshop where agency leaders and planners answered questions and discussed goals at tables with the participants. There were 50 outreach meetings to brief and gather ideas from the stakeholders. RVA developed an online survey in multiple languages to incorporate input from Title VI populations employed in South Boston, and worked with hotels, restaurants and the tourism and hospitality industries to encourage participation by their employees. Our team also worked with the Seaport TMA and neighborhood organizations to welcome and incorporate their goals. Regular emails updated the stakeholders on activities, products and ways to comment.

Results: The final plan for the South Boston Waterfront includes short, medium and long-term actions to solve the challenges of the rapidly growing neighborhood. It includes strategies to address growth and improve the public realm, while offering immediate and longer term transportation solutions. The agency Working Group is charged with implementing the Plan, featuring an unprecedented collaboration of the private and public sectors, is a blueprint for improving the growth of the Waterfront, proposing real solutions to meet the growing and changing transportation.

Project Staff:

Nancy Farrell, Project Manager and Principal
Regan Checchio, Public Affairs Vice President; Survey Research and Planning

For more information on the project, please visit the website:
<http://www.abettercity.org/landdev/southboston.html>

References:

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617-502-6240

Ethan Britland, Project Manager for MassDOT
Ethan.Britland@state.ma.us



Civic Engagement for MassDOT and the MBTA's South Coast Rail Project

Purpose and Need: In April 2007, the Massachusetts Department of Transportation (MassDOT) published the Patrick-Murray Administration's *Plan for Action* to initiate a new environmental review process for the South Coast Rail project, to restore passenger rail service between Boston and Taunton, Fall River and New Bedford. The project will address long-standing transportation inequity, encourage economic development, foster job creation and connect people with affordable housing options, while protecting the natural environment. Development of the *South Coast Rail Economic Development and Land Use Corridor Plan* was a key project component. The plan provides South Coast communities with a planning road map to promote sustainable economic development and preserve open space. RVA initially planned and staffed a robust civic engagement campaign for the planning phase of the project and is staffing public outreach for PM/CM Services with the MBTA. RVA also assists the regional planning agencies with outreach and events.

Phases and Services: RVA facilitated civic engagement public meetings in numerous South Coast communities for phase 1 of the project, alternatives screening, to move into the environmental review process. For the phase 2 environmental review, RVA managed a wide-ranging civic engagement effort, which included public meetings, station workshops, legislative briefings, press conferences, a library display and design competition. Through both phases, RVA supported, documented and organized events, materials, and issues; assisted with development of a transit rider survey; maintained a communications database; drafted papers and replies to inquiries; produced project fact sheets, press releases, meeting minutes and other public materials; and coordinated with MassDOT IT to update and post new documents to the South Coast Rail website, www.southcoastrail.com, and meet accessibility and Title VI standards. As elements of the project were funded (e.g., rail bridges in New Bedford), RVA worked with the team and impacted communities on outreach and project updates. With the acceptance of the FEIS/FEIR, the focus has shifted to securing permits in the host communities; developing a wetlands mitigation plan; and completing final design with the MBTA. Outreach will continue to finalize station designs and prepare communities for construction.

Corridor Plan and Technical Assistance: The *South Coast Rail Economic Development and Land Use Corridor Plan* grew out of a collaborative partnership between the Commonwealth, local municipalities and regional planning agencies. RVA contributed to the Corridor Plan and worked with MassDOT and the Executive Office of Housing and Economic Development to provide local cities and towns with technical assistance (TA) to help implement the Corridor Plan's objectives.

Results and Verification: The Massachusetts Chapter of the American Planning Association gave the *South Coast Rail Economic Development and Land Use Corridor Plan* the 2009 President's Award for Outstanding Planning; the plan won several other awards as well.

Project Staff:

Nancy Farrell, Project Manager and Principal
Regan Checchio, Public Affairs Vice President; Survey Research and Planning
Sarah Paritsky, Public Information Manager

For more information on the project, please visit the website:

www.southcoastrail.com

Reference:

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Jean.Fox@state.ma.us

857-368-8853

Kimberly Dobosz, MBTA Project Manager
100 Summer Street, Suite 1200, Boston, MA 02110

kdobosz@mbta.com

617-222-1763



Civic Engagement and Outreach for MassDOT’s weMove Massachusetts (WMM)

Problem and Strategic Goals: The Massachusetts Multimodal Project, known as weMove Massachusetts (WMM), is a strategic planning process developed by the Massachusetts Department of Transportation (MassDOT). The project is designed to improve how the agency does business, responds to customers, and provides transportation services that are the foundation for the Commonwealth’s sustainable economic development. The project includes development of a process for prioritizing transportation investments in a way that reflects good transportation policy, modal shift and public opinion gathered during an earlier civic engagement initiative called youMove Massachusetts (YMM). The WMM project and public input are key elements in the development of MassDOT's Long Range Transportation Plan (LRTP).

Outreach: To develop a successful outreach program, the WMM outreach team, led by RVA, spent several months generating a database and developing relationships with community groups and leaders. Based on experience, the team felt that working with and through community leaders could enhance the outreach and result in more participation in the interview and questionnaire information gathering. This compilation of contacts was completed through the use of new and traditional methods of engagement, including:

- Email to existing contact lists (including the original YMM database),
- Targeted outreach to the communities of interest,
- Media releases, which invited participation in the process and were distributed statewide,
- Use of social media and the MassDOT blog,
- Postings on websites of community organizations,
- Discussions with local health staff and leadership and legislative staff to get contacts at key community groups, and
- Reviewing and revising contacts to ensure diverse geographic representation across the Commonwealth.

MassDOT’s project manager also sent an email to every local public health director (or head of the Board of Health) in the Commonwealth (each municipality has its own Health Department or Board), requesting Environmental Justice and Title VI contacts in the community. The consultant team searched for key statewide organizations and leaders from “gateway” communities. This information was combined into a master database of more than 4,000 contacts.

Since the YMM effort relied on public meetings/workshops and website input, the new approach had two prongs: (1) key interviews with stakeholder leaders, and (2) a questionnaire (available online

and in print). This research was strictly qualitative in nature. It was intended to provide MassDOT with user insights about existing (transportation infrastructure) problems as well as generating ideas for later quantitative research.

Research: The team developed an outreach approach to potential interview subjects based on a number of factors. The first step was drafting a Civic Engagement Plan targeting potentially underserved populations, including:

- Residence in or representation in a gateway community as designated by the team in conjunction with MassDOT: these are primarily Environmental Justice communities; and
- Representation of stakeholder groups including limited English proficiency; elderly or elder services; rural; low income; minority; community action or economic development; disabled; Latino, African-American, or other minority group; or transit focused.

Based on these priorities, team members reached out to more than 100 representatives of stakeholder groups in communities around the Commonwealth. The team also worked closely with MassDOT staff to develop a 26-question survey, prepared in five languages: English, Spanish, Portuguese, Haitian Creole and Vietnamese (online only). The team also provided print copies of the questionnaire upon request and provided copies to community leaders for distribution. Print responses were mailed to the consultant offices and the data was entered manually. The questionnaire was accessible via screen reader. In addition, the team also complied with a request to read the survey to a blind respondent over the telephone, with the reader coding the responses.

The team sent an email to the database contacts announcing the availability of the questionnaire in February 2012. In April 2012, MassDOT sent a press release promoting the questionnaire (in English, Spanish, Haitian Creole, and Portuguese) to all English and non-English media outlets in the Commonwealth. A reminder email was sent to the project database at the same time as the release. The questionnaire closed on April 23, 2012.

Results and Verification: There were 1,893 responses to the questionnaire, with 109 of these submitted as print copies. For respondents who completed the questionnaire online, more than 50 percent of the respondents clicked directly into the survey page, suggesting that the source of the link was access via an email blast (either directly or forwarded) or through the press release. Both the eblast and press release had the direct links embedded in the text.

The themes developed in the YMM initiative served as the basis for learning more about customer needs and challenges in WMM. WMM responses correlated with the themes developed in the YMM process. The analysis showed similar concerns and suggested actions MassDOT may consider in its transportation prioritization effort. The WMM ideas and challenges reported in the questionnaires and interviews fit comfortably within the framework of YMM's ten themes. The difference is one of emphasis, with the WMM report stressing themes and needs related to economics, access to service, transit that connects people to jobs, multimodal infrastructure improvements, sensitivity to cost, and more education and travel training.



Civic Engagement for MassDOT and the MBTA's South Coast Rail Project

Purpose and Need: In April 2007, the Massachusetts Department of Transportation (MassDOT) published the Patrick-Murray Administration's *Plan for Action* to initiate a new environmental review process for the South Coast Rail project, to restore passenger rail service between Boston and Taunton, Fall River and New Bedford. The project will address long-standing transportation inequity, encourage economic development, foster job creation and connect people with affordable housing options, while protecting the natural environment. Development of the *South Coast Rail Economic Development and Land Use Corridor Plan* was a key project component. The plan provides South Coast communities with a planning road map to promote sustainable economic development and preserve open space. RVA initially planned and staffed a robust civic engagement campaign for the planning phase of the project and is staffing public outreach for PM/CM Services with the MBTA. RVA also assists the regional planning agencies with outreach and events.

Phases and Services: RVA facilitated civic engagement public meetings in numerous South Coast communities for phase 1 of the project, alternatives screening, to move into the environmental review process. For the phase 2 environmental review, RVA managed a wide-ranging civic engagement effort, which included public meetings, station workshops, legislative briefings, press conferences, a library display and design competition. Through both phases, RVA supported, documented and organized events, materials, and issues; assisted with development of a transit rider survey; maintained a communications database; drafted papers and replies to inquiries; produced project fact sheets, press releases, meeting minutes and other public materials; and coordinated with MassDOT IT to update and post new documents to the South Coast Rail website, www.southcoastrail.com, and meet accessibility and Title VI standards. As elements of the project were funded (e.g., rail bridges in New Bedford), RVA worked with the team and impacted communities on outreach and project updates. With the acceptance of the FEIS/FEIR, the focus has shifted to securing permits in the host communities; developing a wetlands mitigation plan; and completing final design with the MBTA. Outreach will continue to finalize station designs and prepare communities for construction.

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Project Staff:

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For more information on the project, please visit the website:

www.southcoastrail.com

Reference:

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Jean.Fox@state.ma.us

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Kimberly Dobosz, MBTA Project Manager
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Social Media Case Study: Massachusetts Coalition for Water Resources Stewardship Communications Campaign

Regina Villa Associates (RVA) develops content and manages social media accounts for the Massachusetts Coalition for Water Resources Stewardship (MCWRS). RVA disseminates information across a variety of platforms, including the MCWRS website and blog, Facebook, Twitter, and LinkedIn accounts. The goal of our campaign is to raise awareness about issues that are important to MCWRS as an organization and generate support for actions that will protect the interests of member communities. RVA tailors content to the intended audience, level of importance, timeline, and need for response.

Developing Content

RVA staff members monitor news about policies and regulations potentially affecting members, and coordinate with the MCWRS Board of Directors to select relevant articles to adapt and share with members. Platforms such as Twitter, LinkedIn, and Facebook are used to issue basic-level information to a broader public beyond the MCWRS database.

Integrated Messaging

To ensure message consistency, RVA integrates its messages across social media platforms, using the Hootsuite application. RVA staff have also configured automated feeds to integrate blog posts with the MCWRS website home page, resulting in a more cohesive system. The blog and website are used to develop extensive and in-depth content that showcases MCWRS's position as an opinion and thought leader in the water resources community.

Email Marketing and Newsletters

RVA uses email marketing software to create targeted communications for members and others with shared interests, including notices of MCWRS's events, issues requiring members' attention, or urgent action prompts, such as comment letters on pending legislation or regulations. RVA also produces and distributes a monthly electronic newsletter for members that incorporates current and local news, policy, and regulations with commentary from the perspective of MCWRS.

Reporting

A key element of this communications plan is reporting on the effectiveness of the outreach efforts. Periodic reports using web and social media analytics are presented to the MCWRS Board. When necessary, strategies are adjusted based on these analyses. For example, staff recently provided a tutorial and prepared instructional materials to engage MCWRS members on these platforms.

Screen shots of each social media platform are included on the following pages.



Drinking Water



Stormwater



Wastewater

SAVE THE DATE!

MCWRS presents the **6th Annual Water Resources Strategies Symposium** on Tuesday, May 12, 2015 from 8:30 AM to 3:00 PM. The event will be held at the Best Western Royal Plaza Hotel & Trade Center in Marlborough, MA. This year's theme is **Cost & Compliance: A Balancing Act**.

[Learn more](#)

CALL FOR PRESENTERS

The Symposium Planning Committee invites interested professionals to contribute to the symposium program by making presentations on topics related to the theme, **Cost & Compliance: A Balancing Act**.

Recent News

[EPA Grants Much-Needed Extension of Draft MS4 Permit Comment Period](#)

On December 24, the U.S. Environmental Protection Agency (EPA) Region 1 granted an extension of its comment period for the Draft Massachusetts Small Municipal Separate Storm Sewer System (MS4) General Permit to Friday, February 27, 2015. Thanks to extension requests submitted by numerous organizations, including MCWRS, its members, and NAIOP Massachusetts, EPA Region 1 changed [...]

[Clean Water Comes at a Cost: EPA Releases Draft Massachusetts MS4 Permit](#)

On September 30, 2014 the US Environmental Protection Agency (EPA) Region 1 released a new Draft Massachusetts Small Municipal Separate Storm Sewer System (MS4) General Permit for public comment. This permit, once finalized, will establish significant new

Massachusetts Coalition for Water Resources Stewardship

Massachusetts Coalition for Water Resources Stewardship
Environmental Conservation

95 likes

Reach People Nearby
Reach up to 1,400,000 people near Boston

Promote Page

ABOUT

The Massachusetts Coalition for Water Resources Stewardship (MCWRS) is a nonprofit organization committed to promoting policies and regulations that will...

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<http://www.mcwrs.org/>

Promote

Status

Photo / Video

Offer, Event +

What have you been up to?

Massachusetts Coalition for Water Resources Stewardship shared a link.
Posted by Kate Barrett (?) · 19 hours ago

Good news to start off 2015. #MS4permit #stormwater U.S. EPA - New England Region <http://bit.ly/1FbD9bO>

EPA Grants Much-Needed Extension of Draft MS4 Permit Comment Period
mawaterresourcescoalition.wordpress.com

On December 24, the U.S. Environmental Protection Agency (EPA) Region 1 granted an extension of its comment period for the Draft Massachusetts Small Municipal Separate Storm...

19 people reached

Boost Post

THIS WEEK

5 Page Likes

19 Post Reach

UNREAD

0 Notifications

0 Messages

Recent

2014

2013

2012

Founded

See Your Ad Here

Massachusetts Coalition f...
The Massachusetts Coalition for Water Resources Stewardship (MCWRS) is a nonprofit organiz...

Like Page · 95 people like this page

Facebook – RVA manages and develops content for MCWRS’s Facebook page. This involves following other organization’s/people’s pages to stay up-to-date with information, cultivating followers for MCWRS’s page (likes), and writing content to post with appropriate social media tools (i.e., Hashtags and tagging people/pages). The post shown above incorporates both a recurring hashtag (#MS4permit), a tagged page (U.S. EPA – New England Region), and a hyperlink to MCWRS’s new blog post about a pertinent and pressing topic (the extension of a permit comment period).



MCWRS
 Massachusetts Coalition for
 Water Resources Stewardship



TWEETS 88 FOLLOWING 125 FOLLOWERS 48 FAVORITES 2

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Focusing on education, research and advocacy around water resources stewardship.
waterresourcescoalition.wordpress.com

Massachusetts
mcwrs.org
 Joined September 2012

1 Photo or video



Tweets Tweets & replies Photos & videos

MCWRS @MCWRS · 20h
 Good news to start off 2015. "[@EPANewEngland](#) Grants Much-Needed Extension of Draft MS4 Permit Comment Period." bit.ly/1FbD9bO

← ↻ ★ ⋮ View summary

MCWRS @MCWRS · Dec 24
 Update: Comment period extended to 2/27 for [@EPANewEngland](#) Draft MA Small [#MS4permit](#). Happy holidays from [@MCWRS!](#)

← ↻ ★ 1 ⋮

MCWRS @MCWRS · Dec 23
 Reminder – Comments due on Monday, 12/29 on [@EPANewEngland](#) Draft MA Small [#MS4permit](#). Make your voice heard!

Who to follow · Refresh · View all

-  **StomwaterMagazine** @Sto...
 Followed by Tata & Howard, ...
 Follow
-  **Natasha Wiseman** @wiseon...
 Followed by Tata & Howard, ...
 Follow
-  **UMass** @UMass
 Followed by Woodard & Curr...
 Follow

Popular accounts · Find friends

Trends · Change

- [#CES2015](#)
 Promoted by Intel
- [#EdibleGeography](#)

Twitter – Similar to Facebook in level of content, intended audience, and social media tools but limited to 140 characters.



Massachusetts Coalition for Water Resources Stewardship

The Massachusetts Coalition for Water Resources Stewardship (MCWRS) focuses on education, research and advocacy around water resources stewardship.

The lack of adequate funding for water resource... see more

Recent Updates

Massachusetts Coalition for Water Resources Stewardship WERF and WRF research shows investing in just 30 water, stormwater, and wastewater utilities will bring \$524 billion, 289,000 jobs to economy over the next decade. http://bit.ly/1mpB0k4



New WERF and WRF Research Reveals Substantial Economic Impact of...

bit.ly · Alexandria, VA and Denver, CO - September 09, 2014 - The Water Environment Research Foundation (WERF) and the Water Research Foundation (WRF) today released the executive report to a new study exploring the significant impact the water utility...

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NEWEA 466 members + Join

Water and Wastewater... 16,932 members + Join

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TIGHE

LinkedIn – No character limit or use of hashtags/tagging pages. Used to post statuses and links to blog posts, website updates, and news articles.



Kate



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<https://us8.admin.mailchimp.com/campaigns/show?id=770841>

MCWRS

Massachusetts Coalition for Water Resources Stewardship

About the Coalition

The [Massachusetts Coalition for Water Resources Stewardship \(MCWRS\)](#) is a nonprofit organization committed to promoting watershed-based policies and regulations that effectively manage and conserve water resources.

MCWRS is unique in its focus on protecting municipalities' interests in an ever changing regulatory environment. We promote using scientifically based and fiscally responsible approaches to realize environmental and community goals.

Members include municipalities; public agencies that transport and treat drinking water, wastewater and stormwater; quasi-government agencies; and private organizations whose members are committed to the principles of stewardship and sustainability in protecting the environment and public health. Invite your colleagues to visit the [Coalition website](#) for membership information.

CONNECT WITH US:

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 MCWRS Blog

Dear Colleague,

We are asking for your help in supporting MCWRS's request for a [Science Advisory Board \(SAB\)](#) peer review of the EPA Region 1 "sentinel approach" for numeric nutrient criteria for estuarine waters. The agency wants to implement the approach in the Taunton River watershed. With guidance from the [Center for Regulatory Reasonableness \(CRR\)](#), MCWRS has prepared a [letter](#) to Gina McCarthy, EPA Administrator, and Chris Zarba, SAB Director, requesting that they review this method. **We urge you to support this SAB request by sending a similar letter to your congressional delegation by Friday, December 12.**

The "sentinel approach" used by EPA Region 1 to set discharge limits in the Taunton River estuary and elsewhere in New England has been called into question. Dr. Steven C. Chapra, a Tufts University professor and well-respected environmental engineer, thoroughly examined the sentinel method in his [September 2014 report](#). MCWRS believes that the sentinel approach is both scientifically unsound and may have financially unsustainable impacts. With your support, we can continue to advocate for decision-making based on sound science.

For more information, please review the following documents:

- [MCWRS Letter to EPA](#)
- [Word Document Letter for Members' Use](#)
- [Center for Regulatory Reasonableness Letter to EPA](#)
- [Congressman Kennedy's Letter to EPA](#)
- [Assessment of the Scientific Basis of the Taunton Wastewater Treatment Plant Draft NPDES Permit \(MA0100897\)](#) by Dr. Steven C. Chapra, September 2014
- [Letter from Taunton, Fall River and Brockton Mayors to Governor Deval Patrick](#)

Please feel free to contact us at info@mcwrs.org with any questions or concerns.

Thank you for your support!

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Our mailing address is:

Email Marketing – RVA creates content, templates, and email campaigns and manages the database using the MailChimp application.



EPA Grants Much-Needed Extension of Draft MS4 Permit Comment Period

[Leave a reply](#)

On December 24, the [U.S. Environmental Protection Agency \(EPA\) Region 1](#) granted an extension of its comment period for the [Draft Massachusetts Small Municipal Separate Storm Sewer System \(MS4\) General Permit](#) to **Friday, February 27, 2015**. Thanks to extension requests submitted by numerous organizations, including [MCWRS](#), its members, and [NAIOP Massachusetts](#), EPA Region 1 changed the original due date of December 29. MCWRS is thrilled about the extension as it allows for comprehensive and meaningful analysis and comment of this complex document.

EPA Region 1 released the draft permit on September 30, 2014. This permit, once finalized, will establish significant new stormwater management requirements in over 200 communities in the Commonwealth. While the MS4 permit requirements may produce some environmental benefits, they will require significant work for and investment from municipal governments. Competing demands and dwindling budgets will make complying with the permit challenging or impossible for many municipalities, opening them up to potential enforcement action by regulators. MCWRS hopes that comments and changes to the permit will uphold environmental needs while addressing the constraints of the permitted communities. Thus, MCWRS urges its

CONTACT US

[MCWRS website](#)

RECENT POSTS

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[Clean Water Comes at a Cost: EPA](#)

[Releases Draft Massachusetts](#)

[MS4 Permit](#)

[EPA's Proposed CWA Rule - What Does It](#)

[Mean for Massachusetts?](#)

[Gov. Patrick Signs Water](#)

[Infrastructure Bill](#)

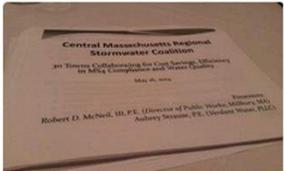
[MCWRS Makes the Cut!](#)

Blog – RVA creates content for and manages a Wordpress blog.

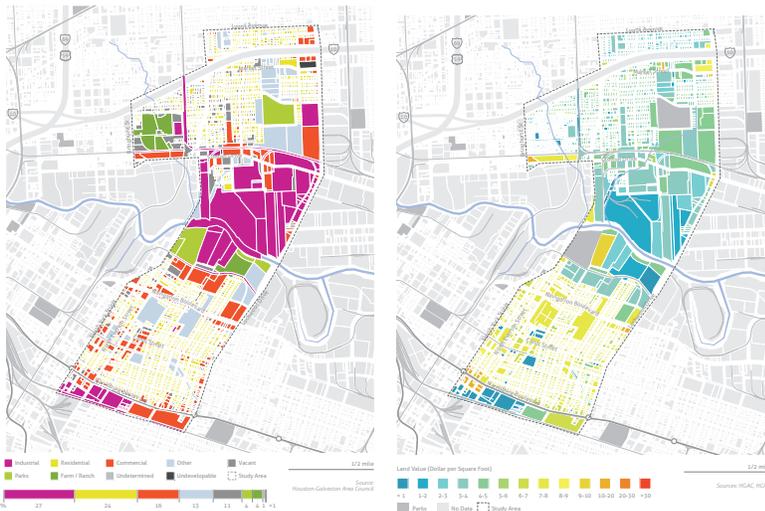
Send to... 0 Compose message... Upgrade to Pro

MCWRS (Twitter) x Massachusetts Coalition for Water Resources Stewardship (Facebook Pages) x MCWRS (WordPress) x LinkedIn x +

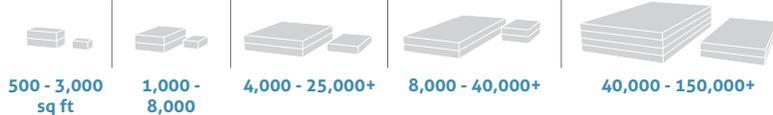
+ Add Stream + Add Social Network

Home Feed MCWRS	Mentions MCWRS	Direct Message (Inbox) MCWRS	Sent Tweets MCWRS	My Tweets, Retweeted MCWRS
<p>TweetWorcester 10:37am via Twitter Web Client</p> <p>The Water Department has shut down the water main @ Oswald Street for repairs. The street will be without water until repairs are done.</p> <p>Retweeted by MassDEP and 2 others</p>	<p>MCWRS Dec 24, 2014, 11:41am via Twitter Web Client</p> <p>Update: Comment period extended to 2/27 for @EPAnewengland Draft MA Small #MS4permit. Happy holidays from @MCWRS!</p>	<p>waterwords Jan 26, 2014, 11:50pm</p> <p>Job opportunity with @americanrivers. Associate Director of Communications. bit.ly/1eN1Mdt</p>	<p>MCWRS Jan 08, 3:41pm via Twitter Web Client</p> <p>Congrats to @mattbeaton on being sworn in as Sec.of @MassEEA. We look forward to collaborating w/ him on important H2O resources regulations</p>	<p>MCWRS Oct 29, 2014, 2:58pm via Twitter Web Client</p> <p>Don't forget! @EPAnewengland to host last MA Draft #MS4permit public mtg Thur 10/30 at 1:00PM for Metro Boston area. bit.ly/1r94U8W</p> <p>2 retweets</p>
<p>amazon Jan 06, 7:17am via AmazonSAGE</p> <p>Save 26% Off Today's Deal - Shop Now! amazon.com/b?gbBuyboxDeal... pic.twitter.com/WT57L6bHa9</p> <p>Promoted by Amazon</p>	<p>MysticMyRWA Aug 08, 2014, 8:00am via Twitter for Websites</p> <p>Gov. Patrick Signs Water Infrastructure Bill wp.me/p2LDyb-3D via @MCWRS</p> <p>2 retweets</p>	<p>waterwords Jan 21, 2014, 4:22am</p> <p>Three free "More Than A Message" environmental outreach webinars from @waterwords #ms4 #fundraising RSVP online at bit.ly/1htB7ku</p>	<p>MCWRS Jan 05, 2:52pm via Twitter Web Client</p> <p>Good news to start off 2015. " @EPAnewengland Grants Much-Needed Extension of Draft MS4 Permit Comment Period." bit.ly/1FbD9bO</p>	<p>MCWRS Oct 27, 2014, 11:04am via Twitter Web Client</p> <p>Plan to attend: MVPC & @EPAnewengland to host MA Draft #MS4permit public mtg tomorrow 10/28 at 8:00am - Haverhill. bit.ly/1r94U8W</p> <p>1 retweets</p>
<p>T4MASS 10:31am via Hootsuite</p> <p>.@leung says @MAPCMetroBoston's Marc Draisen sets the right tone about #Boston2024: Let's ensure bid improves our region & transit. #mapoli</p> <p>Retweeted by MAPCMetroBoston and 1 others</p>	<p>MAStormH2O May 16, 2014, 7:59am via Twitter for Android</p> <p>Pleased to be @ the @MCWRS Symposium sharing work from #CICGrant. In good company! @PierceAtwoodLLP @VHBnow @MassANF</p> 	<p>waterwords Jul 14, 2013, 10:43pm</p> <p>@WaterWords seeks a part time, work-from-home environmental communication and outreach trainer. bit.ly/13KRWHs</p>	<p>MCWRS Dec 24, 2014, 11:41am via Twitter Web Client</p> <p>Update: Comment period extended to 2/27 for @EPAnewengland Draft MA Small #MS4permit. Happy holidays from @MCWRS!</p>	<p>MCWRS Oct 24, 2014, 12:45pm via Twitter Web Client</p> <p>Reminder: @EPAnewengland to host MA Draft #MS4permit public mtg at 8:30am Mon 10/27 - Ted Williams Camp, Lakeville. bit.ly/1r94U8W</p> <p>1 retweets</p>
<p>PierceAtwoodLLP 10:34am via Twitter Web Client</p> <p>Happy to welcome @MNOBrienEnvAtty to the #Boston office. #environment #law</p>		<p>BeCauseWater Jul 10, 2013, 3:03pm</p> <p>We recently compiled a list of Top 10 Massachusetts Beach Events of the Summer that your followers may enjoy! becausewater.com/boston-events/...</p>	<p>MCWRS Dec 23, 2014, 1:16pm via Twitter Web Client</p> <p>Reminder - Comments due on Monday, 12/29 on @EPAnewengland Draft MA Small #MS4permit. Make your voice heard! 1.usa.gov/1JPhVAp</p>	<p>MCWRS Oct 09, 2014, 12:28pm via Twitter Web Client</p>

Platform Integration – Hootsuite allows RVA to monitor all social media accounts from one platform.



Existing Conditions Studies



Conceptual Ideas

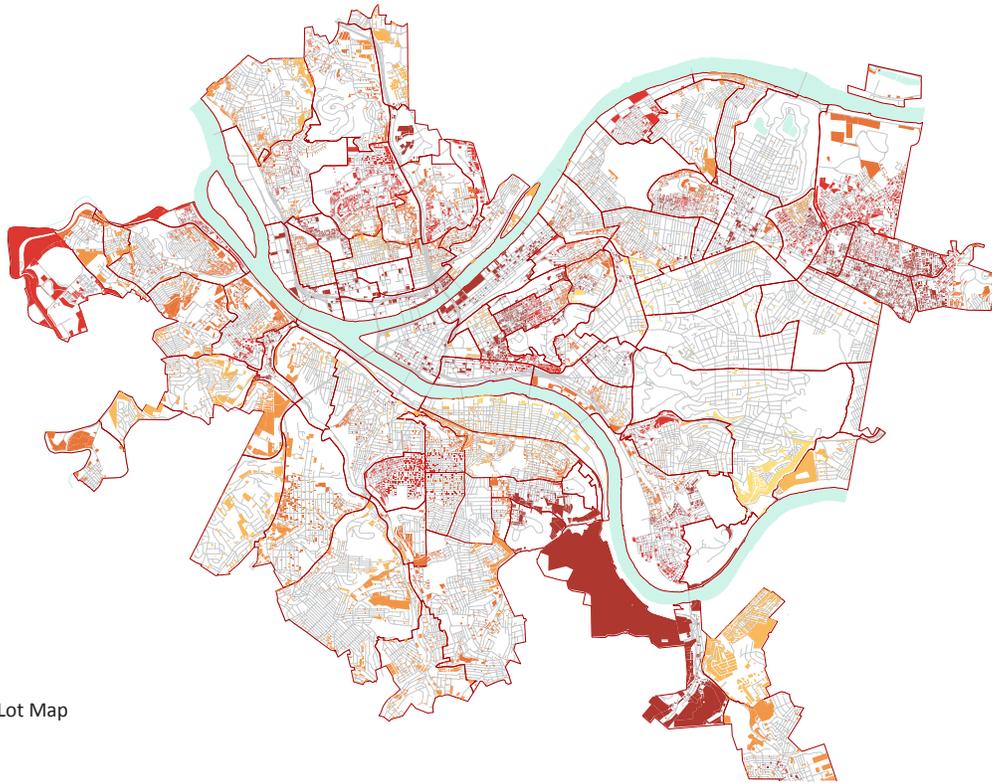


Public Workshops

The Houston-Galveston Area Council, in partnership with Fifth Ward Community Redevelopment Corporation, Buffalo Bayou Partnership, and Greater East End Management District, initiated a Livable Centers study that presents a unique opportunity to bridge parts of Fifth Ward and East End by creating a unifying development around Buffalo Bayou. The design team, led by Asakura Robinson, has engaged over 400 participants in creating a vision for the community, where the resulting recommendations promote the creation of walkable, mixed-use places that provide multi-modal transportation, improve environmental quality, and promote economic development. These recommendations are organized into six action-oriented themes: House, Eat, Play, Create, Connect and Build; and include strategies to preserve affordable housing, diversify housing stock, increase multi-modal access to destinations, improve park access and conditions, and attract jobs and services to the areas, including a grocery store, with interim solutions for improving healthy food access.

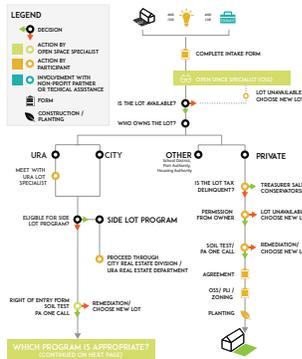
Location
Houston, Texas

Client
Meredith Dang
Houston-Galveston Area Council
3555 Timmons Lane, Suite 120
Houston, Texas 77027

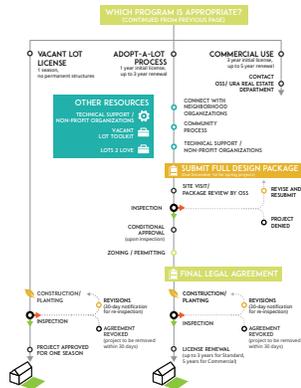


Vacant Lot Map

HOW DO I USE A VACANT LOT?



Vacant Lot Flow-Chart



Stakeholder Meetings

Asakura Robinson recently worked with the City of Pittsburgh to develop a new Vacant Lot Toolkit (VLTK) and framework for vacant land across the city. The project stems from the 2013 OpenSpacePGH Plan and has two key objectives: to clarify and refine City processes and policies for the reuse of vacant lots, and to create a toolkit documenting these streamlined processes to serve as a guide for local residents and community groups. As lead consultant, Asakura Robinson developed a nuanced understanding of the City of departments and management structure, considered the roles of a diverse group of stakeholders and local organizations, and became familiar with many different neighborhoods within the context of the city as a whole.

In addition to thorough analysis of property and tax data of the City's vacant lots, we executed a comprehensive public and stakeholder engagement strategy to understand and evaluate current programs and policies, which included: individual interviews and monthly Advisory Committee meetings; in-depth interviews with the City's various departments; and focus groups with residents and community organizations. Drawing from this engagement process, our team has developed long- and short-term recommendations to create better coordination among departments and a more streamlined process for activating vacant lots. We are currently developing our final deliverable: a toolkit that provides information about local resources and clearly explains the process we developed with the City of Pittsburgh step-by-step for individuals and community organizations.

Location
Pittsburgh, Pennsylvania

Client
Andrew Dash, AICP
Asst. Director
City of Pittsburgh, Dept. City Planning
412.255.2200
andrew.dash@pittsburghpa.gov

Owner
City of Pittsburgh



Public Workshops

CLAIBORNE COMMUNITIES Neighborhood Meeting Table Results
Date: 12/12/12
Table Number: 1

Livable Claiborne Communities Neighborhood Meeting
After discussion with people at this table, we had the following for your neighborhood in the category of issues:
Also see Workshop Summary discussion with these priorities on the table view.

bring back walking and people.

*development investment about issues economic, social, human, business - walking from in area edge area
Create equity, invest in job training, provide computer access/training, (flexibility, need in one company) MOUs of community to assist local hire first-employ locals to allocate budget.*

*Need more businesses, develop skills so that residents may work in local businesses
encourage motor-in-law and candlelight towards the Green Room continue to invest in local parks, like Hunter's Field.*

Need more schools, adult training facilities, transit & protect art in Claiborne admin. local parks & attracts need these community centers should host classes to build skills.

*Reactive: nearby grounds provide more than train (transit amenities to promote use) support facilitating that occurs near the Superdome by providing space for "hanging out" for these weekend game tickets
solve the transportation problem including Reintrain Expressway from Port to I-10 (power designed).*

*Others: "Boundaries on front porches" ensure safety of children walking to/from school.
Recognize community's "Common Sense" and wisdom.
Respect history of Mardi Gras Indians.*



Table Results

The Livable Claiborne Communities Study is a HUD/DOT funded study that provides recommendations for community revitalization and infrastructure improvements within the urban core of New Orleans along Claiborne Avenue – an area that encompasses many historic African-American neighborhoods and that houses many of New Orleans’ culture-bearers, musicians, artists, and long-term African-American residents. It’s also one of the most rapidly changing areas in New Orleans as the urban core becomes more attractive to professionals moving into the city from out of town. Alexandra Miller addressed issues of affordable housing, economic development, and cultural economics, and to highlight the role of culture in supporting the broader economy of New Orleans. Our ultimate recommendations called for a balanced approach of leveraging resources for affordable housing to support workers in the cultural, tourism, and hospitality industries, while also addressing policy issues that prevented development on many vacant and blighted lots in the area in order to relieve housing market pressure and encourage infill development.

Location
New Orleans, LA

Client
City of New Orleans

Previous Firm Experience

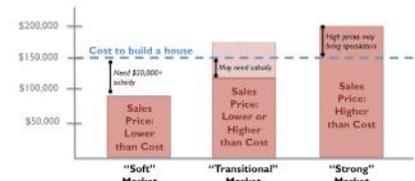
Defining Blighted Properties



Key Point: Blighted properties are vacant properties that bring down the quality of life in New Orleans neighborhoods.



Why Does the Market Affect Blighted Properties?



Key Point: In soft markets, low prices mean less building and more blight. In strong markets, speculators may hold onto vacant properties without maintaining them.



The New Orleans Blight Organizing Toolkit is a resource for community leaders and residents in New Orleans that helps neighborhoods develop smart, effective strategies for reducing the number of blighted properties in their area, in order to improve the quality of life for residents. The toolkit includes physical strategies and worksheets for mapping blight in neighborhoods; research tools to discover property ownership and tax lien issues; real estate market information that explains how property values affect blight and redevelopment in neighborhoods of various market strengths; policy information on the tools available to neighborhoods and the City in dealing with blighted property; and action planning tools to help neighborhoods develop their own individualized strategies to address blight based on the previous information. Alexandra Miller received a grant from the Foundation for Louisiana to lead toolkit development and to partner with the "New Zion" City Preservation Association (a neighborhood organization), and Broadmoor Development Corporation (a CDC) to ensure the toolkit would be useful to neighbors and community developers alike. Alexandra Miller gives workshops to community groups throughout New Orleans using this toolkit.

Location

New Orleans, Louisiana

Client

Foundation for Louisiana
New Zion City Preservation Assn.
Broadmoor Development Corp.

Previous Firm Experience



Example Inundation Map for Cambridge using 3D imagery to illustrate extent and depth of flooding

Client

City of Cambridge, MA

Reference

John Bolduc, Environmental Planner
617.349.4628

Completion Date

CCVA: 2015
Preparedness Plan: 2017

Project Fee

\$1.1 M



Client

Massachusetts Port Authority
(Massport)

Reference

Robbin Peach, Program Manager for Resilience
617.568.5963

Completion Date

Phase One: 2014
Phase Two, Part 1: 2017

Project Fee

Phase One: 676,000
Phase Two, Part 1: est \$500,000

Climate Change Vulnerability Assessment and Preparedness Plan Cambridge, Massachusetts

The City of Cambridge, Massachusetts selected Kleinfelder to develop a comprehensive and integrated climate change vulnerability assessment that will serve as the foundation for the preparedness plan to follow.

The team has prepared a baseline of impacts related to anticipated changes in sea level rise, storm events, flooding, increasing temperature, and other related impacts. Impacts to both infrastructure and population are being considered as well as potential economic and public health implications. Equally important is the proactive engagement of various stakeholders, including infrastructure owners, subject matter experts, and the general public.

Deliverables include detailed risk assessments for varied infrastructure systems and vulnerable populations, and identification of priority planning areas for the preparedness plan to address.

The preparedness plan will focus on developing resiliency strategies, policies, and actions related to those needs. It is anticipated to be closely aligned with the City-wide Master Plan.

Massport Disaster Infrastructure and Resiliency Plan and Critical Asset Resiliency Boston, MA

Phase One

Logan International Airport and South Boston Maritime, located on Boston Harbor, are key regional assets that are highly susceptible to the sea level rise and storm surge impacts of climate change. The Massachusetts Port Authority (Massport) sought a consultant aligned with academic partners to work closely with them in defining a climate preparedness plan for the airport and their maritime facilities.

The study included a hazards analysis and a resiliency action plan for both near-term and longer-term capital improvements, as well as associated costs. The final report prioritized actions and investment decisions and included design guidelines for future construction and rehabilitation efforts.

Phase Two

The Critical Asset Resiliency project involves the implementation of the actions identified in the previous phase. It is a multi-year, multi-million dollar program aimed at building resiliency throughout Massport's facilities and operations. Massport selected Kleinfelder to lead this phase focusing on resilient design, construction, and operational planning for coastal flooding.



Alewife Stormwater Wetland Cambridge, MA

The federally mandated Boston Harbor Cleanup and the MWRA's Long-term CSO (combined sewer overflows) Control Plan required Cambridge to provide sewer separation and stormwater management to protect the Alewife Brook and Little River from CSOs, flooding, and runoff that introduced bacteria and other pollutants. Uniquely, the project was designed to simultaneously meet the DCR's Master Plan goals for the Alewife Reservation: to provide environmental and recreational enhancements that support the reservation's health and usefulness. This wetland detention was the cornerstone of the Alewife CSO plan. What started as a solution to CSOs and flooding became a parkland gift to the community and its flora and fauna.

The creativity of both solving for water quality needs while also creating an ecological and recreational venue was acknowledged by the community and the industry alike. this project won five separate awards:

- ACEC MA 2014 Gold Award
- ACEC National, National Recognition Award
- APWA 2014 Environment Project of the Year (\$25M to \$75M)
- APWA NE 2014 Environment Project of the Year (\$25M to \$75M)
- ENV 2014 Northeast Best Project in Water Environment

Client

City of Cambridge, MA

References

Owen O'Riordan
Commissioner DPW
617.249.4845

Completion Date

2014

Project Fee

\$7.7 M



Climate Adaptation Plan Update Boston, MA

Kleinfelder has been retained by the City of Boston to provide technical expertise for the Boston Climate Action Plan (CAP) update process. Kleinfelder's team of subject matter experts reviewed and evaluated strategies and recommendations implemented and under consideration from the existing CAP with the goal of modifying existing strategies to reach 25 percent greenhouse gas emissions reduction by 2020 and develop a longer-term vision for achieving deeper reductions of 80 percent by 2050. They team also assisted the City in developing an action-oriented climate preparedness plan for the greater Boston area and identified policies or programs that could significantly contribute to mitigation in Boston and make a first-order estimate of current and proposed emission reduction initiatives.

The climate adaptation services involved developing climate scenarios, refining vulnerability assessments and developing resiliency recommendations. The team leveraged their expertise with Boston climate data and vulnerability with respect to sea level rise, storm surge, temperature, and precipitation to create a comprehensive approach. The assessment considered three primary areas: buildings, neighborhoods, and infrastructure.

The consultant helped the City work with key stakeholders to produce a list of actionable adaptation recommendations across these three broad categories. .

Client

City of Boston, MA

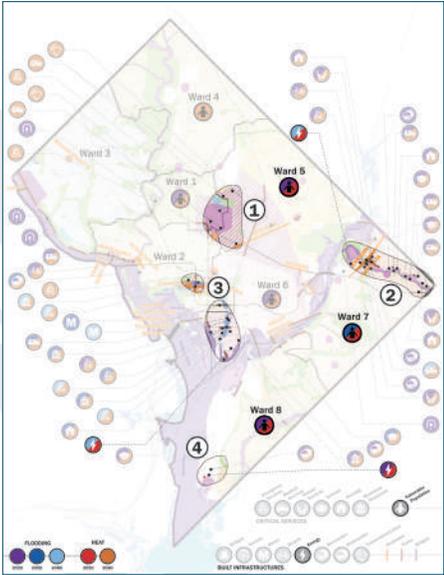
Reference

Carl Spector, Director of Climate and
Environmental Planning

Department of Facilities
617.635.3850

Project Fee

\$50,000



Climate Risk and Adaptation Study District Department of the Environment, District of Columbia

The District Department of Environment has taken a proactive stance on climate change and is committed to identifying, prioritizing, and addressing critical needs for resiliency. Collaborating with Area Research, the research entity of Perkins + Will, Kleinfelder is assisting the District of Columbia (DC) in preparing a plan to incorporate climate change into capital planning and investment decisions. .

The climate change team is develop a robust set of downscaled projections relying on the expertise of Dr. Katharine Hayhoe. Temperature and precipitation projections are combined with existing information on Sea Level Rise (SLR) and storm surge drawn from the latest research as well as the team's project expertise, to develop a holistic view of the District's vulnerabilities to climate change. These projections translate into planning scenarios set at time horizons of 2020, 2050 and 2080 and are instrumental in developing a comprehensive vulnerability and risk assessment for the District encompassing impacts to public health and safety, built and natural systems, and environmental justice considerations. The team works closely with stakeholders to assess the sensitivity and adaptive capacity of various asset types to climate change impacts. Cumulatively, this process will yield a system-wide view of the District's most at-risk assets, resources, and populations.

A key outcome of the vulnerability and risk assessment process is be the identification of priority planning areas guiding adaptation strategies, with the judicious use of public funds to design robust and sustainable short- and long-term adaptation solutions that align synergistically with Sustainable DC initiatives. The plan will guide capital improvement investments, land use planning, and regulatory and other socio-economic considerations with respect to climate change impacts.

Client

District Department of the Environment (DDOE)

References

Kate Johnson
Project Manager
District Department of the Environment
202-299-3355 (office)

Completion Date

2014

Project Fee

\$200,000 (grant)





FIRM PROFILE

Founded in New Orleans in 1979, GCR is a professional services and technology consulting firm providing a variety of urban planning services to public and private entities throughout the United States.

GCR's planning division balances innovative ideas and practical approaches to meet clients' needs and exceed communities' expectations. Our dedicated staff of community planners, data analysts, Geographic Information Systems (GIS) engineers and programmers specialize in data-driven planning to solve housing, transportation and economic development challenges, at neighborhood, city and statewide scales.

By integrating market analysis, GIS technology and meaningful community participation, GCR produces actionable, publicly supported plans. These range from comprehensive plans economic strategic development plans, affordable housing needs assessments, and transportation and land use plans.

Our clients have included the City of New Orleans; Baltimore Metropolitan Council; City of Birmingham, Alabama, Department of Community Development; Delaware State Housing Authority; Central Arkansas Transit Authority; City of Cairo, Illinois; New Jersey Department of Community Affairs; New York Governor's Office of Storm Recovery; and Los Angeles Metropolitan Transit Authority.

OUR TEAM



Nathan Cataline, Senior Planner, specializes in housing policy and community planning work. He has worked with non-profit, private and public organizations on disaster preparedness, housing finance, housing policy and regional planning. He is skilled in community engagement, policy research and analysis, land use planning, coalition building and technical assistance. His research and evaluation experience includes work on all federal housing programs, transit-oriented development programs, and taxing districts.



Robin Keegan, Director of Community Resiliency, has extensive experience in the field of disaster recovery and redevelopment. She currently oversees technical assistance services in disaster recovery management to New York State's Governor's Office of Storm Recovery. Before joining GCR, she served as Director of Real Estate Planning for the Housing Authority of New Orleans and Executive Director of the Louisiana Recovery Authority, overseeing \$14 billion in funds for housing, infrastructure and economic development initiatives.



Dwight Norton, AICP, Senior Planner, has over twelve years of professional land-use and transportation planning, economic analysis, and project management experience. His work includes strategic planning, community revitalization, market-driven analysis, economic justification, conceptual design, facilitation and other programming activities necessary to deliver impactful, implementable projects for clients. Mr. Norton coordinates all of GCR's ongoing planning projects.



Matthew Rufo, AICP, Senior Planner, has eleven years of experience in urban and regional planning, and specializes in urban transportation, land use and economic revitalization strategies. Mr. Rufo helps clients identify policy strategies that are data-driven, evidence-based, publicly supported and feasible to implement. He applies a creative, collaborative and action-oriented approach to solving complex urban problems and is particularly successful at objective data analysis, visualization techniques and written communications.

CITY OF BIRMINGHAM HOUSING AND NEIGHBORHOOD STUDY

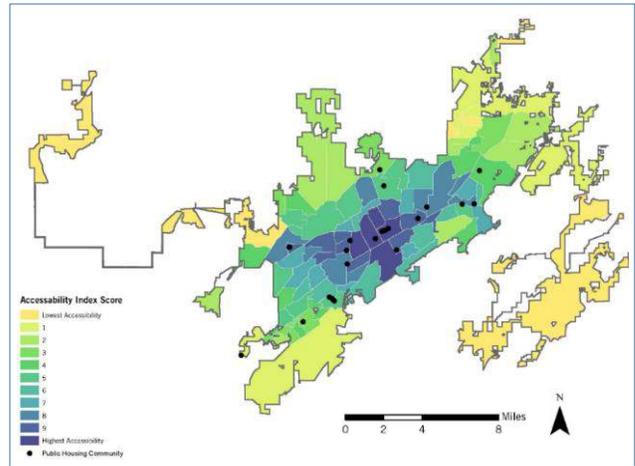
City of Birmingham
Department of Community
Development

CONTACT

John Colon
Director of Community Dev.
City of Birmingham, Alabama
(205) 254-2414
john.colon@birminghamal.gov

The City of Birmingham, Alabama was once a major hub of industrial activity and at one time was considered the foundry-iron capital of the world. Mirroring the decline of heavy industry in other cities, the city has begun to revitalize its downtown and neighborhoods, but continues to face issues of vacancy and blight.

GCR was hired to conduct the City's first ever housing plan to direct federal housing investment, leverage public-private resources, and create a data portal tool to track housing investments.



Above: Level of access by neighborhood, with the dots showing the location of public housing communities.

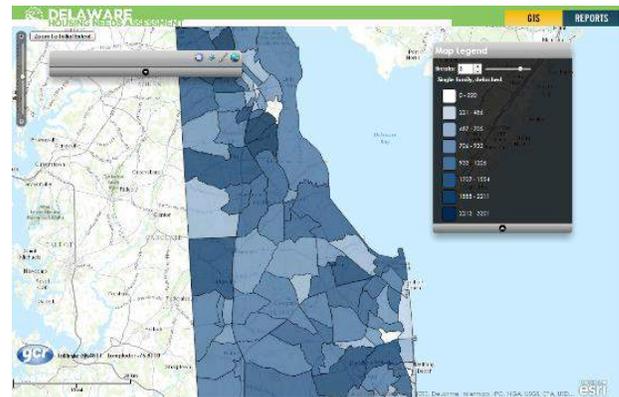
DELAWARE STATEWIDE HOUSING NEEDS ASSESSMENT

Delaware State Housing
Authority

CONTACT

Marlena Gibson, Planner IV
Delaware State Housing
Authority
(302) 739-4263
marlena@destatehousing.com

GCR conducted a statewide housing needs assessment for the Delaware State Housing Authority. The assessment enabled the State and its local jurisdictions to better understand housing and housing-related service needs for low- and moderate-income households, and to prioritize needs, develop effective programs, and coordinate the use of Federal, State, and local resources. In addition, the assessment informed Delaware's Consolidated Plan process, the Low Income Housing Tax Credit Qualified Allocation Plan (QAP), and the agency's Strategic Plan.



Above: GCR-created data portal showing Construction Trends by Region; Source: U.S. Census

BALTIMORE REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

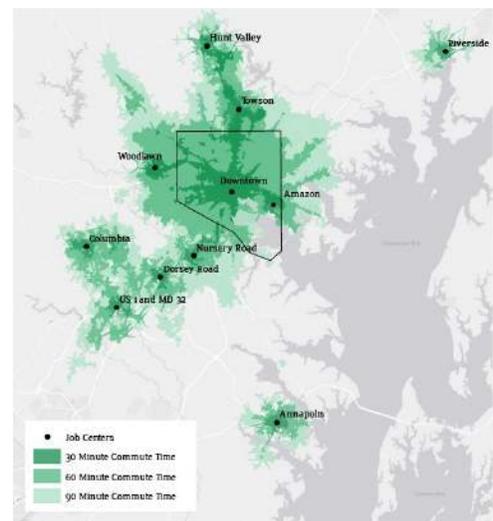
Baltimore Metropolitan
Council

CONTACT

Michael Kelly
Executive Director
Baltimore Metropolitan Council
(410) 732-9561
mkelly@baltometro.org

The Opportunity Collaborative, an unprecedented consortium of city, county and state officials led by the Baltimore Metropolitan Council engaged GCR to synthesize the efforts of its workforce, housing and transportation working groups into a unified set of strategies to develop a regional strategy to bridge gaps in opportunity. - the Regional Plan for Sustainable Development.

Through interviews with stakeholders, facilitation of the Collaborative's steering committee, and extensive community engagement, the team developed a set of practical recommendations and a strategic plan to implement them. The plan positions the Opportunity Collaborative to influence decisions across jurisdictions that make good jobs, affordable homes, and high quality public services accessible to residents of all backgrounds.



Above: GCR used GIS to map commute times from various job centers in the Baltimore Region.

PROSPERITY NOLA

New Orleans Business Alliance

CONTACT

Melissa Ehlinger, Interim CEO
 New Orleans Business Alliance
 935 Gravier Street, Ste 2020
 New Orleans, LA 70112
 (504) 934-4500
mehlinger@nolaba.org

The New Orleans Business Alliance (NOLABA), a public-private partnership between investors and city government, engaged GCR to lead the effort to craft the first-ever Economic Development Strategic Plan for the City of New Orleans. GCR led the consulting team, facilitated the entire strategic planning process; convened a Strategic Advisory Council of 75 stakeholders; contributed research, analysis, and synthesis of meeting outcomes; and authored and designed the final plan, ProsperityNOLA: A Plan to Drive Economic Growth for 2018.



Above: GCR summarized key statistics and data findings in an accessible, graphic-rich approach.

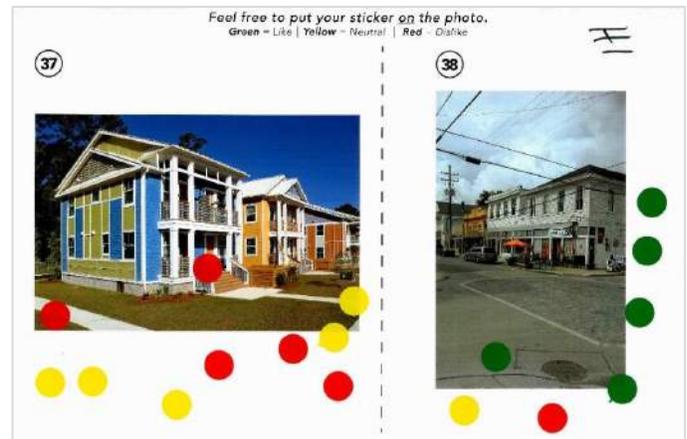
THINKALEX: RESILIENCY PLAN HOUSING COMPONENT

Concordia, City of Alexandria

CONTACT

Phillip Denning, Planner
 Concordia
 201 St Charles Ave, Suite 4318
 New Orleans, LA 70170
 (419) 733-9475
pdenning@concordia.com

THINKAlex, a comprehensive resiliency plan, focused on long-term strategies for transportation, land use, housing, and a revision of Alexandria’s development code. GCR made recommendations for improving housing policy and revitalizing the existing stock of housing. Integrating community input, the housing plan presented ways in which Alexandria could diversify their housing market and revitalize heavily blighted neighborhoods, including potential financing mechanisms. GCR participated in the community engagement component of the study, developing a number of visual preference activities used to gather input on building type, density, and development pattern preferences. These preferences were used to create development frameworks for six sites identified as major activity centers in the land use component of the plan.



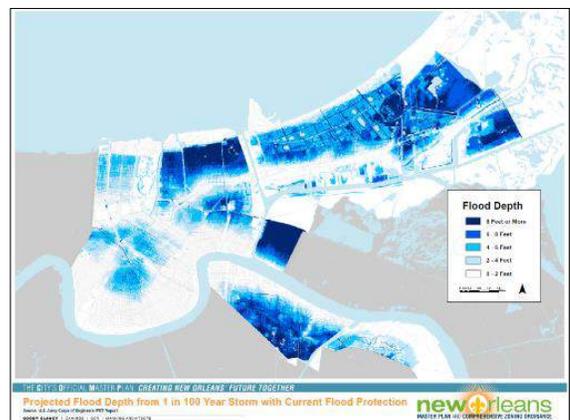
CITY OF NEW ORLEANS MASTER PLAN

City of New Orleans

CONTACT

Robert Rivers, Executive Director
 New Orleans City Planning Commission
 1340 Poydras Street, Suite 900
 New Orleans, LA 70112
 (504) 658-7000
rdrivers@nola.gov (419) 733-9475
pdenning@concordia.com

In the aftermath of Hurricane Katrina, the City of New Orleans called for a new framework for development and public investment. GCR was tasked with a number of “core” planning responsibilities including public outreach facilitation, GIS mapping and geospatial analysis, data management, and demographic analysis and projections. GCR was also lead coordinator author on sections addressing downtown New Orleans, the city’s commercial transportation infrastructure, and the revitalization of neighborhood commercial districts, as well as the prime author on the hazard mitigation chapter of the “Sustainable Systems” section of the master plan.



Above: Projected flood depth from 1 in 100 year storm.

Great Ecology is a New York City-based ecological consulting firm specializing in the design, restoration, and enhancement of habitats across the country. Driven by an in-depth understanding of design and ecological principles, we develop sustainable, site-specific solutions. We optimize ecological functionality by bridging the gap between site analysis and implementation, balancing the ecology of the site and the long-term masterplan goals.

Our projects transform urban communities, restore waterfront habitats, and increase opportunities for public participation and recreation. We understand the delicate balance between urban and natural environments. With this holistic understanding of the local landscape we create habitats that are viable, productive, and resilient, offering benefits to both nature and the community.



WINTER HARBOR ECO-COMMUNITY MASTERPLAN, Downeast Coast, ME

Great Ecology created an ecological masterplan and environmental education program for a 3,300-acre eco-community adjacent to Acadia National Park. Great Ecology conceptualized a site plan that included environmental centers and developed ecological education programming with activities focused on the native marine intertidal and wetland habitat, beaver ecology, raptor species identification, forest restoration, and real-time wildlife tracking. The centers were designed to provide hands-on educational opportunities while also benefiting the ecological integrity of the Site.

WOODBIDGE WATERFRONT PARK RESTORATION PLAN, Woodbridge, NJ

Great Ecology is the ecological consultant for a 185-acre Brownfield to Greenfield project. The site will be transformed into a waterfront park with public access trails, environmental education opportunities, and waterfront access. Great Ecology developed, planned, and is currently implementing the ecological restoration strategy, which includes permitting, design, and adaptive management planning of a 50-acre wetland restoration and creation to offset wetland impacts incurred during site remediation activities. The resulting design is a complex habitat restoration program including freshwater wetland enhancement, creation and restoration, and tidal wetland enhancement. The project is under construction and is planned to open to the public in 2016.



JAMAICA BAY VISION PLAN, New York, NY

Great Ecology and Hargreaves Associates were selected by Happold Consulting, the National Parks Service, and the NYC Department of Parks and Recreation to create a vision plan for Jamaica Bay's 10,000 acres of wetland, dune, open water and maritime forest habitat, as well as historic military and aviation structures. Great Ecology helped to integrate ecological restoration, public access planning, environmental education opportunities, and climate-change adaptive management into the park management plan. The goals focused on restoration and long-term sustainability of the system, the enhancement of ecotourism infrastructure and increased visitorship.

UNION PIER WATERFRONT MASTERPLAN, Charleston, SC

Great Ecology supported the Cooper Robertson & Partners team to create a Union Pier Cruise Terminal Masterplan for the City of Charleston and the South Carolina State Ports Authority. The plan included creating functional and aesthetic wetlands where old piers were to be removed, thus contributing to the restoration of tidal habitats in the coastal city. Working with planners and architects, Great Ecology also helped envision a redevelopment of the existing industrial piers on the historical downtown waterfront and identified areas where public access and coastal tidal marsh habitat could be maximized.



7.5 Exhibit D: References

REFERENCES

Crosby | Schlessinger | Smallridge, LLC

Gateway Park Master Plan, Worcester, MA

Downtown Theatre District Master Plan, Worcester, MA

Craig Blais, President

Worcester Business Development Corporation

339 Main Street

Suite 220

Worcester, MA 01608

T: 508-755-5735

E: blais@worcesterbdc.com

Gateway Park Study Fee: \$105,000

Downtown Theatre District Master Plan Study Fee: \$46,000

Columbia Point Master Plan, Boston, MA

Tad Read, Project Manager

Boston Redevelopment Authority

One City Hall Square

Boston, MA 02201

T: 617-918-4264

E: John.Read@boston.gov

Study Fee: \$150,000

Sullivan Square TOD Master Plan, Boston, MA

Ted Schwartzberg, Project Manager

Lara Merida, Deputy Director for Community Planning

Boston Redevelopment Authority

One City Hall Square

Boston, MA 02210

T: 617-918-4238; 617-918-4423

E: ted.schwartzberg.bra@cityofboston.gov

E: lara.merida@bra.cityofboston.gov

Study Fee: \$150,000

The Acre Revitalization Plan, Lowell, MA

Tanner Street Area-Wide Brownfields Master Plan, Lowell, MA

Adam Baacke, Director of Campus Planning and Development UMass Lowell

Former Assistant City Manager/Director of Planning and Development

City of Lowell

JFK Civic Center

50 Arcand Drive

Lowell, MA 01852

T: 978-934-2601

E: Adam_Baacke@uml.edu

Acre Plan Study Fee: \$207,000

Tanner Street Study Fee: \$124,000

Downtown New Rochelle TOD Smart Growth Study, New Rochelle, NY

Downtown Transit Oriented Development Study, New Rochelle, NY

Suzanne Reider, Sr. Project Manager

Department of Development, City of New Rochelle, NY

City Hall

515 North Avenue

New Rochelle, NY 10801

T: 914-654-2023

E: sreider@newrochelleny.com

Study Fee: \$101,408

Wallace Roberts and Todd

CONNECT Our Future, Charlotte, NC

Michelle Nance, AICP, Planning Director

Centralina Council of Governments (CCOG)

525 North Tryon Street, 12th Floor

Charlotte, NC 28202

T: (704) 348.2709

E: mnance@centralina.org

Fee: \$250,000

Imagine Austin, Austin, TX

Greg Guernsey, Director
City of Austin
Department of Planning and Development
505 Barton Springs Rd.
Austin, TX 78704
T: (512) 974.7668
E: greg.guernsey@ci.austin.tx.us
Fee: \$1.34 Million

Houston General Plan, Houston, TX

Jennifer Ostilind, AICP, Deputy Assistant Director, Development Services Division
City of Houston
Planning and Development Department
611 Walker Street, 6th Floor
Houston, TX 77002
T: (832) 393.6569
E: Jennifer.Ostilind@houstontx.gov
Fee: \$132,000

Albany 2030, Albany, NY

Doug Melnick, Former Director of Planning
Currently Chief Sustainability Officer for the City of San Antonio
City of Albany, NY, Planning Department
1400 S. Flores, Unit #2
San Antonio, TX 78204
T: (210) 207-6103
E: douglas.melnick@sanantonio.gov
Fee: \$221,500

Plan Lafayette, Lafayette, LA

Cathie Gilbert, Planning Manager
Lafayette Consolidated Government
Planning, Zoning and Development
Comprehensive Plan Office
101 Jefferson Street
Lafayette, LA 70502
T: (337) 291-8454
E: cgilbert@lafayettela.gov
Fee: \$1.32 Million

Future Fort Smith, Fort Smith, AR

Maggie L. Rice, Senior Planner
City of Fort Smith
Department of Development Services
623 Garrison Avenue
Fort Smith, AR 72901
T: (479) 784.2266
E: mrice@fortsmithar.gov
Fee: \$335,556

Kleinfelder

Climate Change Vulnerability Assessment and Preparedness Plan, Cambridge, MA

John Bolduc, Environmental Planner
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139
T: 617-349-4628
E: jbolduc@cambridgema.gov
Fee: \$1.1 Million

Massport Disaster Infrastructure and Resiliency Plan and Critical Asset Reiliency, Boston, MA

Robbin Peach, Program Manager for Resilience
Massachusetts Port Authority
1 Harborside Dr,
Boston, MA 02128
T: 617-568-5963
E: Robbin.Peach@state.ma.us,
Fee: \$1.176 Million

Alewife Stormwater Wetland, Cambridge, MA

Owen O’Riordan, Commissioner DPW
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139
T:617-249-4845
E: ooriordan@cambridgema.gov
Fee: \$7.7 Million

Climate Adaption Plan Update, Boston, MA

Carl Spector, Director of Climate and Environmental Planning
City of Boston
Department of Facilities
Boston City Hall
1 City Hall Square
Boston, MA 02201
T: 617-635-3850
E: APCC@boston.gov
Fee: \$50,000

Climate Risk and Adaptation Study, District of Columbia

Kate Johnson, Project Manager
District Department of the Environment
51 N St NE # 5
Washington, DC 20002
T: 202-299-3355
E: katherine.johnson@dc.gov
Fee: \$200,000

Regina Villa

South Station Expansion, Boston, MA

Matthew Ciborowski, MassDOT Project Manager

MassDOT

Office of Transportation Planning

185 Kneeland Street

Boston, MA 02111

T: 857-368-8845

E: matthew.ciborowski@state.ma.us

Fee: \$1,049,630

I-91 Viaduct Study, Boston, MA

Ethan Britland, MassDOT Project Manager

MassDOT

Office of Transportation Planning

185 Kneeland Street

Boston, MA 02111

T: 857-368-8840

E: ethan.britland@state.ma.us

Fee: \$82,062

Reserved Channel Sewer Separation, Boston, MA

Irene McSweeney, BWSC Director of Construction

Boston Water and Sewer Commission

980 Harrison Avenue

Roxbury, MA 02119

E: mcsweeneyIF@bwsc.org

Fee: \$350,000

Asakura Robinson

5th Ward, Houston, TX

Buffalo Bayou, Houston, TX

East End Living Council, Houston, TX

Meredith Dang, Project Manager

Houston-Galveston Area Council

3555 Timmons Lane, Suite 120

Houston, TX 77002

T: 713-993-2443

E: meredith.dang@h-gac.com

Fee: \$237,900

Pittsburgh Vacant Lot Toolkit, Pittsburgh, PA

Andrew Dash AICP, Assistant Director

City of Pittsburgh

Dept. of City Planning

200 Ross Street, 4th Floor

Pittsburgh, PA 15219

T: 412-255-2200

E: andrew.dash@pittsburghpa.gov

Fee: \$65,000

New Orleans Blight Organizing Toolkit, New Orleans LA

Alredo Cruz, Director of Programs

Foundation for Louisiana

4354 S. Sherwood Forest Blvd. #200

Baton Rouge, LA 70816

T: 225-383-1672

E: acruz@foundationforlouisiana.org

Fee: \$25,000

Byrne McKinney and Associates, Inc.

Massport House Doctor Contract, South Boston & East Boston MA

James P. Doolin, Chief Development Officer

Massachusetts Port Authority

1 Harborside Drive

Boston, MA 02128

T: 617-568-3102

E: jdoolin@massport.com

Fee: Hourly On-call

Columbia Point Master Plan, Boston, MA

Tad Read, Project Manager

Boston Redevelopment Authority

One City Hall Square

Boston, MA 02201

T: 617-918-4264

E: John.Read@boston.gov

Study Fee: \$150,000

Roslindale Neighborhood Strategic Plan, Boston, MA

Marie Mercurio, Project Manager

Boston Redevelopment Authority

One City Hall Square

Boston, MA 02202

T: 617-918-4418

E: marie.mercurio@bra.cityofboston.gov

Study Fee: \$160,000

Argus

Massachusetts Convention Center Authority Rebranding, Boston, MA

Colleen Richards Powell, Chief External Relations and Communications Officer

Massachusetts Convention Center Authority

415 Summer St

Boston, MA 02210

T: 617.954.2296

E: cpowell@massconvention.com

Fee: \$200,000/year

The Children's Trust Brand Strategy, Boston, MA

Suzin Bartley, Executive Director

The Children's Trust

55 Court St #4

Boston, MA 02108

T: 617.502.8801

E: suzin.bartley@state.ma.us

Fee: \$370,000

DentaQuest Foundation Branding, Boston, MA & National

Ralph Fuccillo, President

DentaQuest Foundation

465 Medford St # 150

Charlestown, MA 02129

T: 617.886.1768

E: ralph.fuccillo@dentaquestfoundation.org

Fee: \$250,000/year

Engagement Lab

“BPS on the T”, Boston, MA

Nigel Jacob
City of Boston
Boston City Hall
One City Hall Square
Boston, MA 02201
T: 617-635-4500
E: nigel.jacob@boston.gov
Fee: \$25,000

“What’s the Point?”, Salem, MA

Holly St.Clair
Metropolitan Area Planning Council
60 Temple Place #6
Boston, MA 02111
T: 617-451-2770
E: hstclair@mapc.org
Fee: \$25,000

7.6 Exhibit E: Statement of Financial Condition

Statement of Financial Condition

Crosby | Schlessinger | Schlessinger, LLC is in sound financial condition as evidenced by the attached Profit & Loss Statement and Balance Sheet as of December 31, 2014. Our gross revenues for 2014 were \$2,729,008.87. We operated profitably for the year (Net Income of \$123,847.31), and have a healthy balance sheet. CSS has access to a \$200,000 Line of Credit from Cambridge Trust Company; there is no outstanding balance on that line.

Our banker is:

Andrew Mahoney, Vice President
Cambridge Trust Company
75 Main Street
Concord, MA 01742
617. 503.4101

Our accountant is:

David Swan, Partner
Mayer Hoffman McCann P.C., Tofias New England Division
500 Boylston Street
Boston, MA 02116
617.761.0600

CSS does not have a Reviewed Financial Statement.