



IMAGINE BOSTON 2030

SUBMITTED TO
THE CITY OF BOSTON
ON JULY 20, 2015



July 20, 2015

Teresa Polhemus, Executive Director/Secretary
Boston Redevelopment Authority
One City Hall Square, Room 910
Boston, MA 02201-1007

Dear Ms. Polhemus:

HR&A Advisors, Inc. ("HR&A"), with support from Utile Architecture + Planning ("Utile"), is pleased to submit this proposal to serve as the Lead Consultant for the Imagine Boston 2030 Citywide Plan. Together, we combine deep local understanding of planning and development dynamics within Boston with a breadth of national experience producing strategic and implementable plans at the citywide scale. We are united in our commitment to the art of city-building, and in combining our diverse strengths, we offer a focused, creative, and disciplined approach to this assignment.

There is one driving reason to conduct this study: to help Boston use its abundant assets to address its considerable challenges as it seeks to become increasingly competitive, equitable, livable, sustainable, and more resilient. The value of the plan will be measured by progress made by the city towards those goals. We believe we can add considerable resources to that task, as we have in New York, Washington, San Antonio, Cincinnati, New Orleans, St. Louis, and, most importantly, in Boston itself.

Imagine Boston 2030 has been envisioned by the city as more than simply a physical design and land use plan for Boston. As the first citywide plan in 50 years, Imagine Boston 2030 calls for seizing a generational opportunity to develop a cohesive vision for the city that stitches together past and ongoing planning efforts and links a long-term strategy with the physical city. In partnership with citizens and the City administration, our approach is to situate these elements within a holistic, system-wide approach that encompasses all aspects of urban life.

Through this two-year process, we will prepare a plan that is created, supported, and driven forward by Bostonians of all ages and backgrounds. We will establish a clear citywide strategic direction, and translate that direction into spatial and policy priorities accompanied by a clear implementation framework. In Year One, we will deliver the Imagine Boston 2030 Strategic Vision Plan, establishing goals, indicators, and targets for the City's future across the domains of people, economy, place, and environment. In Year Two, we will deliver the Imagine Boston Citywide Plan, which encompasses the priority strategies and initiatives to achieve the City's goals. Throughout this process, we will use creative and engaging approaches that exhibit national leadership and local connection to gather both input and feedback from Bostonians.

Our Core Team of HR&A and Utile will focus on strategic direction, project management, and delivery. We are joined by a Strategic Advisory Group, which will advise the Team on overarching approaches to urban and neighborhood development; a Public Engagement Team; and an outstanding Resource Team lending disciplinary expertise to the planning process.

HR&A, as the Lead Consultant focused on creating a strategic plan incorporating comprehensive planning, urban design, and land use planning, is well equipped to provide the City of Boston with a holistic, citywide strategy. For almost 40 years, HR&A has developed solutions to the most complex urban and economic growth challenges in cities across the United States. We offer a unique set of skills and experiences:

- **We work from the site to the neighborhood and citywide levels.** We have led some of the most complex planning efforts in cities nationwide. We led the recent multi-agency, multidisciplinary planning effort for OneNYC, New York City's long-range plan for its future growth and success. We have also worked for decades to rejuvenate distressed neighborhoods and communities with an eye towards long-term transformation. With a large, multidisciplinary team, HR&A led the Anacostia Waterfront Initiative in Washington, DC, including its extensive public engagement process. The area has since seen significant revitalization and development.
- **We practice large-scale, citywide planning focused on growth and equity.** As economic development consultants, our experience at the citywide planning level has focused on devising strategies to enhance growth and equity. Our work in San Antonio focused on the city's goals of increasing housing and jobs and developing a roadmap to catalyze economic development in one of that city's most economically distressed neighborhoods. We are helping to create broad citywide resilience strategies that focus on both acute shocks and chronic stresses for eight cities across the country, including Boston, through the 100 Resilient Cities initiative pioneered by The Rockefeller Foundation.
- **We are experts in the health and vitality of downtowns and urban neighborhoods.** We focus on the growth and development of urban areas, including revitalization strategies for Downtown Austin, Lower Manhattan, and Uptown

Charlotte. As advisors to the City of Cincinnati, HR&A developed a strategic investment plan to address the city's most troubled neighborhood, Over-the-Rhine. Through strategic infrastructure investment and the phased rehabilitation of multifamily housing, Over-the-Rhine has become nationally recognized as a model for neighborhood revitalization.

• **We have developed, managed, and implemented innovative, citywide public engagement strategies.** We have worked nationwide on large-scale and neighborhood-level engagement. Our work includes designing and leading Talking Transition in New York City and Washington DC, a civic engagement innovation implemented during the time between the mayoral election and the inauguration that proactively engaged historically underrepresented citizens and created a venue for residents to discuss policy issues. We combine on-the-ground engagement with new digital platforms and experiences to capture a comprehensive picture of cities' greatest issues.

• **Our plans propose actions that get implemented.** The test is not just whether a plan is embraced by the community, but whether the community can use that document as a blueprint for change. We focus from the first to last day in how big ideas and ambitious goals are transformed into projects and innovations that can be implemented. When the score is added up in 2020, 2025, and 2030, our goal is to count how the Imagine Boston 2030 plan led to change that resulted in growth while making the city more equitable, livable, sustainable, and more resilient.

Working jointly with Utile, as our local lead and planning partner, we bring extensive local knowledge and direct experience working in Boston and throughout the region. Utile is a Boston-based leading urban design, planning, and architecture firm that offers original and effective solutions that integrate existing conditions while setting the standards for the cultivation of a meaningful urban realm. Utile specializes in unique regulatory, political, and design challenges and is committed to the revitalization of the American city through proactive planning and design that bridges public and private jurisdictional boundaries.

Our Core Team is complemented by Ken Greenberg and Walter Hood. A former interim Chief Planner of the Boston Redevelopment Authority, Ken has played a pivotal role on public and private assignments in urban settings around the world, focusing on the rejuvenation of downtowns, waterfronts, and neighborhoods. Walter's unique practice specializes in urban design, site architecture, and art commissions that reflect their place, time, and social uses.

Our innovative Engagement Team, led jointly by HR&A and Utile, brings experience in digital outreach, participatory planning, community organizing, and on-the-ground neighborhood engagement. The team will use techniques that draw on both traditional community organizing principles and innovative collection, use, and deployment of civic data. With consistent leadership and vision provided by our firms, we will ensure public engagement is at the heart of the Imagine Boston 2030 plan.

In the following pages, we describe our team's approach, qualifications, and experience. We hope you find our proposal compelling, and we look forward to discussing our team's ability to lead a transformative planning process for the City of Boston. Should you have any questions or comments, please do not hesitate to contact Jamie at 212.977.5594 or jspringer@hraadvisors.com.

Sincerely,



John Alschuler
Chairman



Jamie Torres Springer
Senior Principal

CONTENTS

PROPOSAL

1. Project Understanding	3
2. Team Overview	8
3. Public Engagement Strategy	32
4. Scope and Schedule	38

EXHIBITS

1. Statement of Qualifications
 - A. Team Organization
 - B. Team Professional Background
 - C. Project Experience
 - D. References
 - E. Financial Status
2. Staff Plan Worksheet
3. Non-collusion Affidavit of Prime Bidder
4. Certificate of Tax, Employment Security, and Child Care Compliance

Summary

Our team has been carefully formed to marshal nationally-renowned and locally-grounded resources toward achieving the major goals for Imagine Boston 2030. Based on our experience leading strategically-focused land use planning, urban design, and comprehensive planning efforts across the United States and our understanding of the City of Boston's needs and aspirations, the following three goals are key to a successful Imagine Boston 2030 process:

Focus on creating a widely-understood citywide strategic direction that is driven equally by the community and by data. A successful city-wide planning process develops an overall strategic vision for the city's future that has the buy-in of key stakeholders both within city government and outside of it. **The vision must be not only broad – addressing the city's people, economy, places and environment – but also deep, by going beyond statements of goals to incorporate specific, tangible indicators and targets** for progress against goals.



STRATEGY DEVELOPMENT: ONE NYC

Translate strategic direction into spatial priorities. For instance, identifying areas of the city where the need for improvement in economic and social outcomes is compelling, where current or future transit access is strong, where market forces indicate current or potential demand, and where potential for development or adaptive re-use is strong could be a key step in identifying priorities for investment and attention. At the same time, policies and priorities that apply to the whole city, and especially to areas or populations most in need, must be developed and mapped.



SPATIAL ANALYSIS: Downtown Boston waterfront planning

Gain an understanding of the reality of city life for Bostonians and generate ideas and gather feedback from citizens. The plan must reflect the shared vision and aspirations of the community. **Our primary goal is a plan that is created, supported, and driven forward by Bostonians of all ages and backgrounds.** In order to achieve these goals, both time-tested and forward-thinking approaches to meaningful engagement are needed. The three key components of our engagement strategy are: **(1) building awareness, (2) gathering inputs, and (3) getting feedback.**



ENGAGEMENT: NY Rising, Red Hook outreach

We have formulated an approach to achieving these three goals through the two-year planning process:

In Year 1, we will develop and deliver the **Imagine Boston 2030 Strategic Vision Plan**.

It will include **goals, indicators and targets** for the city's future across a range of policy domains, including outcomes for people, economy, places, and environment. It will feature an **initial spatial mapping of priorities** for achieving these goals. It will identify **areas where more detailed planning work is required** in Year 2.

The Strategic Vision Plan will be developed through careful goal-setting and deliberation with a **steering committee of internal City of Boston leadership** to ensure alignment with what is being developed.

It will be developed through a careful **synthesis and integration of current and future conditions in Boston**, prepared through cutting-edge economic, demographic and planning analysis, and of **plans in other policy domains** – both those that exist and those that are currently underway.

It will be animated by **input and ideas from the public** on where they see needs and opportunities across a range of channels during an initial visioning stage (months 3-7) and, ultimately, by **getting feedback on a draft vision**.

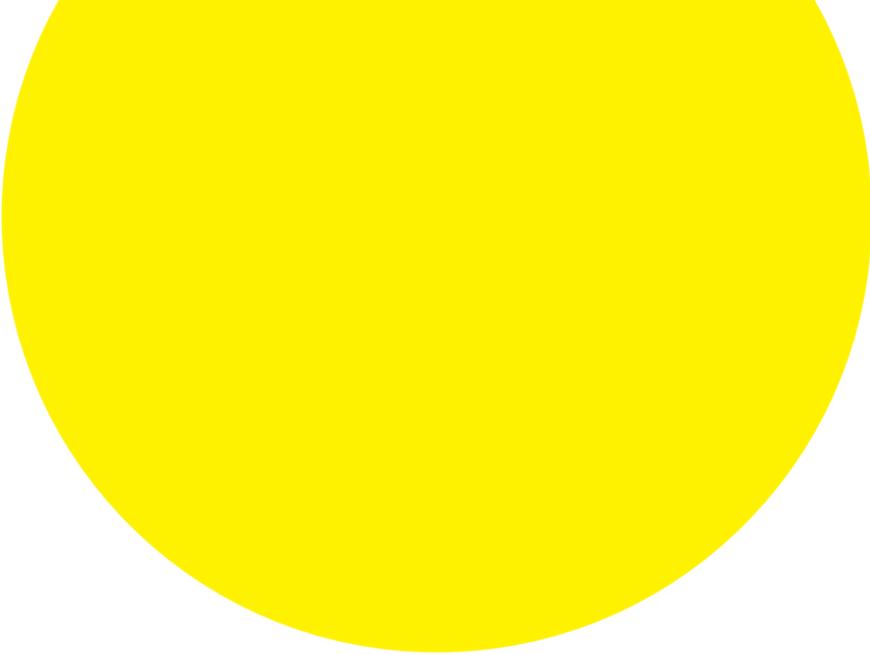


In Year 2, we will use the Strategic Vision Plan and our Core Team and Resource Group to develop and deliver the **Imagine Boston 2030 Citywide Plan**.

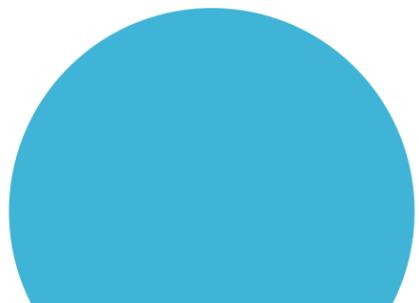
It will translate goals, targets and priorities from the Strategic Vision Plan into **more detailed, tangible plans related to people, economy, places, and environment**. These will first be developed as alternative conceptual plans before a preferred alternative (or hybrid of multiple alternatives) is developed. Priority elements of the Citywide Plan will be confirmed at the end of Year 1 based on strategic recommendations and public feedback on a draft vision (month 13-17). The appropriate resources will then be brought to bear after that direction is set.

The Citywide Plan will also focus on **implementation**: for the targeted strategies and initiatives that compose the Plan, it will identify or develop the **financing sources, regulatory activities, and management activities and governance changes** required to achieve the goals and targets of the plan.

It will be developed by **gathering inputs**, both from the community and through a wide range of sources, to inform alternatives first, and then by **getting feedback on alternatives** and incorporating, or responding to, the community, before finalizing the preferred alternative as the final Citywide Plan and presenting to the City for ratification.



1. PROJECT UNDERSTANDING



Boston Context

Setting a clear direction for Imagine Boston 2030 depends on a range of inputs – among them, a clear understanding of the city’s opportunities and challenges from an economic, social, demographic, and planning point of view. In this section, we describe the Team’s preliminary understanding of this context and how it might be used to set priorities for goals and initiatives in the plan, centered on people, economy, places, and environment.

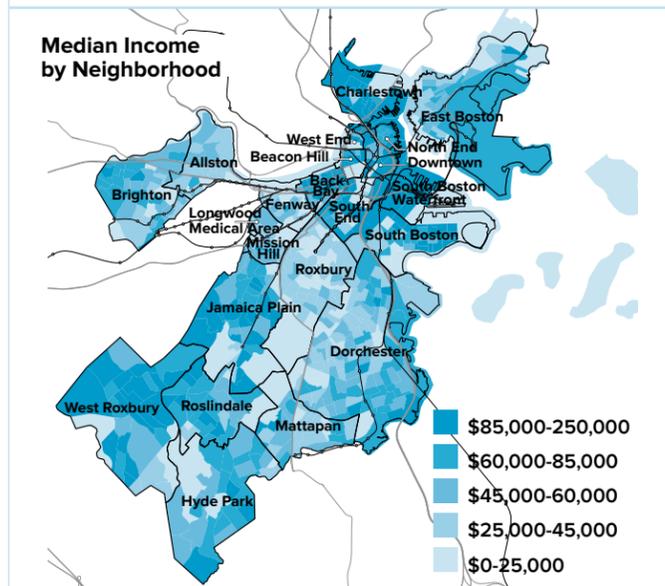
THE OPPORTUNITY & THE CHALLENGE

For almost 400 years, Boston has been at the forefront of urban innovation. Successive generations of residents have constructed entire neighborhoods from fill (most dramatically, the Back Bay); built the Fens as one of the earliest and most successful resiliency strategies; led transformative social and cultural movements; tested and repudiated traditional urban renewal; and completed the nation’s largest transportation megaproject. Each act has left an indelible mark, some to cherish, some for subsequent generations to regret. These innovations have led to Boston’s considerable evolution over the broad arc of history.

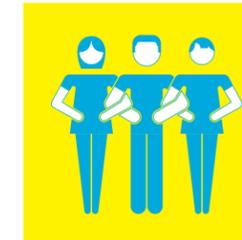
Boston and its residents stand at an inflection point as it launches its first comprehensive planning process in 50 years. Circumstances are considerably different than in 1965. A prior generation waged a tough battle against mega trends that inflicted great damage upon the American City: deindustrialization, disinvestment, interstate freeways, racial polarization and white flight. Boston is now on a significant growth trajectory; from 2000-2014, Boston’s population grew by 67,000 residents, and according to projections by the Metropolitan Area Planning Council, by 2030 the City will surpass 700,000 residents for the first time since the 1950s. Boston is amongst the best-positioned cities in the world to succeed in the 21st Century, with a tremendous base of human capital and a growing knowledge-based economy.

These enormous opportunities allow this generation to pivot to more aggressively confront contemporary challenges: income inequality, climate change, and economic growth.

We believe this planning process should create a clear, implementable strategy and specific roadmap addressing the tenets of People, Economy, Places, and Environment. This roadmap will guide Boston’s continued evolution into a city that is increasingly inclusive, vibrant, livable, sustainable, and resilient. In short, a model 21st-Century city.



Our proposed approach is structured around these four core objectives.



PEOPLE: Social cohesion and equity in access to public services and amenities, and in potential for achieving life aspirations

1. PEOPLE: ACHIEVING EQUITY AND COHESION

While Boston is seeing substantial economic growth, not all residents benefit equally. According to recent analysis from the Brookings Institute, Boston has the third-highest rate of income inequality among major US cities, with the wealthiest 5% earning more than 15 times what the poorest 20% make, and high rates of childhood poverty. These indicators are highly correlated with race, with Boston residents of color faring far worse than white Boston residents in most measures of economic well-being.

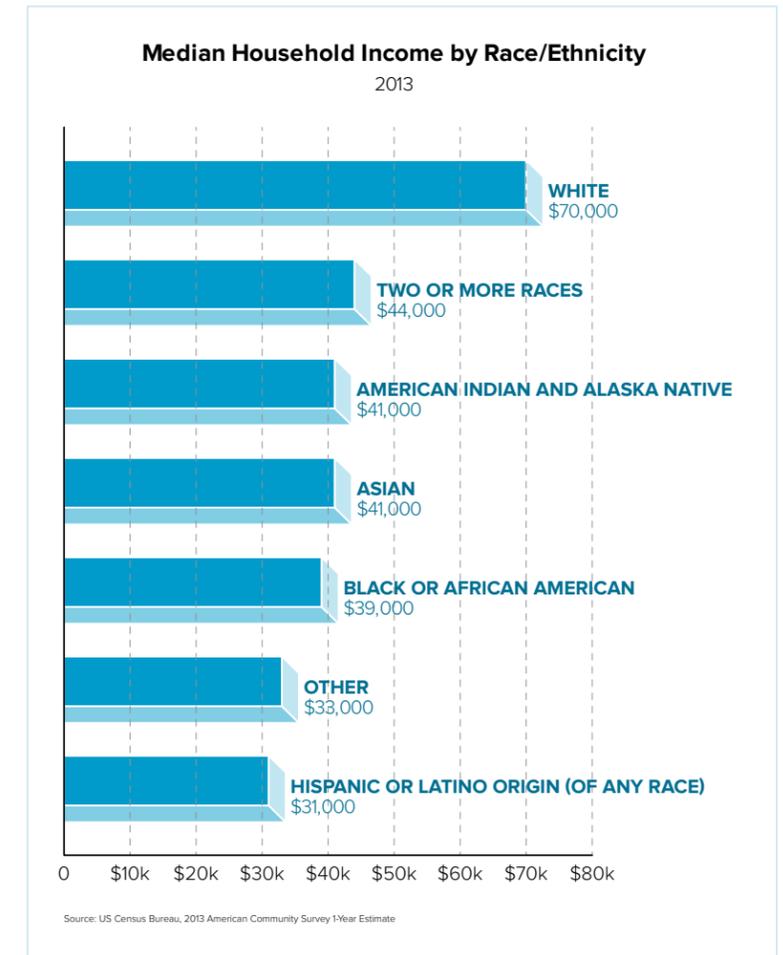
Inadequate supply of affordable housing is central to the challenge of equity. While Boston added nearly 21,000 units of housing between 2000 and 2010, this building boom has not kept pace with demand. Data from the US Census Bureau reveals that more than half of Boston’s renters are rent-burdened, spending more than 30% of their income on rent.

Although Boston’s knowledge economy provides well-paying jobs for workers with high educational attainment, workers with low educational attainment have more difficulty connecting with opportunities in these growth industries, and often find employment in relatively low-paying sectors like retail, food services, and accommodation.

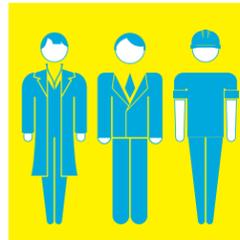
To maintain Boston’s status as a leading city, Imagine Boston 2030 must define strategies for enhancing access to economic opportunities for residents at all skill levels, ensuring that Boston’s growth is truly inclusive, and creating a cohesive social structure. These strategies must address the geographic disparities in employment and education, bringing workforce development opportunities and employment centers to neighborhoods like Mattapan, Roxbury, and Dorchester, and leveraging potential partnerships between local CDCs, educational institutions, and private enterprise.

Improving social equity will also require Imagine Boston 2030 to emphasize the production of housing affordable to Bostonians throughout the income spectrum. Housing Boston 2030 has set a target of creating 53,000 new units of housing at a variety of income levels across the City by 2030. Imagine Boston 2030 will consider co-locating housing development with other neighborhood retail, open space, workforce development, and social service amenities either on-site or nearby.

A strong social and civic structure must exist to support and enable these goals. Social cohesion and an engaged community are explicit goals of our process.



2. ECONOMY: A GROWTH AGENDA



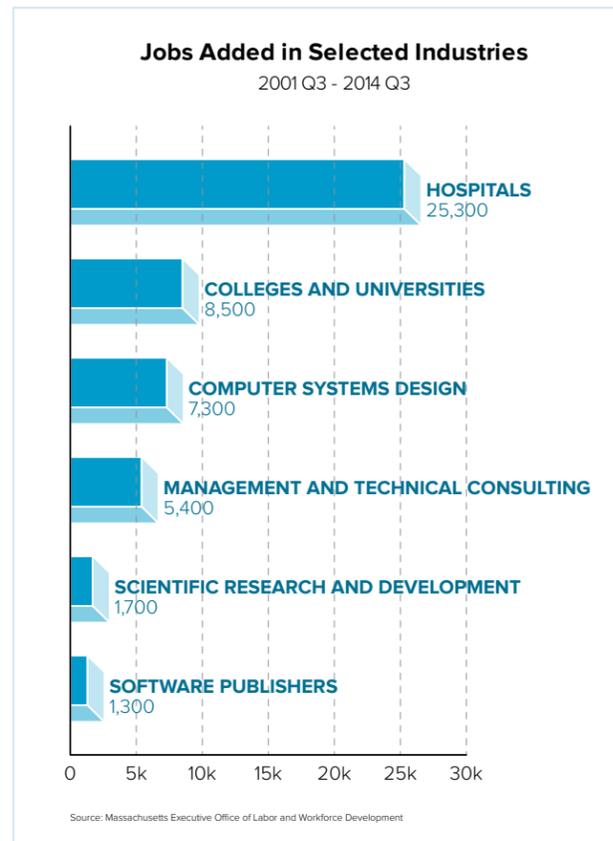
ECONOMY:
Strong, growing economy with employment opportunities for workers at all skill levels

Boston is a smart and entrepreneurial city in an age where these traits are paramount to success. Greater Boston is a major global economic player, with the 4th highest GDP per capita in the world according to Brookings 2014 Global Metro Monitor. Home to a robust research and development cluster that emerged from the region's preeminent higher educational institutions, Greater Boston ranks as the #1 life science cluster in the U.S. according to Jones Lang Lasalle's Life Sciences Cluster Report.

Despite its built-in advantages, shared prosperity is not guaranteed. It is clear from endemic poverty concentrated in parts of the city that not all Boston residents are benefiting from recent economic success.

As evidenced by the MBTA travails earlier this year, aging infrastructure and facilities have led to economic losses and may hamper future economic growth.

Imagine Boston 2030 must propose bold and creative strategies to holistically enhance Boston's economic competitiveness. These strategies must be flexible enough to not only address present-day challenges, but anticipate those to come, outlining a vision for supporting emerging industries and ways to meet the changing demands of core industries and their workforces over time. Imagine Boston 2030 must embed a diverse and cutting-edge toolkit to propel Boston forward.



3. PLACES: ENHANCING & SHARING LIVABILITY



PLACE: Livability through a vibrant and beautiful built environment and neighborhoods where people live, work, and play

Boston features a walkable urban form with extensive public space and cultural assets, and high-quality social services. Its urban form, predating the automobile and originating in a series of towns, provides a uniquely human-scaled and walkable environment for a major U.S. urban center. With 50 arts and cultural organizations for every 100,000 residents, Boston has more cultural institutions per capita than any other metro area in the United States (Arts Boston, The Arts Factor). The city is also home to leading hospitals and medical clinics, offering cutting-edge care to area residents.

However, livability is threatened by poor transit connectivity in several neighborhoods, disparate access to retail and recreational amenities, and inadequate healthcare access. Low-income neighborhoods suffer from both fewer healthy eating options and recreational opportunities, contributing to troubling public health disparities. While tremendous public and private investment has focused in Downtown, Back Bay, Fenway, and in the Innovation District, populous neighborhoods like Roxbury, Dorchester, and Mattapan have lagged behind. Though these neighborhoods have

showed signs of revitalization in recent years as local organizations, community members, and the City have embarked upon promising neighborhood improvement initiatives, there is still a ways to go to achieve marked change in social and economic conditions.

Imagine Boston 2030 will improve livability by applying a “complete neighborhoods” perspective that ensures that all neighborhoods have high-quality and affordable housing, public transportation access, and retail, open space, and other amenities. The Plan will also consider strategies for bolstering and expanding existing Boston Main Streets initiatives and improving resident access and use of existing neighborhood green space through new programming.

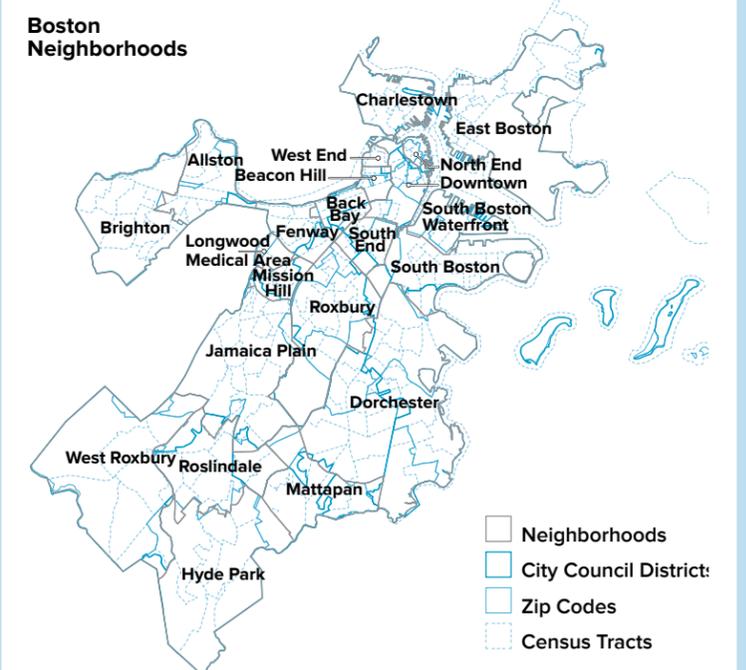


Boston as a Place

The spatial priorities of the plan need to be carefully linked to the unique form of Boston's neighborhoods and the way they are organically knitted together. The City's residential neighborhoods are defined by a relatively consistent residential building stock – rowhouse, apartment building, triple-decker, single family – and a commercial “Main Street” that provides civic functions, day-to-day retail amenities, and a sense of shared identity.

While the center of each neighborhood is walkable, functional and memorable, the boundaries and borderlands between neighborhoods are often the opposite. Many are defined by transportation infrastructure or vestigial industrial areas. Importantly, major transit lines run through many of these transition zones, including large sections of the Orange, Red, and Indigo Lines.

This conception of Boston needs to be discussed and debated during the planning process, both to preserve and strengthen existing neighborhoods and because the boundary zones present some of the best opportunities for managed growth. Clarifying the structure of the neighborhoods and the physical connections between them can also help participants in the process better understand their sense of place and purpose at both the local and citywide scale. We hope that this will inspire the public to think beyond the narrow interests of their own neighborhood.



4. ENVIRONMENT



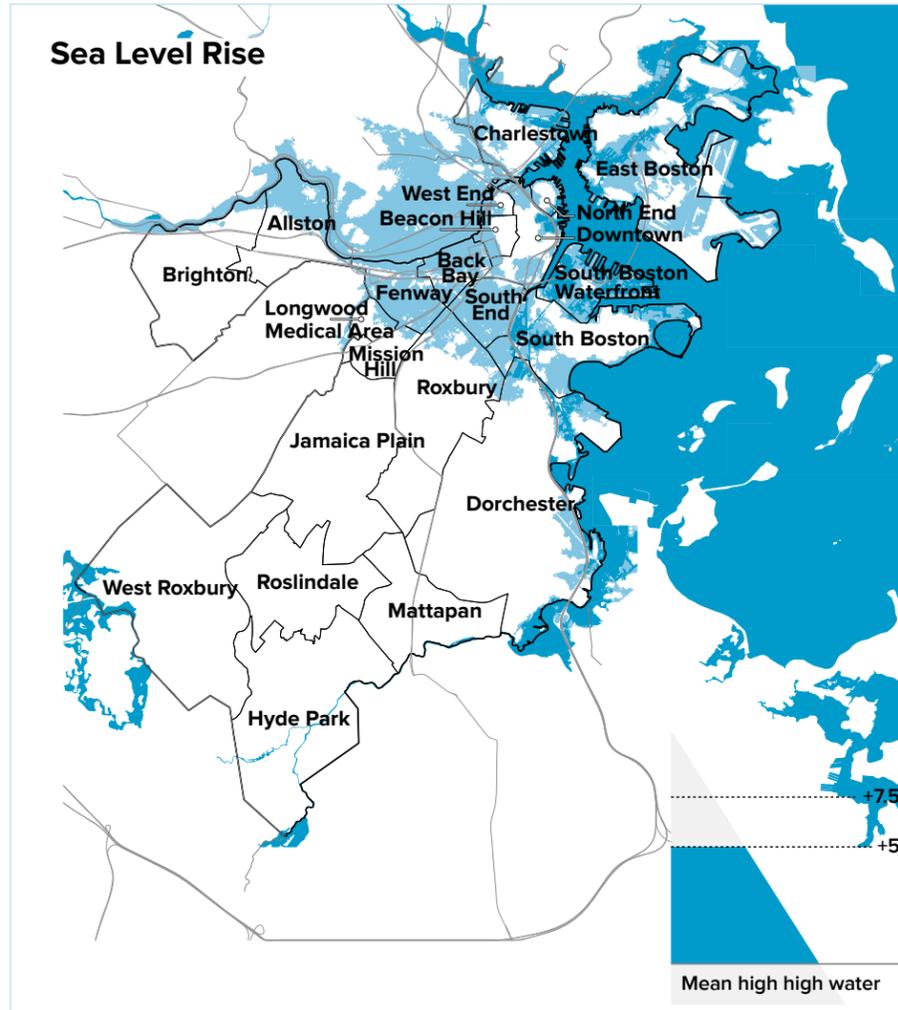
ENVIRONMENT: A sustainable city that is resilient to climate change and other severe shocks and stresses

Planning for a thriving city -- its people, economy, and places -- should also focus on long-term environmental sustainability and resilience in the face of climate risk. As a 21st-Century city, Boston will need to develop in a way that protects the health of the city's infrastructure, open space, and built environment for generations to come. We will draw on the principles of sustainable development to recommend priority areas for managed growth while also emphasizing strategies that will mitigate environmental impacts over time.

As the City of Boston identifies key investments to strengthen the City, climate change mitigation and adaptation must be a predominant concern. According to The Boston Harbor Association (TBHA), climate change could cause sea level rise in Boston of up to two feet by 2050, and potentially up to six feet by 2100. Areas particularly vulnerable to sea level rise include East Boston, Fort Point Channel, the Back Bay, and Bay Village. In its report *Preparing for the Rising Tide*, TBHA noted that the likelihood of a severe storm surge event will increase from an estimated 1% chance of occurrence in a given year to at least 20% by 2050.

While Boston has begun to support preliminary vulnerability assessments and exploration of design solutions (such as the recent "Living with Water" competition), the city needs a comprehensive approach that can address its risk and allow it to build more sustainably, and more resiliently. This approach must be integrated into land use, zoning and building design guidelines in order to ensure that if future growth happens in locations vulnerable to flood damage, construction will include measures that protect against flood damage.

Imagine Boston 2030 will make recommendations for addressing Boston's environmental sustainability and resilience, working with local and regional stakeholders to ensure that future growth happens in a resilient fashion. We will also consider opportunities for co-benefits with other Plan themes, for example, workforce training programs for flood resilient building retrofits, or initiatives to support small business owners along vulnerable commercial corridors.



2. TEAM OVERVIEW

Team Organization

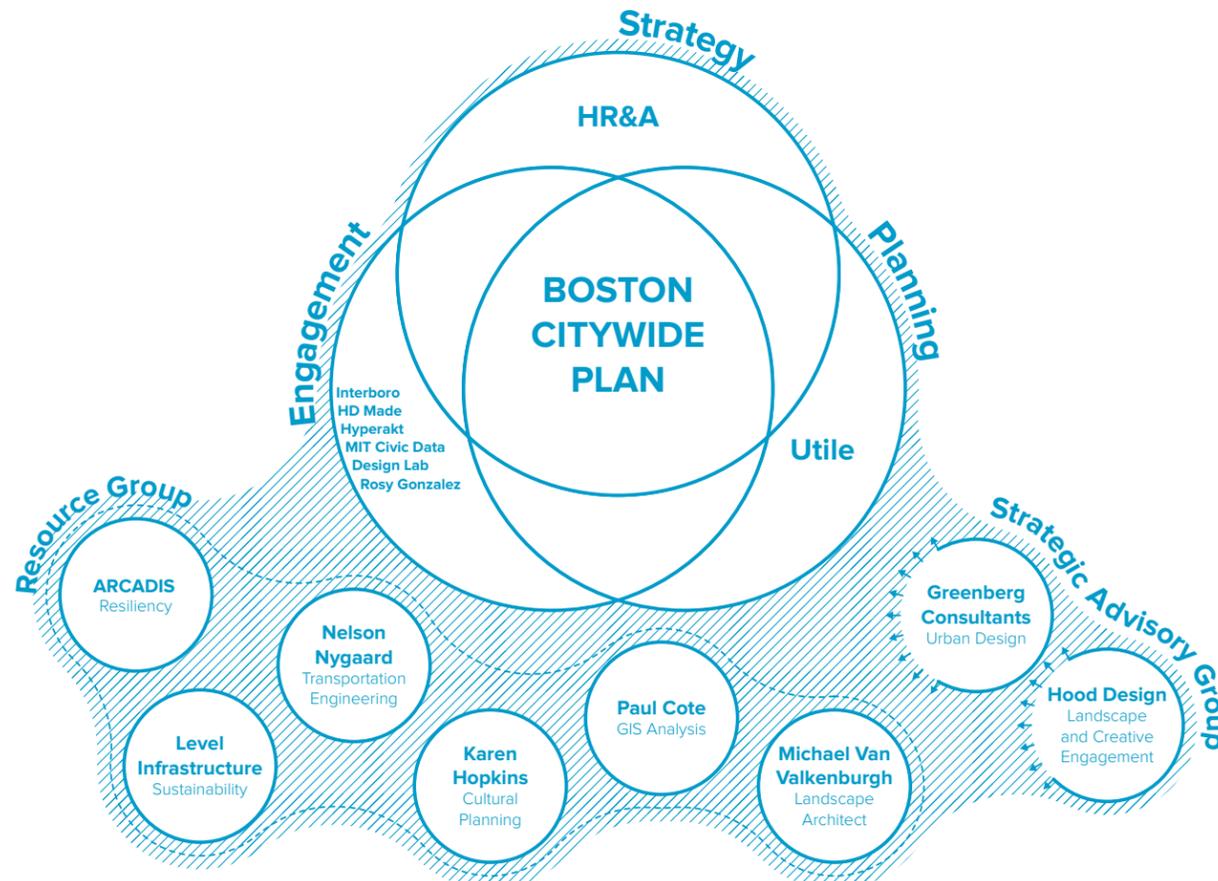
The team consists of the Core Team, Engagement Team, and Resource Team, led by HR&A as Lead Consultant. Collectively, our firms have decades of experience working in the Boston area.

The **CORE TEAM** of HR&A and Utile, with strategic advisors, will help to develop a citywide strategic direction and translate that direction into spatial priorities.

The **ENGAGEMENT TEAM** will creatively seek ideas and input about the needs and opportunities of Boston residents and key stakeholders, and ensure the resulting plans are positioned to gain buy-in and community support.

The **RESOURCE TEAM** will advise the Core Team on strategic direction and will play key roles in developing detailed, tangible plans and initiatives based on that strategic direction.

HR&A Team Resource Network



CORE TEAM

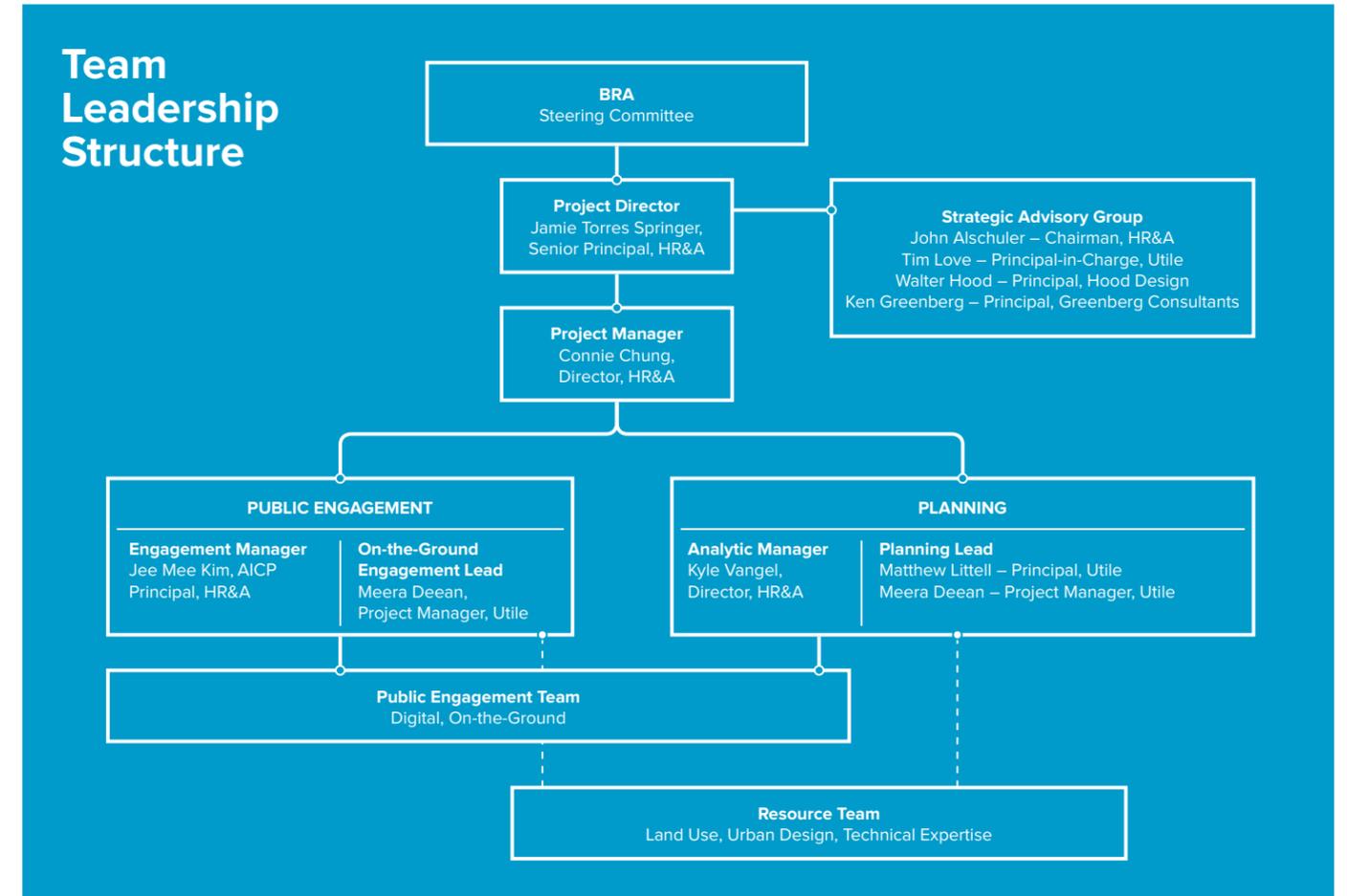
The Core Team combines deep local understanding of Boston with national perspective with experience in developing strategic, integrated, and implementable plans on the citywide scale.

We offer a uniquely multidisciplinary approach to this assignment: we bring leadership in strategic planning and goal-setting, advanced analysis, and project management combined with an ability to translate vision into spatial priorities, skills that have been successful in setting direction for cities across the United States.

As Lead Consultant, HR&A will draw upon its substantial experience in citywide economic, physical, and strategic planning. Our extensive experience in comprehensive planning and strategic advisory efforts is underpinned by our understanding of economic and market dynamics, allowing us to develop market-based, implementable plans. We regularly manage and foster collaboration among large interdisciplinary teams to create exceptional plans and programs in line with client and community objectives. We have also managed neighborhood-based public outreach processes that inform our work to transform public infrastructure, real estate, and economic development concepts first into actionable plans, then into job-producing, community-strengthening assets.

As supporting lead consultant, Boston-based Utile brings extensive local knowledge and direct experience working in Boston and throughout the region, with expertise in urban design, planning, and architecture. Utile's local intelligence will in particular support the community engagement process. Utile is committed to the revitalization of the American city through proactive planning and design that bridges public and private jurisdictional boundaries.

The project's leadership will be drawn from HR&A and Utile, with support from a Strategic Advisory Group also including Greenberg Consultants and Hood Design Studio. An organizational chart of the team leadership is included below.



TEAM LEADERSHIP STRUCTURE

The Team will be led by HR&A Senior Principal **Jamie Torres Springer**. Jamie provides clients with strategic planning, policy, community engagement, and real estate advice based on a deep understanding of the forces that drive growth and development. Jamie established and spearheads HR&A's resiliency planning practice. He has executed some of the firm's largest and most relevant recent engagements, including the creation of OneNYC, New York City's long-term strategic plan, the Center City San Antonio Strategic Framework Plan, and HR&A's support for the 100 Resilient Cities initiative, pioneered by The Rockefeller Foundation, including the City of Boston's participation in that initiative.

HR&A Director **Connie Chung** will serve as the day-to-day project manager and point of contact of the Team. Connie's work focuses on economic development, open space planning, and commercial revitalization for both public- and private-sector projects. She has extensive experience in Boston, including managing the development and implementation of The Lawn on D programming plan for the Massachusetts Convention Center Authority.

Matthew Littell, Principal at Utile, will provide vision and guidance for the physical planning, urban design, and land use approaches. He has extensive experience working throughout Boston, for the BRA and other public agencies as well as for nonprofits. He also leads Utile's international urban design practice and brings a broad understanding of urban design and housing challenges, both locally and abroad.

Meera Deean, senior urban designer at Utile, will serve as Utile's project manager. She will coordinate land use planning and urban design elements of the comprehensive plan, as well as manage the on-the-ground community engagement efforts. She has led Utile's efforts on several city initiatives, from the ongoing Downtown Waterfront Planning Study to the Go Boston 2030 plan.

The Strategic Advisory Group will serve as a senior-level resource to the team:

John Alschuler, Chairman of HR&A, will serve on the Strategic Advisory Group as Senior Advisor. John's work focuses on the revitalization of urban communities, regional economic development, waterfront redevelopment, and asset planning for institutions.

Tim Love, Founding Principal of Utile, will serve on the Strategic Advisory Group and lead Utile's efforts. Tim's work focuses on the relationship between individual works of architecture and the larger city, and is regarded for his strategic and collaborative approach to complicated urban projects.

Ken Greenberg, Principal of Greenberg Consultants, will also serve as a member of the Strategic Advisory Group. Formerly having served as an interim Chief Planner of the Boston Redevelopment Authority, Ken is an urban designer, teacher, and writer who has played a pivotal role on public and private assignments in urban settings throughout North America and Europe, focusing on the rejuvenation of downtowns, waterfronts, and neighborhoods.

Walter Hood, Principal of Hood Design Studio, will also serve as a member of the Strategic Advisory Group. Walter's work focuses on addressing issues of re-constructing the urban landscape, particularly the public realm, by way of a flexible and discursive approach responsive to specifics of place and people.

In addition, note that expertise to execute the Speculative Scopes of Work for Housing, Prosperity & Equity, and Health rest within HR&A and Utile on the Core Team. Abbreviated resumes for senior team members are included in the following pages; firm profiles and more detailed resumes are included in Exhibits.

ENGAGEMENT TEAM

Imagine Boston 2030 seeks an exciting, inclusive, and innovative planning process to develop a plan that is created, supported, and driven forward by its residents. Reaching diverse populations, including those that may have previously been left out of planning processes, requires the strategic use of both new and tried-and-true outreach channels. The Engagement Team will be led by Jee Mee Kim of HR&A and Meera Deean of Utile, who will ensure engagement efforts are closely tied to strategy development.

The HR&A-Utile approach leverages a public engagement team with expertise in digital outreach, participatory planning, community organizing, and on-the-ground neighborhood engagement using techniques that draw on both traditional community organizing principles and innovative use of civic data and participatory technologies:

Interboro

will organize engaging participatory planning interactions with residents and stakeholders based on their vast experience designing simple, resourceful solutions to create open, accessible planning environments.

HD MADE

will create data tools and unique user experiences to immerse and engage people in their immediate surroundings, such as through developing the "Pulse" tool and kiosks in supermarket parking lots. [MBE]

Rosy Gonzalez

will identify and create partnerships with local organizations and institutions for all public engagement activities, relying on her extensive experience with on-the-ground community relations in Boston neighborhoods. [MBE/WBE]

Hyperakt

will design an expanded version of the Imagine Boston 2030 website and other interactive tools, drawing upon their expertise in developing, websites, visual identities, and environmental graphics to support social impact initiatives.

Sarah Williams

will use innovative data visualization and mapping techniques to communicate urban trends to Bostonians. She brings a wealth of knowledge as the Director of the Civic Data Design Lab at the Massachusetts Institute of Technology's School of Architecture and Planning. [MBE]

RESOURCE TEAM

Our team also includes a Resource Team reflecting a diversity of disciplines, advising the Core Team and Steering Committee during strategy development and to translate an initial Strategic Vision Plan into more detailed, tangible plans and initiatives. The Resource Team has been formulated such that, along with the resources of the Core Team and Engagement Team, all of the Speculative Scopes of Work can be executed with the expertise of the various disciplines that have been proposed. Alignment of the Resource Team with the Speculative Scopes of Work is noted below.

Almost all team members have previously collaborated, and we have selected each based on their industry leading capacity in a domain that can potentially be a priority coming out of the initial Strategic Vision Plan. Our Resource Team includes:

ARCADIS Engineering

a leading global natural and built asset design and consultancy firm, will provide coastal and environmental engineering expertise

Karen Hopkins

is an arts and cultural specialist dedicated to incorporating the mission and vision of cultural institutions into plans that enrich their surrounding communities.

Level Agency for Infrastructure

will provide guidance on sustainable and resilient infrastructure development, based on their experience working on innovative design, technology, and implementation strategies for infrastructure and real estate development projects worldwide.

Nelson Nygaard

will provide mobility and transportation planning support, in line with their commitment to developing transportation systems that promote vibrant, sustainable, and accessible communities. As the lead for Go Boston 2030, they will ensure a seamless integration of the Go Boston 2030 plan with the citywide plan.

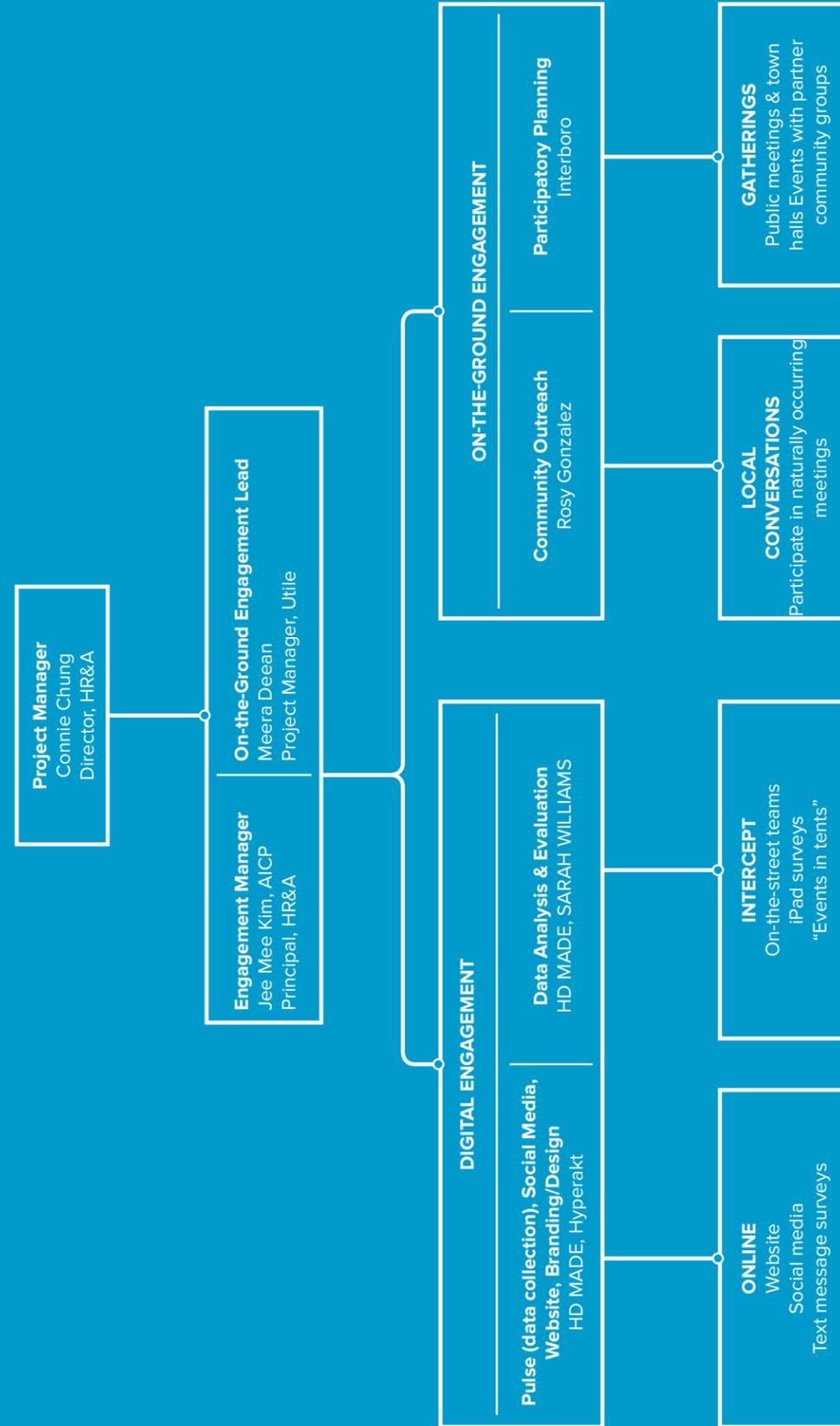
Michael Van Valkenburgh Associates

will provide landscape architecture services, contributing their experience creating environmentally sustainable and experientially rich places across a wide range of landscape scales, from city to campus to garden.

Paul Cote

will provide mapping support, relying upon his years of experience in cultivating spatial intelligence to help individuals, organizations, and public agencies make more informed policy and investment decisions.

Public Engagement Organizational Structure



Team Collaboration in Large-Scale Planning

The Team has achieved considerable success on a diverse array of projects, effectively synthesizing the leadership and prominence that each firm has established within its own field. The following examples are representative of the Team’s partnerships and ability to lead large-scale planning projects. We look forward to the opportunity to continue this practice of successful collaboration for the Imagine Boston 2030 plan.

Rose Kennedy Greenway Planning Study | HR&A – Utile – Greenberg Consultants

Utile led a team to create a set of design guidelines for parcels adjacent to the Greenway, with Utile creating urban design guidelines for hypothetical development scenarios and Ken Greenberg developing programming opportunities and use considerations. HR&A assessed the economic impacts of the Greenway to understand its effect on existing development and the development scenarios.

Boston Waterfront Planning | HR&A – Greenberg Consultants – Michael Van Valkenburgh Associates (MVVA)

For the development of a Boston waterfront revitalization strategy, MVVA is leading the creation of a broad framework and set of principles for a connected waterfront, with Ken Greenberg assessing case studies to demonstrate successful application of the key design principles. HR&A is coordinating public-sector outreach and will propose a preliminary governance structure for the plan’s long-term oversight and implementation.

Boston Convention and Exhibition Center (BCEC) Planning Study | HR&A – Utile

In preparation for the BCEC’s expansion HR&A developed a vision for new retail opportunities and open space and Utile, as a design collaborator, assisted in the development of an urban design framework for the revitalized corridor. Together, HR&A and Utile led a charrette to elicit thoughts from local stakeholders on ideas for the future of D Street.

Made in Midtown | HR&A – Interboro – Sarah Williams

To emphasize the Garment District’s importance to New York City’s vitality and economy, HR&A assessed its benefits to the citywide economy and surrounding real estate. Concurrently, Interboro depicted the importance of industry clustering through illustrations of the districts multiple uses, and Sarah Williams created maps of the industry’s ecosystem to assess the effects of location changes to the industry.

Comprehensive Planning

HR&A Advisors has advised cities across North America on comprehensive planning efforts that have long-lasting, measurable impact. HR&A's services have steered the growth of cities toward a more sustainable and resilient future.

OneNYC Project Management & Advisory | 2014 – 2015



For the New York City Mayor's Office, HR&A was a lead consultant for *OneNYC*, a multi-agency, cross-disciplinary, long-term planning effort. HR&A supported 2007 and 2011 "PlaNYC" strategic planning, and Senior Principal Jamie Torres Springer, as Deputy Director for Community Initiatives for the Special Initiative for Rebuilding and Resiliency, contributed to the 2013 report *A Stronger, More Resilient New York*. *OneNYC* advanced the plans' sustainability, resiliency, and growth innovations while incorporating justice and equity. HR&A conducted project management, agency coordination, and outreach; analyzed economic, demographic, and environmental trends influencing the city and region in the near- and long-term; and produced economic, transportation, and housing initiatives. HR&A contributed to ambitious long-term targets and significant job creation, population growth, household income, housing supply, and transit access endeavors. HR&A directed unprecedented tracking and mapping of \$266 billion in planned investment by the City, region, and state to inform future investment. In April 2015 Mayor de Blasio launched OneNYC, including allocating \$22 billion from a ten-year capital strategy.

100RC Citywide Agenda-Setting & Resiliency Strategy Development | 2014 – Ongoing



HR&A supports 100 Resilient Cities – Pioneered by The Rockefeller Foundation (100RC), a global initiative promoting comprehensive, actionable, citywide resilience strategies considering social, economic, and physical challenges. As lead Strategy Partner, HR&A guides thinking about acute shocks and chronic stresses disrupting essential functions and risks as transformative opportunities. HR&A facilitated agenda-setting workshops, teaching officials and stakeholders best practices while informing strategic planning by distinguishing priorities spanning governance, physical and social well-being, and economic stability, in five of ten North American cities: Los Angeles, CA; Norfolk, VA; Boulder, CO; El Paso, TX; and Boston, MA, and is preparing workshops for Ciudad Juárez, Mexico; St. Louis, MO; and Tulsa, OK. HR&A advances discussions with 100RC-sponsored Chief Resilience Officers, having initiated strategy formation with Norfolk, Boulder, El Paso, and New Orleans, LA. In May 2015 HR&A guided Boston's 100RC workshop by convening officials and stakeholders; producing materials and exercises; recommending stakeholder participants; directing activities; and synthesizing outcomes and next steps.

Legacy Planning for the London 2012 Olympic Park | 2010



For the Olympic Park Legacy Company (OPLC), an organization established to oversee the development and operations of London's 600-acre Olympic Estate, HR&A supported planning efforts for 250-acres of parkland. HR&A reviewed the existing planning framework and business plan; analyzed best practices for post-industrial and -Olympic landscape development, activation, and management; and created budgets for capital improvements and operations. HR&A recommended sustainable programming and stewardship structures to support the transformation of the Olympic Estate into a world-class park system. OPLC adopted HR&A's recommendations for public investment in estate development and engaged HR&A to manage parks planning; reexamine capital and operating budgets for the redesign and repositioning of park assets; and to research financing and partnership structures for park programming. OPLC implemented the plan's organizational budget restructuring and held two related design competitions.

Comprehensive Planning

Utile leverages a combination of design and development expertise to support district-wide planning efforts. From master planning to urban design Utile's practice has guided the future of numerous, critical projects in New England.

Hartford Downtown North/ Downtown West | Hartford, Connecticut | 2013



Through a Department of Housing & Urban Development (HUD) Sustainable Communities Grant, the City of Hartford enlisted Utile to conduct an eight-month planning process that resulted in a master plan integrating a district-wide strategy for future development, infrastructure improvements, zoning recommendations and public realm design guidelines. Parallel to the overall master plan assignment, Utile engaged in "realtime" planning with the City, as opportunities for targeted development parcels arose. Through scenario testfits, Utile provided a quick turnaround to help inform development and future zoning decisions for the City. The combination of providing a long-term vision for Hartford, while being nimble enough to respond to a changing development market, is at the core of Utile's planning approach. It is strategic planning at multiple scales.

Union Square Neighborhood Plan | Somerville, Massachusetts | 2014-Ongoing



Utile is assisting the City of Somerville in the Somerville by Design neighborhood planning process for Union Square. The future extension of the Green Line to Union Square means that the area is poised to see significant growth in the next five years. Developers are already planning for development on significant parcels near the station. With this in mind, the City of Somerville is undergoing an extensive community outreach and planning process to help frame the future growth of Union Square from the public realm design to development opportunities in Boynton Yards, a large industrial district adjacent to the square. This process builds upon the Somervision targets for growth in the City.

Mill River District Planning Study | New Haven, Connecticut | 2010 – 2013



Home to a diverse mix of businesses including food processing and distribution, precision manufacturing, and design and construction support, the Mill River District is a vital part of New Haven's industrial economy. Working with the Economic Development Corporation of New Haven and the City of New Haven, Utile undertook a planning study of the area, investigating a comprehensive set of physical, regulatory and marketing strategies to enhance its economic vitality and prepare it for future growth. The vision includes consideration of pedestrians, cyclists and green space. Central to the plan is business retention, expansion and job growth. These ideas will provide a framework for redevelopment scenarios and streetscape improvements, and inform recommendations for land use changes, infrastructure improvements, and district-specific building prototypes.

Economic Development & Community Development Strategy

HR&A Advisors creates economic development strategies that benefit cities, communities, and people alike. From housing development to harnessing the power of the technology industry, HR&A captures value to equitably expand the economies of cities.

Revitalizing Downtown Cincinnati and Over-the-Rhine | 2004



HR&A advised Cincinnati's Downtown planning effort and crafted a strategic investment plan establishing the Cincinnati Center City Development Corporation (3CDC). HR&A guided the public-private partnership to redevelop historic Fountain Square into an active public space and catalyze private investment. HR&A recommended an innovative financing structure, programming strategy, and plaza redesign. In 2004 3CDC and the City initiated a two-year, \$49 million renovation leading to record visitation; \$125 million of additional private investment in the District; and new residential, retail, and restaurant development. HR&A and 3CDC won the 2009 IEDC Partnership Award in the Public-Private Partnership category for Fountain Square's economic revitalization. HR&A helped restore Over-the-Rhine, Cincinnati's most troubled neighborhood. Recommendations targeted public sector investments including open space redevelopment; new parking; rehabilitation of multifamily housing; neighborhood development; and historic preservation. The now-thriving arts community is nationally recognized for its successful turnaround, evidenced by mixed-use pipeline projects and decreased crime.

Strategic Plan to Reposition the Brooklyn Tech Triangle | 2013



HR&A assisted with crafting a strategic plan for the "Brooklyn Tech Triangle," comprising the neighborhoods of DUMBO, Downtown Brooklyn, and the Brooklyn Navy Yard, which have attracted tech and innovation economy tenants. The team proposed a working definition of the target tech and creative industry sectors, assessed tech and creative companies currently in the Triangle, and recommended changes in real estate policy, workforce development, transportation, open space, streetscape, and economic development to cultivate the industries locally. HR&A's real estate and economic analyses motivated the final proposals for industry-supportive updates to real estate policy. In November 2013 the American Planning Association's New York Chapter honored the plan with its annual "Meritorious Achievement" award citing its ambitious scale, offering a model for economic development in urban centers.

San Antonio Center City Strategic Framework | 2011 – 2013



On behalf of Centro Partnership and the City of San Antonio, HR&A created a strategic framework plan for Center City's long-term growth with recommendations for investment in infrastructure, housing, and amenities in priority areas. HR&A led workshops for 500 residents; conducted stakeholder outreach; and prepared a guide for public and private efforts over the next decade with senior City staff, the Mayor, and City Council. HR&A assessed challenges to the City's "SA 2020 Plan" goals to increase housing and jobs and enhance quality of life for Downtown and Center City neighborhoods. HR&A benchmarked organizational and financial structures and considered incentive programs, funding sources, governance and project management structures, regulatory tools, and design guidelines. In 2014 HR&A conducted market and financial feasibility analyses evaluating impacts of development incentives, created in the "SA 2020 Plan," on current development within the Plan's targeted growth areas.

Public Engagement

HR&A Advisors leverages the power of public engagement to inform planning from the outset. Liaising with a host of public stakeholders through a variety of interpersonal and technological avenues, HR&A uncovers solutions to a city's most pressing political, environmental, and economic challenges.

Talking Transition, New York City & Washington, D.C. | 2013 – 2015



HR&A led design and implementation of Talking Transition, a civic engagement innovation of ten New York City foundations – including Open Society Foundations (OSF), Ford Foundation, and Rockefeller Brothers Fund – utilizing time before the mayoral inauguration for citizens to discuss policy issues and pose questions. 120 public events occurred over 15 days in an open tent forum on Canal Street that received 50,000 visitors. Discussions reached outer-borough neighborhoods via "mobile tents" managed by 100 canvassers. HR&A distributed an expansive survey to 70,000 respondents; harnessed social media to elevate ideas and sentiments; created the talkingtransition2013.com website; and programmed activities. HR&A also developed and distributed a public survey to 400 respondents ahead of the Washington, D.C. mayoral transition for OSF and District-based Urban Institute, National Institute for Civil Discourse, DC Vote, and DC Working Families. HR&A then synthesized survey data for a 21st-Century Town Hall presentation and report for Mayor Bowser.

New York Rising: Resiliency Planning for New York City | 2013 – 2015



For the New York Governor's Office of Storm Recovery HR&A led a multidisciplinary team through the NY Rising Community Reconstruction Program. Over eight months, HR&A worked with resident and stakeholder Planning Committees to invest \$188 million of federal funds for physical, economic, and social resiliency in Lower Manhattan; the Rockaways, Howard Beach, and Broad Channel, Queens; Brooklyn's Red Hook, Canarsie, Bergen Beach, Mill Basin, and Marine Park; and the East Bronx waterfront. With input from Committees, residents, civic leaders, community groups, and electeds, the team estimated costs, evaluated funding options, generated phasing and implementation strategies, and posed potential projects. HR&A managed 100 committee meetings and 40 large-scale engagements and generated 100 projects. In 2014 Governor Cuomo announced an energy feasibility study proposed by HR&A with Red Hook and \$12 million for business corridor improvements in two Rockaways communities. The U.S. Department of Housing and Urban Development is continuing project evaluation.

Public Engagement

From coast to coast, Utile undertakes fine-grained public engagement efforts to tease out the needs and desires of the people. Utile takes great care to communicate with each and every community stakeholder to effectively inform planning and urban design solutions.

Broadway Visioning Study | Long Beach, California | 2013



Broadway is one of Long Beach's key east-west corridors, connecting downtown to the residential neighborhoods, the home of families and the LGBT, and a few short blocks from the ocean. However, it lacks a clear identity and the sidewalks and streetscape is uneven in quality. The City of Long Beach engaged Utile and RSAUD to reimagine Broadway. Utile and RSAUD identified five nodes with a critical mass of retail and restaurants as sites to enhance. The study recommended reducing the the number of travel lanes from four to three, expanding the sidewalk zone at the key nodes, and introducing angled parking at places to increase the number of parking spaces.

Downtown Boston Waterfront Planning | Boston, Massachusetts | 2014



Utile is leading the Downtown Waterfront Planning Initiative and the Greenway Districts Zoning Analysis for the Boston Redevelopment Authority (BRA). Utile will develop a vision for creating and shaping redevelopment along the Downtown Boston waterfront, which is one of the most activated waterfronts in New England and has a rich diversity of destinations, public spaces, and water transportation options. The public realm and watershed activation plan focuses on strategic interventions in the public realm to clarify wayfinding; strengthen connections with the Downtown waterfront, the Greenway, and the rest of the city; and improve public access to the clean-up Boston Harbor and the Boston Harbor Islands. Following the public realm plan, Utile and its subconsultants will develop a Downtown Waterfront Municipal Harbor Plan, a state regulatory plan to allow development along the waterfront and ensure public-access to the water. Concurrently, the consultant team will build on Utile's Greenway Guidelines and develop zoning recommendations for all the Greenway Districts, including the Downtown Waterfront & Wharf District.

Public Engagement

Interboro Partners, HD MADE, Rosy Gonzalez, and Sarah Williams have a diverse breadth of experience engaging with the public. Placing themselves in the heart of communities, each party is skilled at using every resource to reach even the most elusive of stakeholders.

Interboro | N. Fairmount Redevelopment Plant | 2010



Interboro was commissioned by the City of Newark to draft a plan to attract new residents and improve the overall quality of life in the Northern Fairmount neighborhood. To engage a broad spectrum of the community, we developed participatory tools to connect with residents who didn't attend planning meetings, and arranged an interactive model of the neighborhood at a well-trafficked bus stop. By asking passers-by to look and play with the model, we communicated planning issues and received feedback on residents' community aspirations. We developed pre-paid postcards addressed to the City's planning department with an image on the front, and a request for its caption on the back. The postcards were left in area beauty salons, stores, churches, and mailboxes. City Council approved the plan in 2010.

HD MADE | Staten Island Storefronts | 2013



The Staten Island Storefronts contest provided an opportunity for retailers, restaurateurs, service providers, and entertainment venues to foster Downtown Staten Island's emergence as a retail destination. We created a website, which served as the contest's core communication outlet and positioned Downtown Staten Island as New York's next great investment opportunity, and an easy, interactive way for potential retailers and investors to understand the area. We audited existing data of Staten Island's built and natural environments to design an interactive map, presenting a holistic view of valuable amenities for any business owner considering opening a store in Downtown Staten Island. The contest resulted in 40,000 square feet of occupied retail space and the generation of 100 jobs.

Rosy Gonzalez | Organizing Gubernatorial Campaign events in Communities of Color | 2014



Serving as former Governor Deval Patrick's political advisor, Rosy worked closely with Martha Coakley's gubernatorial campaign, the 2014 Democratic nominee for Massachusetts Governor. Rosy organized events for the governor to attend in African-American, Latino, and Asian communities. She collaborated with organizations such as the Chinese Progressive Association, the Latino Caucus, and the Black Ministerial Alliance of Greater Boston, Inc. to create substantial turnouts of over 100 attendees at each event. These community events helped the governor support communities of color, communicate on policy issues and important announcements, and deliver commemorations.

Sarah Williams | City Digits | 2014



City Digits aims to develop and test innovative tools that support students mathematics education, while enhancing their ability to investigate their local environment. City Digits is designing a place-based curricular module that incorporates geospatial technologies and enables students to explore their local urban landscape, collect field data, and organize and visualize patterns. Our module, Local Lotto, introduced students to the statewide lottery system. Students learned and investigated the impact of the lotto in local neighborhoods while learning data analysis and probability concepts. The second module, Cash City, allows students to explore the role and local impact of alternative financial institutions, such as pawnshops and check cashers. In addition to exploring ethical questions, students also learned how to calculate interest.

Urban Design



Creation, Operations, & Maintenance of Boston's Greenway | 2009



Boston's replacement of its "Central Artery," an elevated highway and blight-ridden barrier, with the Rose Kennedy Greenway reunited historic downtown neighborhoods. Nonetheless, the open space requires years of development to fully integrate, activate, and capture value. Accordingly, Boston adopted a district-wide approach to Greenway neighborhood planning and design. For the Boston Redevelopment Authority, HR&A analyzed property value changes along the Greenway and garnered support for a proposed district. The Utile-Greenberg-HR&A team proposed enhancements to the park's urban edge to encourage activity and define the character of potential development opportunities to harness potential for development and long-term value creation. For the Rose Kennedy Greenway Conservancy, charged with operating and managing the new public park, HR&A benchmarked the Conservancy's park operations and maintenance budget against that of comparable spaces to determine likely levels of funding required. HR&A recommended a series of approaches to fund long-term park operations, maintenance, and programming.

Anacostia Waterfront Revitalization | 2006



For the District of Columbia's Office of City Planning, and in partnership with city and federal agencies, HR&A led the revitalization effort for a ten-mile stretch of the Anacostia River Waterfront and its surrounding neighborhoods. HR&A, and with support from Ken Greenberg, guided the redevelopment of the Southeast Federal Center; assessed the feasibility of Major League Baseball stadium development; led developer negotiations and prepared a redevelopment plan for the Navy Yard; and created an innovative public finance strategy to support a new home for the Washington Nationals and the creation of affordable housing. Following Congress's decision to relocate the US DOT headquarters to the former Southeast Federal Center near the Navy Yard, HR&A supported the District's negotiation of a PILOT agreement with a private developer for the US DOT building. Bonds were issued against future PILOT payments and proceeds were invested into public infrastructure improvements, including two waterfront parks. HR&A supported the District's creation of a Tax Increment Finance District around the ballpark; which provided the last tranche of financing for its completion, further investment in public infrastructure, and a community benefits fund to catalyze revitalization of other areas within the Initiative.

Boston Complete Streets | Boston, Massachusetts | 2010-2012



As part of a larger effort by the City of Boston to develop a comprehensive set of new street design guidelines, Utile was brought in as early-stage collaborator to develop an identity for the Complete Streets project, design the graphic content and layout for the Boston Complete Streets Manual, and develop a website. The manual—intended to reflect an ideological shift at City Hall in which the "car is no longer king"—will also function as an important reference document for government agencies, developers, engineers, architects, and other design professionals. Working iteratively with the Boston Transportation Department, Toole Design Group, and a city-appointed task force, Utile created a versatile palette of perspective sections that clearly and effectively illustrate the new guidelines for roadway, sidewalk, intersection, and streetscape design—all against a carefully constructed backdrop of façades and street types evocative of Boston.

utile

Resource Team

The resource team has demonstrated, unmatched experience in landscape architecture, water management, infrastructure, transportation development, and Geographic Information Systems. The team's projects have left a mark on cities across the United States and around the world.

Michael Van Valkenburgh Associates | Ongoing

The 85-acre Brooklyn Bridge Park extends 1.3 miles along the shore of the East River. The new park, based on the master plan led by HR&A, overcomes the lack of connectivity to its surrounding neighborhoods with highly programmed "urban junctions" at key locations. Careful attention to the site's rich history and its extraordinary built and natural features was an intrinsically sustainable approach to transforming the industrial waterfront into a welcoming public landscape. The park design includes a variety of salvaged materials and repurposes existing marine infrastructure, simplifying engineering solutions and reducing ongoing maintenance costs of the marine edge. The Brooklyn Bridge Park Master Plan received the 2009 ASLA Analysis and Planning Honor Award and the 2014 American Planning Association's National Planning Excellence Award for Urban Design.

ARCADIS | 2014

ARCADIS, with HR&A, performed a feasibility study for a potential multi-purpose levee (MPL) on the East River in Southern Manhattan. As a recommendation from Mayor Bloomberg's "A Stronger, More Resilient New York" report following Hurricane Sandy, the MPL concept protects Southern Manhattan's eastern edge from sea level rise and storm surge risks, and also creates development opportunities that will make the MPL infrastructure self-financing. The study focused on an approximately 1.3-mile span of the eastern edge of Manhattan and analyzed adjacent areas that would be integral to a comprehensive flood protection solution. ARCADIS identified and assessed flood protection options for resiliency, taking into account physical, infrastructural, environmental, legal, and financial and other implementation considerations for the development of large scale flood protection infrastructure along the East River waterfront.

LEVEL | 2010

The Hudson Square Sustainability District project was a pilot project to demonstrate how PlaNYC's carbon emissions reductions, stormwater management, and open space targets could be implemented in high density, mixed-use neighborhoods in New York City. An effort orchestrated by development titan and stakeholder Trinity Real Estate, with support from HR&A, the project sought to study how the district could meet PlaNYC's ambitious 30% carbon emissions reduction goal by 2030. While at a previous employer, Byron Stigge led the sustainability, energy, and carbon reduction modeling, investigating dozens of energy efficient initiatives and comparing their cost savings. The implemented initiatives included green-streets measures such as bioswales, LED street lighting, district energy co-generation concepts, green roof strategies, and lighting retrofits.

Nelson Nygaard | Ongoing

NelsonNygaard is serving as the lead planner, and working with Utile, for Go Boston 2030. The plan builds from ideas generated in Boston's most innovative and inclusive public engagement strategy – the "question campaign," which created direct input from over 5,000 unique members of the Boston region. Supported by an unrivaled database of trips across all modes cross-tabulated with detailed demographic sets from the Dukakis Institute, NelsonNygaard is inserting community-based values directly into the mobility networks of the future. NelsonNygaard will model how the technological "disruptors" that will change how transportation is planned, accessed and delivered will affect the region in the near term and in the next generation.

Paul Cote/abcGIS | Ongoing

abcGIS developed information architecture and maintenance procedures for an infinitely scalable three dimensional model for the metropolitan area of Boston. The model has been populated with detailed terrain and planimetric ground plan and 3D models of each building in the city. The metropolitan model management system serves as a systematic repository for improved models of buildings, bridges, past present and future. Our current work involves working with GIS staff and in-house design and development analysts to develop best practices for exchanging data between GIS and design tools. As we move forward, we will be working with private sector designers and developers toward the formatting of models of design proposals.



JOHN ALSCHULER

Chairman

For over 25 years, HR&A Chairman John Alschuler has guided the firm's real estate advisory practice. John's work focuses on development finance, the revitalization of urban communities, regional economic development, waterfront redevelopment and asset planning for institutions. John's core skills include structuring public-private partnerships, development finance, building parklands, and creating innovative development strategies. He has worked in places as diverse as Washington, D.C., Columbus and Cincinnati, Ohio, Charleston, South Carolina, and Kuwait City, and his work has produced bold plans that have reshaped important neighborhoods, downtown districts, and waterfronts. He served as the City Manager of Santa Monica, California, where he was responsible for the planning and development of the Third Street Promenade.

EDUCATION

University of Massachusetts

Doctorate of Education
Urban Education and
Public Administration, 1973

Wesleyan University

Bachelor of Arts, 1970

WORK EXPERIENCE

HR&A Advisors, Inc. (Formerly Hamilton, Rabinovitz & Alschuler, Inc.)

Chairman
1984 – Present

Daniel Island Development Company

President
1993 – 1996

City of Santa Monica California

City Manager
1981 – 1984

Ford Foundation

Consultant to
1980 – 1981

The Anacostia Waterfront Initiative and Capitol Riverfront District Plan

For the District of Columbia's Office of City Planning, in partnership with City and federal agencies, led the Anacostia Waterfront Initiative to develop a short and long-term revitalization plan for the neighborhoods and waterfront along a ten-mile-stretch of the Anacostia River. Managed the overall effort, including analyzing the opportunities and challenges for development, performing economic analyses to demonstrate the viability of the Framework Plan, building consensus for the vision among numerous public agencies, and coordinating substantial public outreach efforts. Produced a development framework plan for a new 350-acre neighborhood anchored by the relocation of the Nationals Ballpark and a new development at the Navy Yard: the Capitol Riverfront.

Revitalizing Downtown Cincinnati

For the City of Cincinnati, the Cincinnati Business Committee and Downtown Cincinnati, Inc., guided the revitalization efforts and developed a strategic investment plan that addressed development for Fountain Square, and provided strategic implementation direction for Over-the-Rhine. Led the creation of the Cincinnati Center City Development Corporation (3CDC), a non-profit development corporation charged with leading downtown revitalization efforts. The team's final plan detailed strategies for different neighborhoods and included an action plan and organizational strategy for implementation. HR&A and 3CDC were awarded a prestigious IEDC Partnership Award for a Public-Private Partnership in a city with a population of over 200,000.

Development Advisory for Daniel Island

For the Guggenheim family interest, led the process of taking Daniel Island, a 5,000-acre tract of land in Charleston, South Carolina, from its state as a rural hunting preserve through a comprehensive, award-winning planning process. Managed the obtainment of all permits and the implementation of the first phase of development, including housing, office and recreational attractions. To date, the Daniel Island Plan has catalyzed over \$1 billion in real estate transactions. The Plan has received numerous recognitions, including the Urban Land Institute Award for Excellence and the National Association of Home Builders' America's Best Suburban Smart Growth Community award.

Public Benefit Assessment of the Rose Kennedy Greenway

For the Boston Redevelopment Authority, following the replacement of the elevated I-95 highway, performed an assessment of the public benefit impact of the creation of the new Rose Kennedy Greenway. Evaluated the economic impacts to date of the Greenway on neighboring real estate, and recommended strategies to capture that impact through the creation of a new Greenway district.



JAMIE TORRES SPRINGER

Senior Principal

Jamie Springer provides clients with strategic planning, policy, community engagement, and real estate advice drawn from a deep understanding of forces that drive growth and development. Jamie advises cities on strategic investments to reposition districts and reimagine downtowns, and guides private sector clients to envision real estate development potential. Jamie established and spearheads HR&A's resiliency planning practice, bringing a depth of knowledge and expertise from his special assignment as Deputy Director for Community Initiatives for the New York City Mayor's 2013 Special Initiative for Rebuilding and Resiliency.

EDUCATION

Harvard University

John F. Kennedy School
of Government
Master of Public Policy, 2005

McGill University

Bachelor of Arts with Honors
Political Science, 1998

WORK EXPERIENCE

HR&A Advisors, Inc.

Senior Principal
2015 – Present

HR&A Advisors, Inc. (Formerly Hamilton, Rabinovitz & Alschuler, Inc.)

Partner, 2006 – 2015

Office of the Mayor of the City of New York | Special Initiative for Rebuilding and Resiliency

Deputy Director of
Community Initiatives, 2013

Brooklyn Bridge Park Development Corporation

Project Director
2005 – 2006

Office of the Premier of Ontario

Special Policy Advisor, 2004

Minister of National Revenue Canada

Senior Political Advisor
2002 – 2004

Minister of Citizenship and Immigration Canada

Special Assistant,
1999 – 2002

OneNYC – Project Management, Analysis, and Implementation

Supported the update of OneNYC, New York City's long-term plan. Managed citywide public engagement and led the development of economic, transportation, and housing initiatives. As project manager and strategic advisor for the precedent PlaNYC 2030 plan, directed long-range transportation planning and identified brownfield redevelopment strategies. Convened City Hall, the Department of Transportation, and NYCEDC to evaluate local transportation systems, and recommended policies for expansion and sustainable infrastructure improvements. Examined best practices in brownfield development and proposed redevelopment tools, including streamlined cleanup certification, municipal liability protection, and cleanup grants. For PlaNYC's 2011 update, evaluated energy efficiency and clean distributed generation funding programs for real estate owners and tenants. Examined program budgets and expenditures and suggested policies for efficiency and effectiveness.

Deputy Director of Community Initiatives, Special Initiative for Rebuilding and Resiliency

Established a long-term, citywide focus on preparation and protection strategies in response to the destructive impacts of climate change. Led a team to develop preparation and recovery strategies for citywide systems and infrastructure, and proposed key initiatives for six severely affected areas. Led community planning; outreach to elected officials, community-based organizations, and residents; design and planning; demographic studies; and land use and risk analyses. Published over 250 actionable recovery and resilience recommendations in the 2013 PlaNYC Report.

100 Resilient Cities – Pioneered by The Rockefeller Foundation: Boston

For the 100 Resilient Cities Challenge – pioneered by The Rockefeller Foundation (100RC), led the Boston launch and facilitated the City's agenda-setting workshop. Provided an understanding of resilience planning to workshop participants, identified Boston's resilience strengths and opportunities, and engaged cross-sector stakeholders to elicit input on city-specific planning strategies. Worked with 100RC and the City to promote strategic discussions on current and future resilience, and interviewed local officials and stakeholders to contextualize the City's resilience landscape and current efforts. Convened Boston officials and 100RC to outline work plan milestones, created background materials, workshop exercises, and identified key internal and external stakeholders for workshop participation. Currently synthesizing outcomes, takeaways, and next steps.

Center City San Antonio Strategic Framework Plan

Served as Project Director for the development of a strategic framework and rationale for future growth opportunities in San Antonio's Center City neighborhoods. Assessed challenges to residential development, employment opportunities; and reuse of city assets. Developed an implementation strategy for redevelopment, incorporating recommended incentive programs, funding sources, and governance and project management structures.



CONNIE CHUNG

Director

Connie brings expertise in economic development, open space planning, and commercial revitalization to public- and private-sector projects. Her work focuses on emerging commercial corridors, placemaking, and economic development. Currently, she serves as project manager of programming and business planning at The Lawn on D, an outdoor event space in Boston's Innovation District, on behalf of the Massachusetts Convention Center Authority. Prior to joining HR&A, Connie was Director of Planning at the Alliance for Downtown New York, where she managed planning efforts, including the revitalization of the Water Street commercial corridor and its privately-owned public spaces.

EDUCATION

Massachusetts Institute of Technology
Master in City Planning
2007 – 2009

University of Pennsylvania Wharton School
Bachelors in Economics
Minor in French
1998 – 2002

WORK EXPERIENCE

HR&A Advisors, Inc.
Director, 2014 – Present

HR&A Advisors, Inc.
Senior Analyst, 2013 – 2014

Alliance for Downtown New York
Director of Planning, 2013

Alliance for Downtown New York
Planning Analyst,
2010 – 2013

DLA Piper US LLP
Paralegal, 2005 – 2007

The Lawn on D - Massachusetts Convention Center Authority

On behalf of the Massachusetts Convention Center Authority (MCCA), leading the ongoing project management, business planning and implementation of a compelling programming plan for The Lawn on D, the MCCA's innovative outdoor event space at the Boston Convention and Exhibition Center (BCEC) on D Street. The MCCA is planning a significant expansion of the BCEC, including new hotels, convention and exhibit space, and retail space. Programming and management of The Lawn on D will serve long-term goals for expansion by providing a laboratory of programming ideas and a beacon of a new destination at the BCEC while appealing to the area's diverse customer base of residents, workers, and conventioners. Managing a multi-disciplinary team of subcontractors and partners in the ongoing execution of successful, free, public programming, including live events, public art installations, food and beverage, lawn games, and furniture. The Lawn on D launched in late summer 2014 and will remain open for eighteen months.

Talking Transition Public Engagement Survey and Report

Planned and managed a public-engagement campaign to promote civil discourse during the District of Columbia's mayoral transition. Designed a survey and identified innovative methods of delivery and deployment to engage a diverse range residents, including many who do not typically participate in the public process. Validated and analyzed data collected from the survey; identified key themes and policy issues; and synthesized results for a public report and 21st-century Town Meeting.

New York Rising Community Reconstruction Program

Developed a strategy supporting long-term resiliency and economic growth in areas affected by hurricanes and Superstorm Sandy. Engaged community planning units with engineers, architects, planners, and housing and healthcare specialists, and supported the creation of a comprehensive plan for the long-term protection of the city's coastal and riverine communities, which incorporated social, economic, and environmental goals, through the investment of federal Community Development Block Grant Disaster Recovery funding.

Programming Water Street for The Alliance of Downtown New York

Led the development of a distinctive programming plan for the Water Street corridor. Conducted and managed programming and brand concept development. Worked with the Downtown Alliance to formulate, refine, and select a programming concept; upon selection of a preferred concept, detailed a plan for implementation, including a business plan for program management.



TIM LOVE AIA LEED AP

Principal-in-Charge

Tim Love is the founding principal of Utile, which was identified as one of Boston's six "Emerging Firms" in the May 2008 issue of Architectural Record. Utile, under the direction of Love, is the lead design consultant and urban planner for the Massachusetts Port Authority's development parcels. His on-call role includes the review of projects at several stages of the design process and early-phase development planning for the Authority's parcels. He also helped implement the Authority's sustainable design program, and serves as a professional advisor for development team selection processes. In addition, recent and ongoing assignments include urban design services for New Bedford's downtown revitalization, planning studies for New Haven's Mill River District and Lower Roxbury, a study of Boston's City Hall Plaza for the U.S. EPA, and the development of graphics for Boston's new Complete Streets Manual. Utile was also the urban design sub-consultant to RMJM for a proposed new city district on the Dubai waterfront. Prior to founding Utile, Love was a Vice President at Machado & Silvetti Associates where he was the project director of the Getty Villa in Los Angeles, the Master Plan for the Isabella Stewart Gardner Museum, and the Hon-an-Allston Branch Library in Boston, the winner of a 2003 National AIA Design Award. Love is also a tenured Associate Professor at the Northeastern University School of Architecture where he teaches housing, urban design, and architectural theory.

EDUCATION

Harvard University Graduate School
Master of Architecture with distinction, AIA Medal

University of Virginia
Bachelor of Science in Architecture,
Alpha Ro Chi Medal

WORK EXPERIENCE

Utile
Founding Principal
2002 - Present

Machado and Silvetti Associates
Vice President
1994 – 2002

HLW International LLP
Senior Designer
1992 – 1994

AFFILIATIONS

American Institute of Architects

Boston Society of Architects
Commissioner of the Urban Design Committee
Member of the Board

Northeastern University
Associate Professor

Boston Complete Streets Manual and Website, Boston, MA—for the Boston Transportation Department, with Toole Design Group

Greenway District Planning Study, Boston, MA—for the Boston Redevelopment Authority

Mill River Planning Study, New Haven, CT—ongoing, with Stoss Landscape Urbanism and Ninigret Partners

Union Square Master Plan, Somerville, MA—for the City of Somerville

Hartford North Park Area Plan, Hartford, CT—Planning for infill development on a largely under-utilized section of Downtown Hartford

Boston Marine Industrial Park Master Plan Update

Greening America's Capitals: Boston's City Hall Plaza, Boston, MA—for the U.S. EPA

South Boston Waterfront Gateways, Boston, MA—for the Artery Business Committee

MassDevelopment Transformative Development Initiative (TDI)

Broad Street, Boston, MA—for the Boston Redevelopment Authority, design subconsultant to HDR, part of the Crossroads Initiative

Fort Point District Planning Study, Boston, MA—for Berkeley Investments—portfolio-wide master planning effort

Readville Yards Industrial Development, Hyde Park Boston, MA

On-call services, MassDevelopment, statewide, MA—contract to provide on-call urban design services

Design Review for Massport, Boston, MA—on-call contract



MATTHEW LITTELL LEED AP

Principal

Matthew Littell joined Utile as a principal shortly after the firm’s founding. Through his work in the firm’s architecture, planning, and early phase development projects, Matthew has gained an expertise in local and statewide building and zoning codes and the regulatory process. He has completed Spencer Green, a 48- unit affordable, sustainable rental project for The Neighborhood Developers, as well as Hyde-Blakemore, a 13-unit affordable home-ownership development for Urban Edge, one of Boston’s largest community development corporations. Both projects feature numerous sustainable design elements, including photovoltaics, creative stormwater retention strategies, and special attention to the use of recycled materials. Currently he is serving as Principal-in- Charge for the Commons at Forest Hills, a 283-unit transit-oriented development in Jamaica Plain. Matthew has also directed many of the firm’s early phase plan- ning and urban design projects, including the creation of permanent zoning for the Stuart Street corridor in Boston’s Back Bay and the design guidelines for the Rose Kennedy Greenway District. Both efforts were commissioned by the Boston Redevelopment Authority. Matthew is currently directing the firm’s work on the Downtown Boston Municipal Harbor Plan. Matthew earned his M.Arch from Harvard’s Graduate School of Design in 1997, where he received the Boston Society of Architects’s James Templeton Kelly award for the best final design project, as well as the Clifford Wong prize for outstanding design in housing. Matthew holds his B.A. degree from Columbia College, graduating in 1989. He is a LEED Accredited Professional.

Matthew has been with Utile for 12 years, and has 18 total years of experience.

Greenway District Planning Study, Boston, MA—for the Boston Redevelopment Authority

Downtown Boston Waterfront Planning Initiative—leading public realm plan, new zoning, and municipal harbor plan for the Boston Redevelopment Authority

Long Beach Corridor Vision Plan, CA—in collaboration with RSAUD

East Anaheim Street Corridor Study, Long Beach, CA—in collaboration with RSAUD

Manton Heights Choice Neighborhoods Application, Providence, RI—for The American City Coalition (TACC)

Lyman Terrace Redevelopment Studies, Holyoke, MA—for MassDevelopment

Lower Roxbury Housing Analysis, Roxbury, MA—for The American City Coalition (TACC)

The Commons at Forest Hills Station, Jamaica Plain, MA—283 units of rent- al housing for The Brennan Group and John M. Corcoran Company

Parcel 24 South, Boston, MA—51 units of affordable housing for Asian CDC

Spencer Green, Chelsea, MA—48 units of affordable housing for Chelsea Neighborhood Developers

Revere Senior Housing, Revere, MA—45 units of affordable housing for The Neighborhood Developers

Hyde-Blakemore, Roslindale, MA— 13 units of affordable housing for Urban Edge

E. Boston Scattered Sites, E. Boston, MA—7 units of affordable housing for East Boston Community Development Corporation

EDUCATION

Harvard University Graduate School

Master of Architecture, 1997

Columbia College

Bachelor of Arts in Religion, 1989

WORK EXPERIENCE

Utile

Principal
2003 – Present

Machado and Silveti Associates

Senior Project Manager / Urban Designer
1994 – 2002

AFFILIATIONS

Northeastern University Department of Architecture

Lecturer in Computer Aided Design, Graduate Thesis Studio



MEERA DEEAN LEED AP

Project Manager

Meera Deean is a senior urban designer and project manager at Utile. She is currently managing the BRA’s Downtown Waterfront Planning Initiative, which will result in a public realm and watershed activation plan, a municipal harbor plan, and new zoning for parts of downtown Boston. She is also leading a visioning study for the Anaheim Street Corridor in Long Beach, California, and a planning study for Downtown Haverhill, Mass. In addition, she worked on the graphic design of the Boston Transportation Department’s new Complete Streets Manual and is part of the Go Boston 2030 team. Prior to joining Utile, she worked with Vincent James Associate Architects, Hashim Sarkis ALUD, and Kao Design Group. Meera serves on the board of the Community Design Resource Center of Boston, on the editorial board of ArchitectureBoston, and as co-chair of the Urban Design Committee of the Boston Society of Architects. She lives in Somerville.

Meera has been with Utile for 5 years, and has 12 total years of experience.

Boston Complete Streets Manual and Website, Boston, MA—for the Boston Transportation Department, with Toole Design Group

Downtown Boston Waterfront Planning Initiative—for the BRA

Go Boston 2030 (Mobility Action Plan), Boston, MA—for the Boston Transportation Department

Central Artery Ramp Study, Boston, MA—for the Massachusetts Department of Transportation

Greening America’s Capitals: Boston’s City Hall Plaza, Boston, MA—led a study for the U.S. EPA

Long Beach Corridor Vision Plan, CA—in collaboration with RSAUD

East Anaheim Street Corridor Study, Long Beach, CA—for the City of Long Beach

Haverhill Transformative Initiative District Plan—for MassDevelopment.

Chicopee West End Streetscape Plan— for MassDevelopment.

EDUCATION

Harvard University Graduate School of Design

Master of Architecture

Williams College

Bachelor of Arts in Art History

WORK EXPERIENCE

Utile

Senior Designer
2010 – Present

Kao Design Group

Designer
2008 – 2009

Rizzoli International Publications

Architecture and Design Editor
2006 – 2008

Municipal Art Society Everett Planning Fellow

June 2004 – September 2004

VJAA

Design Intern
June 2003 – September 2003

Machado and Silveti Associates

Marketing Assistant
2001 – 2002



KEN GREENBERG

Principal

Ken Greenberg is an urban designer, teacher, writer, former Director of Urban Design and Architecture for the City of Toronto, founding partner of Urban Strategies Inc., and now Principal of Greenberg Consultants. For over three decades he has played a pivotal role on public and private assignments in urban settings throughout North America and Europe, focusing on the rejuvenation of downtowns, waterfronts, neighborhoods and on campus master planning, regional growth management, and new community planning. Cities as diverse as Toronto, Hartford, Amsterdam, New York, Boston, Montréal, Ottawa, Edmonton, Calgary, St. Louis, Washington DC, Paris, Detroit and San Juan Puerto Rico have benefited from his advocacy and passion for restoring the vitality, relevance and sustainability of the public realm in urban life. With over three decades of experience, he has managed large multi-disciplinary staff and consultant groups for both the public and private sectors. He applies a holistic approach to city building, crossing traditional boundaries and working in team settings collaborating with many talented professionals from a variety of disciplines. In each city, with each project, his strategic, consensus-building approach has led to coordinated planning and a renewed focus on urban design. He is the recipient of the 2010 American Institute of Architects Thomas Jefferson Award for Public Design Excellence and the 2014 Sustainable Buildings Canada Lifetime Achievement Award. Involved in many grass roots and community initiatives he is a Board Member of Park People, a non-profit dedicated to the improvement of Toronto's parks. He currently teaches at the University of Toronto where he an Adjunct Professor in the John H. Daniels Faculty of Architecture, Landscape and Design. He is also a co-founder and a Visiting Scholar at the new City Building Institute at Ryerson University in Toronto. A frequent writer for periodicals, he is the author of *Walking Home: the Life and Lessons of a City Builder* published by Random House.

EDUCATION

University of Toronto
Bachelor of Architecture
1970

Columbia University
School of Architecture
1968

School of International Affairs Columbia University
1966

Bachelor of Arts Amherst College, Massachusetts
1965

PROFESSIONAL BACKGROUND

Greenberg Consultants Inc.
Principal, 2001-Present

Urban Strategies Inc.
Partner, 1987-2000

City of Toronto Planning and Development, Division of Architecture and Urban Design,
Founding Director, 1977-1987

Carter-Greenberg, Architects and Planners. Partner,
1972-1977

Lower Don Lands, planning for the mouth of the Don River at Toronto Harbour, addressing urban design, transportation, naturalization, sustainability and other ecological issues, Toronto, ON

Saint Paul on the Mississippi Development Framework, Saint Paul, MN

Brooklyn Bridge Park on the East River, New York, NY

East River Waterfront in Lower Manhattan, New York, NY

Fan Pier, Boston, MA

Southwest and Southeast Waterfronts, Washington, D.C.

Vision Plan for the District of Columbia, Washington, D.C.

Master Plan for the NoMA District (North of Massachusetts Avenue), Washington, D.C.

Kendall Square and NorthPoint Master Plans, Cambridge, MA

Downtown Hartford Economic and Urban Design Action Strategy, Hartford, CT

Strategic Framework for Midtown Detroit, Detroit, MI

Harbourfront Center Master Plan, Toronto, ON

FilmPort Toronto Film Studios complex on the Toronto Waterfront, Toronto, ON

Interim Chief Planner, Boston Redevelopment Authority (BRA)

Crossroads Initiative integrating the 'Big Dig' and Rose Kennedy Greenway with the city, Boston, MA

Calgary Riverwalk along the Bow and Elbow Rivers, Calgary, Alberta



WALTER J. HOOD, JR.

Principal

Walter Hood is an artist, designer and educator based in Oakland, CA. He regularly exhibits and lectures on professional and theoretical projects nationally and internationally. His studio, Hood Design has been engaged in architectural commissions, urban design, art installations, and research since 1992. Walter is also a professor at the University of California, Berkeley's College of Environmental Design. He was chair of the Landscape Architecture and Environmental Planning Department from 1998 to 2002. Walter was recently appointed as the inaugural holder of the David K.Woo Chair in Environmental Design. Other honors include the Goldman Sachs Design Fellow for the Smithsonian Institute in Washington, DC, assisting the museum staff in reconceptualizing its public spaces, AIA Award for Collaborative Achievement and a USA Character Approved Honor by NBC Universal. In 2010, Walter received the Cooper Hewitt National Design Award for Landscape Design. He is also a Fellow at the American Academy in Rome. Walter's work was recently featured in Art Institute of Chicago's "Learning Modern" exhibition, and was featured prominently in the February 2010 issue of "Art in America". Last spring, Walter was a selected winner for the Venice Biennale and exhibited two projects: a green street and plaza for Center Street in Berkeley, California, and the Greenprint, an urban landscape vision for the Hill District in Pittsburgh, Pennsylvania. The work of his studio features landscape, architectural, urban design and art installation projects, including the gardens at the new De Young Museum in San Francisco, Splash Pad Park in Oakland, the Sculpture Terrace for the Jackson Museum of Wildlife Art in Wyoming, the Powell Street Promenade in San Francisco and the Baisley Park/50 Cent Garden in Queens, NYC. Many of his works are regarded as transformative designs within the field of landscape architecture.

Several of Walter's publications illuminate his unique approach to the design of urban spaces. His published monographs: *Urban Diaries* and *Blues & Jazz Landscape Improvisations* won an ASLA Research Award in 1996. In 2001, Walter's essay "Macon Memories" was featured in the Princeton Press.

Education

The School of the Art Institute of Chicago
Distinguished Master of Fine Arts, 2010

University of California, Berkeley
Master of Landscape Architecture, 1989

University of California, Berkeley
Master of Architecture, 1989

North Carolina A&T State University
Bachelor of Science in Landscape Architecture, 1981

STUDIO

Hood Design, Oakland, CA
Principal (1992-present)

ACADEMIC APPOINTMENTS

University of California, Berkeley
Professor Department of Landscape Architecture, (1990- present)

University of California, Berkeley
Chair, Department of Landscape Architecture and Environmental Planning (1998- 2002)

University of Karlshue
Visiting Scholar (Summer, 2000)

Sears Crosstown | Memphis, TN 2013-present

Cooper Hewitt Garden | New York, NY 2012-present

Broad Museum | Los Angeles, CA 2011-present

Crenshaw Transit Corridor | Los Angeles, CA, 2010-2012

Port of Los Angeles Waterfront Development Wilmington, CA 2010-present

California African American Museum Los Angeles, CA, 2009-present

Greenprint, Greater Hill District Master Plan Pittsburgh, PA, 2009-2010
Center Street | Berkeley, CA 2008

Baldwin Hills Park Master Plan Los Angeles, CA, 2001

Powell Street Promenade | San Francisco, CA, 2011

New de Young Museum | San Francisco, CA 2005

7th Street Transit Village | Oakland, CA 2008-present

Splash Pad Park | Oakland, CA 2003

Oakland Waterfront Master Plan | Oakland, CA, 2006

Lafayette Square Park | Oakland, CA 1997

Courtland Creek Park | Oakland, CA 1997

ENGAGEMENT TEAM

JEE MEE KIM, AICP, Principal, HR&A Advisors

Jee Mee brings over 15 years of experience in public engagement, community planning, transportation, and land use approvals for public and private clients, having previously served as a Principal and Director of Planning at the transportation planning and traffic engineering firm, Sam Schwartz Engineering. Jee Mee's engagement expertise, vital to HR&A's resiliency practice, spans leadership in place-based visioning, analysis, and citywide engagement for projects including OneNYC, New York's long-term planning update; guiding the City of Boulder, CO, through 100 Resilient Cities workshops, stakeholder engagement, and resilience strategy development; and directing community planning processes along the Southeast Brooklyn waterfront for the New York Rising Community Reconstruction Program. Jee Mee also facilitated market analysis, costing, and phasing for a Coney Island Creek tidal barrier and wetlands strategy.

TIM MOLLETTE-PARKS, Principal, Hood Design

Tim is a Principal at Hood Design Studio, where he has overseen the design, development, and implementation of landscape and public art works spanning a wide range of scales and budgets. At Hood Design, he has coordinated projects including the Wilmington "Coastline" sculpture, the Broad Museum, and the 7th Street Blues. In addition to his experience in landscape architecture, Tim's previous career as a journalist has honed his ability to imbue his work with a sense of narrative and intense attention to detail.

MICHAEL MARTIN, Place-Based Innovation Lead, HD MADE

Michael is an urban planner with a background in community development and digital civic engagement. His work in New Orleans as Executive Director of St. Claude Main Street involved designing and facilitating a community based process that resulted in a multiyear suite of programs to drive cultural and equitable development. He joined HD MADE in 2014 and has since managed social impact accounts and developed the concept, strategies, and product visions for HD MADE's place based work.

DAN CHIU, CEO, HD MADE

Dan is the founder and CEO of HD MADE and leads strategy, marketing and new business. He is inspired by the brands, nonprofits and people that are developing 'big ideas'. Dan sees opportunities where others don't. He has more than 10 years of experience developing business strategies, growing audiences and building innovative products for influential brands like ESPN.

DANIEL D'OCA, Principal, Interboro

Dan is a founding partner and principal of Interboro. He received a Master of Urban Planning from Harvard University's Graduate School of Design (GSD). He is Design Critic in Urban Planning and Design at the GSD, where he is leading an initiative that pairs students with community-based organizations working to adapt Long Island's communities to present environmental and demographic realities. Initiatives include a community center for day laborers in Freeport, a proposal to convert abandoned schools in high-opportunity areas into affordable housing, a proposal to use Community Land Trusts to create affordable housing on Long Island, and an environmental justice advocacy toolkit.

GEORGEEN THEODORE AIA, Principal, Interboro

Georgeen is a founding partner and principal at Interboro and a registered architect and urban designer. She received a Bachelor of Architecture from Rice University and a Master of Architecture in Urban Design from Harvard University's Graduate School of Design. She is an Associate Professor at New Jersey Institute of Technology's College of Architecture and Design and Director of the Infrastructure Planning program. At NJIT, she has led studios that focus on community building, industrial revitalization, post-disaster planning and rebuilding. Prior to co-founding Interboro, Georgeen led large-scale mixed-use and waterfront projects nationally and internationally. As a senior designer at Ehrenkrantz Eckstut and Kuhn, she completed development plans for Governors Island, the San Pedro Waterfront, and Downtown Camden. As a project manager at Eric R. Kuhne and Associates, she managed design teams on large, international mixed-use, retail, and landscape projects.

ENGAGEMENT TEAM

ROSY GONZALEZ, Consultant, Waterville Consulting

Rosy focuses on community relations. For over five years, Rosy worked in the neighborhoods of Boston, where she developed deep understanding of the unique characteristics that make up the different neighborhoods of the City. She served as the Community Organizing Director for a former At-Large City Councilor, and most recently as the Finance Director and Senior Political liaison to Governor Deval Patrick, bringing strong community relationships and experience in working with disengaged residents to the community outreach process. Rosy handled all fundraising, donor and political relations for Former Governor Deval Patrick. Rosy currently serves on the Alumni Executive Board of her Alma Mater, Simmons College and on the board of CHICA Inc., a Latina mentoring organization. She obtained her Bachelor of Arts in International Relations from Simmons College and attended the Arabic Language Institute in Cairo, Egypt. She resides in Boston.

DEROY PERAZA, Principal & Creative Director, Hyperakt

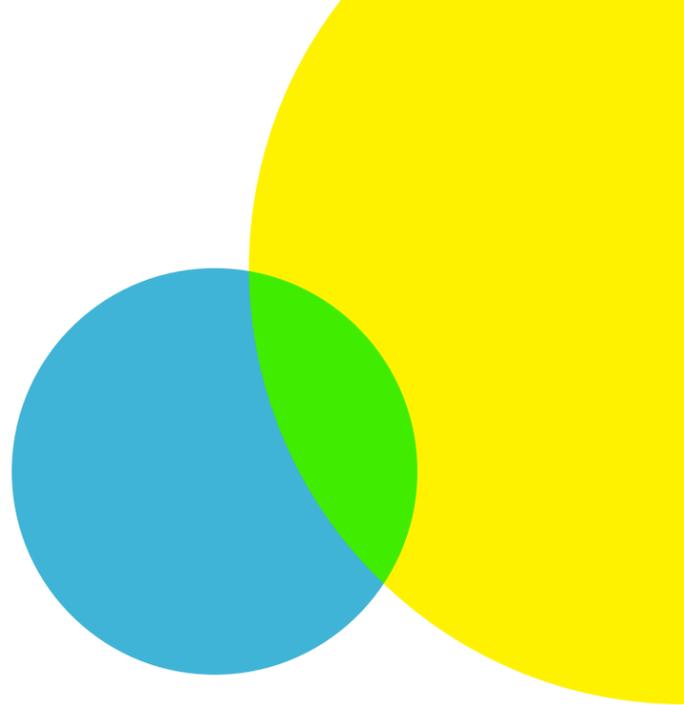
Deroy is a founding partner and creative director at Hyperakt. With over a decade of experience designing brand identities, data visualizations, online experiences and products, he provides creative and visionary leadership for the Hyperaktivists and is the driving force behind Hyperakt Labs, which creates opportunities for their ideas to flourish. Deroy was a professor at Parsons the New School for Design for four years and has been a guest lecturer at several prominent art schools and universities. Deroy's work has been featured in museums and galleries in Spain, Switzerland, France and Brazil and the United States. Deroy was born in Havana, Cuba, has lived in five countries and loves to travel. He lives with his wife Jenna and sons, Luco and Naim, in Brooklyn.

SRUTHI SADHUJAN, Design Strategist & Account Manager, Hyperakt

Sruthi has on-the-ground social sector experience and a knack for storytelling and writing editorial content. She works to communicate a seamless development process between design and client teams, ensuring that everything runs like a well-oiled machine. Sruthi graduated with honors from the University of Pennsylvania with a degree in International Relations and French. Sruthi most recently came off a 2-year project helping launch a ground-breaking, design-based social enterprise in Mumbai, India. During this time, she traveled extensively across her native country, creating people-centered solutions to address water and poverty related challenges.

SARAH WILLIAMS, Director, MIT Civic Data Design Lab

Sarah is currently an Assistant Professor of Urban Planning and the Director of the Civic Data Design Lab at the Massachusetts Institute of Technology's School of Architecture and Planning. The Civic Data Design Lab employs data visualization and mapping techniques to expose and communicate urban patterns and policy issues to broader audiences. Before coming to MIT, Williams was Co-Director of the Spatial Information Design Lab at Columbia University. Sarah has won numerous awards, including being named top 25 planners in technology and 2012 Game Changer by Metropolis Magazine. Her work is currently on view in the Museum of Modern Art (MoMA), New York.



3. PUBLIC ENGAGEMENT STRATEGY

Public Engagement

We will develop a broad community base which is representative of the diverse and changing population of the city, understands and supports the plan, and will be the City's partner in advancing the vision over the next 15 years. To do so, the Citywide Plan must reflect and incorporate community ideas and desires, both through all neighborhoods as well as citywide.

A 21st-century city needs a highly engaged citizenry and social equity and cohesion, especially in the context of rapid growth and change. Public engagement is therefore both **a means** to a successful Citywide Plan—providing ideas and input on the realities of city life and feedback throughout the process—**and an end**—establishing an engaged community and an engagement infrastructure (methodologies, tools, and partners) that can then help implement the Plan's strategic goals and initiatives.

Public engagement will comprise an important piece of each Task, with four major engagement campaigns that will allow the Team to build awareness, gather public input, and get feedback on the development of its Needs and Opportunities Assessment, Strategic Vision Plan, and the Draft and Final Citywide Plans, each as further described in Section 4 (Scope and Schedule).

Our team has practiced innovative engagement techniques that combine cutting-edge civic technologies and the best of in-person community organizing across the United States. We understand how and when to use technological tools and social media, when and where to intercept residents in their everyday environments or “naturally occurring” meetings of other community groups, and when and how to organize more conventional face-to-face meetings.

We also recognize that the City of Boston is developing an infrastructure for community engagement through the Mayor's Office of Neighborhood Services and could pilot or scale engagement innovations through its Mayor's Office of New Urban Mechanics. Our approach to engagement for Imagine Boston 2030 will be to set the strategy and schedule, create the replicable and scalable tools, provide the subject-matter experts for engagement, and support City staff in executing. **We will be the City's partner in this process.**

As further described in Section 4, we will organize public engagement campaigns at the following junctures:

- **Visioning (months 3-7)** – the initial campaign, to collect data and input, and identify the needs and opportunities of residents and key stakeholders across the city
- **Planning (months 13-17)** – the initial Feedback campaign, to present the draft Strategic Vision Plan and gather feedback on it
- **Refining (months 14-18)** – the second Input campaign – to collect input as more specific and detailed plans are developed
- **Ratifying (months 22-24)** – the second Feedback campaign, on the Draft Planning Alternatives

Each campaign will consist of three types of activities: **(1)** building awareness; **(2)** gathering inputs; and **(3)** getting feedback, targeted towards the type of awareness, inputs, and/or feedback we are seeking to achieve. Each of these is described on the following pages.

1. BUILDING AWARENESS

The Core Team will build awareness about and broadcast both the progress of the Imagine Boston 2013 effort and the goals of the city planning process. In doing so, the Core Team will help everyday citizens explore how historic planning processes have helped shape Boston today – and connect people to the process. Building Awareness will include use of the Imagine Boston website and a broad media, advertising, and social media campaign, in order to inform the public of progress. We will also use creative in-person engagement tools that are exemplified by, and expand on, the City's Neighborhood Engagement Walks (NEW), to the citywide scale. Exploration tours and gatherings may include walking, biking, boating, or driving tours; or topic-specific discussions geared toward a better understanding of the physical city and critical issues by all citizens.



From Left to Right:
1. Rendering of Imagine Boston ad campaign. **2.** Touring a future section of the Coal Seam Trail, Pittsburgh, PA (Hood Design).

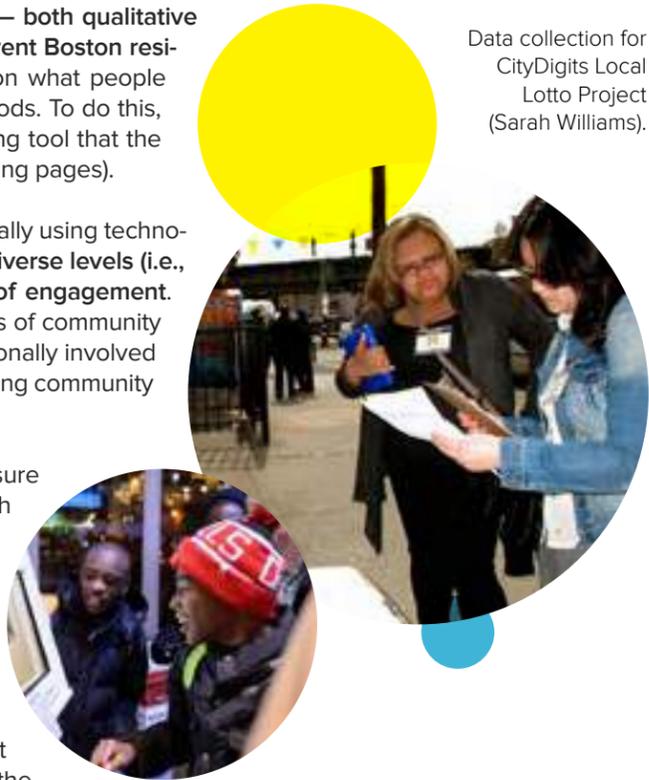
2. GATHERING INPUTS

It is critical to the planning process to gather and analyze data — both qualitative inputs and opinions, and civic polling data—in real-time from current Boston residents. We will use forward-looking techniques to gather inputs on what people care about, and their needs and opportunities in their neighborhoods. To do this, we will use civic polling tools including Pulse, a user-friendly polling tool that the Team can deploy via text message, online, or in person (see following pages).

We believe it is important to gather inputs in person as well as digitally using technological tools, because innovative civic engagement responds to diverse levels (i.e., desired frequency) and types (i.e., electronic versus in-person) of engagement. We will work with the City to train street teams and representatives of community organizations in order to penetrate areas or populations not traditionally involved in civic participation, whether posted outside supermarkets, attending community meetings that are already happening, or otherwise, to get input.

Input collection and data “crunching” will allow the Team to measure responses on a range of topics (e.g., neighborhood density, health care, equity) or neighborhood-specific issues (e.g., open space access, transit connections). **We will analyze data concurrently with its collection to provide direct and immediate feedback on draft plan components during each of four engagement campaigns.** Gathering Inputs will also allow the Team and the City to achieve broader engagement goals, too. Data collection processes will leverage existing community organizations and efforts — and therefore engage with existing networks throughout Boston. Pulse content will be developed in concert with the Steering Committee and, if desired, with input from citizens and community organizations. Crunching Data will also help the Team evaluate engagement levels in real-time; the Team will use demographic and location information to assess our effectiveness in engaging a broad cross-section of the community, then redeploy resources as necessary to achieve targets. Furthermore, early investment in data collection in Year 1 will result in robust response collection in later stages of the planning process, and beyond.

Data collection for CityDigits Local Lotto Project (Sarah Williams).



Digitally-Driven, Real-Time Public Engagement Innovation with Talking Transition

HR&A managed Talking Transition, an inaugural “open conversation about the city’s future” elevating mayoral priorities and piloting civic engagement processes fostering inclusivity, representativeness, education, and accessibility. In New York HR&A programmed 15 days and gathered extensive input, headquartered at a massive tent welcoming 15,000 people, hosting 120 programmed discussions and activities, and featuring a central town hall gathering 500 participants for a final meeting. HR&A relied on digital media outreach — survey, social media, and TalkingTransition2013.com — for dissemination and amplification, and capitalized on significant media reporting. A “digital engagement room” provided iPads pre-loaded with surveys; a “digital Soapbox” recorded messages for the Mayor-elect. Over 70,000 New Yorkers completed the survey, and “mobile tents” staffed by 100 community organizers speaking 19 languages carried the online survey across all five boroughs. HR&A executed an “inclusive conversation about D.C.’s future” with the website, survey instrument, platform, and deployment methods. To ensure a diverse, representative sample, HR&A trained canvassing teams and analyzed data daily, in order to target traditionally under-sampled and -represented neighborhoods and populations; 45% of those who participated had not voted. In both cities, HR&A developed “opinion heat maps” of results.

3. GETTING FEEDBACK

Traditional formats for public engagement will offer face-to-face discussion in which the Team can solicit more qualitative feedback on existing conditions, plan components, and the planning process. Though digital data collection will provide a quantitative understanding of issues and public sentiment and feedback, the in-person discussion will be valuable to confirming, or challenging, data results and providing a fuller sense of critical issues.

Getting Feedback will take place at **open-house-style meetings**, which may take the form of traditional community meetings in public venues (e.g., Boston Public Library branches or schools), including during a visible public kick-off of digital or online engagement tools. We will also seek out **naturally occurring gatherings** through the networks and social infrastructure already in place through community groups, faith-based organizations, and others, to meet people where they live, pray, or socialize. For example, our community organizer will identify already-planned gatherings of local church groups and seniors’ social clubs, in order to reach out to those constituencies.

Finally, we have experience in, and will explore the opportunity to create **pop-up venues** associated with the launch of engagement campaigns. Our team has used pop-up tents to provide a fun, mobile, ad hoc venue for face-to-face gatherings and conversation. These can be as small as a 10’-by-10’ tent, or as large as a banquet hall, or mobile such as the Go Boston 2030 Question Truck. **Our objective is to make participation easy and accessible to all.**



Community Empowerment for Neighborhood-Specific Resiliency: Red Hook “Pop-Up”

Participatory processes defined the New York Rising Community Reconstruction (NYRCR) Program and HUD Rebuild By Design (RBD) Competition, state- and federal-level programs overlapping communities including Red Hook, Brooklyn, for which HR&A built on local experiences and neighborhood capacity acquired post-Sandy. In February 2014 HR&A’s RBD team examined Red Hook businesses’ post-storm needs and interest in resiliency strategies. The team participated in NYRCR’s third Red Hook Public Engagement event, a weekend-long open house organized by HR&A with a Planning Committee — residents, civic leaders, and business owners creating a community resiliency vision — in a gallery on a highly trafficked, accessible corridor. The NYRCR team solicited feedback through dynamic discussions and interactive displays illustrating Proposed and Featured Projects and recommendations. The RBD team organized an information station and presented during an “Innovations” session with practitioners and organizations about local resiliency initiatives. Translators accommodated Spanish- and Cantonese-speaking attendees. Residents’ input highlighted connections for interventions and responded to potential programming presented on RBD displays. Central to NYRCR was a Proposed Projects voting board utilizing colored stickers. The event provided a highly accessible, inclusive forum designed to place Red Hook’s future in its own hands. HR&A then supported another one-day NYRCR “pop-up” to display final plan projects at a gallery open house and spring flea market.

Public Engagement Team Management

Because our engagement process is managed by the same firms leading the plan, the plan will closely reflect the community vision, input, and feedback. All public engagement campaigns will be spearheaded by the Strategic Advisory Group and Steering Committee. Supporting each engagement campaign will be a tactical team led by the HR&A Engagement Manager with support from the Utile On-the-Ground Engagement Lead.

The comprehensive work plan on the following pages shows how public engagement activities will benefit plan development, deliverables, and overall goals of the Imagine Boston process. This is further detailed in Section 4 (Scope and Schedule).

Pulse: A Digital Civic Engagement Tool

Pulse is a digital civic engagement tool that gives municipalities, planners, and organizers the power to easily and consistently gather real-time feedback from residents on the issues that matter most.

With Pulse, **residents** are able to receive regularly-scheduled, multiple choice surveys via SMS.

Imagine Boston **administrators** (eg. city staff/leadership) will be able to gather real-time feedback, analyze results, and create data-rich, visually-engaging reports based on resident responses and existing data.

USER ON-BOARDING

Join Us.
Be Heard.

YOUR DETAILS

PHONE
Eg. (617) 389-6812

ZIP CODE
Eg. 02003

NEIGHBORHOOD
Select your neighborhood

NOTIFICATION SETTINGS
Please select one of the following

SMS / TEXT ALERT

EMAIL NEWSLETTER

FREQUENCY
Select your desired frequency

ADDITIONAL INFO

ETHNICITY (optional)
Please select an option

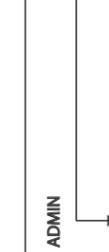
AGE (optional)
Please select your age

HOUSEHOLD INCOME (optional)
Please select your combined income

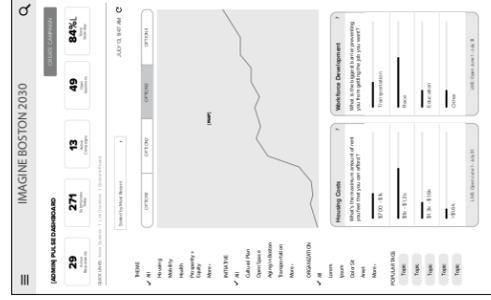
SIGN-UP

Residents sign up for Pulse in two different ways:

1. In-person at a public location, administered by a member of the Imagine Boston planning team
2. Via a URL or by texting a given number



1. ADMIN DASHBOARD (VIEWED ON WEB)



- View survey results in real-time, analyze results over time, and see how people are participating over time

- Links to view campaigns, maps, reports & list

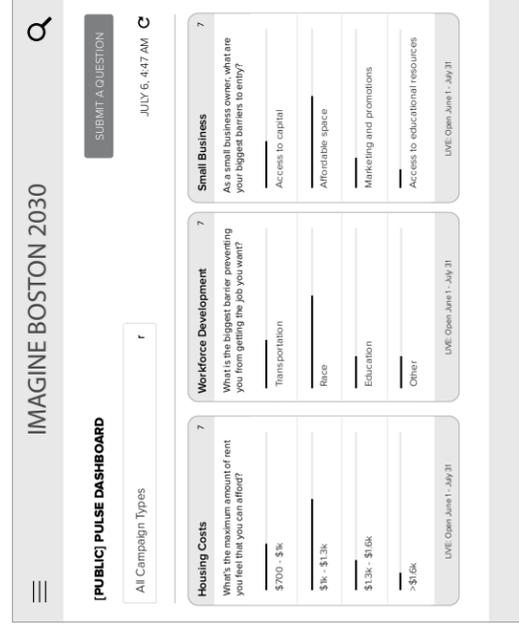
- Ability to create new campaign, and basic stats of recent campaigns

- Layer public information (Census, ACS, etc.) with results to create data-rich reports that can guide the planning process

1. NOTIFICATION SCREEN

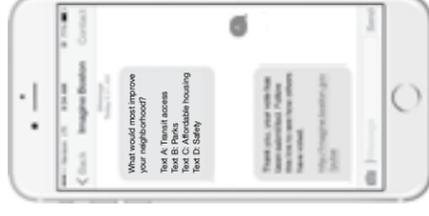


2. QUESTION



- The Public Dashboard brings transparency to the participation process and gives residents a quantitative view on how their neighbors think about Boston.

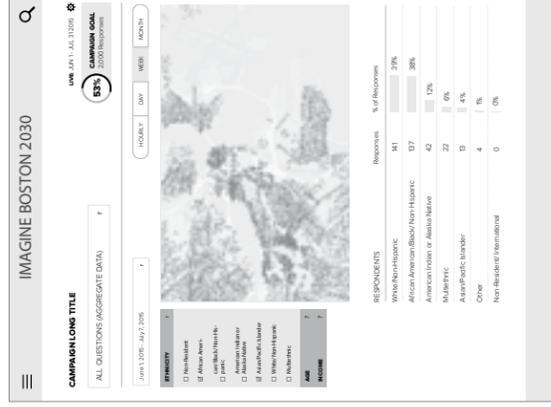
3. THANK YOU



PUBLIC DASHBOARD DETAIL (VIEWED ON WEB)



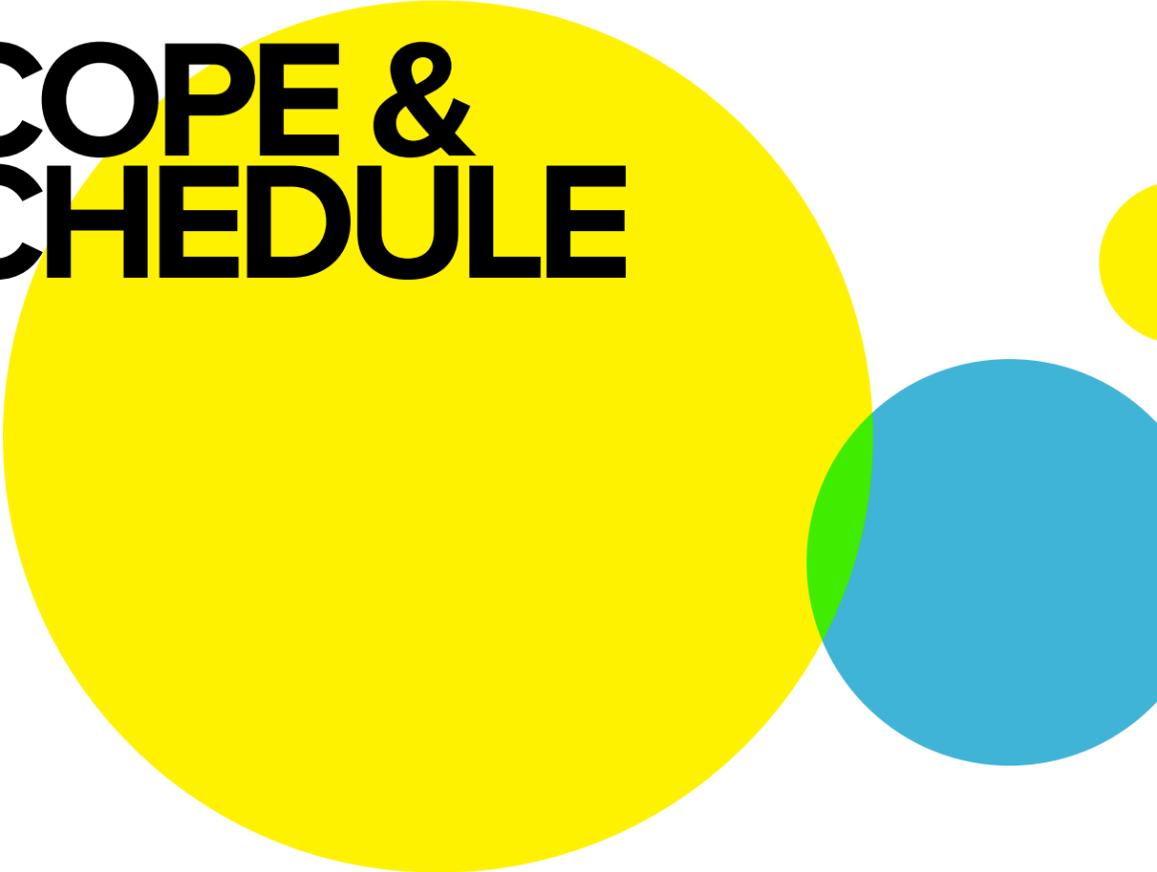
PUBLIC DASHBOARD DETAIL 2 (VIEWED ON WEB)



“Results” page provides stats to residents about how others are participating.

Also gives residents the chance to share their results and inspire others to participate

4. SCOPE & SCHEDULE



SCOPE & SCHEDULE



Imagine Boston 2030 will unfold over two years, beginning in fall 2015 and resulting in adoption and publication of the final Citywide Plan in 2017.

In Year 1 we will create a Strategic Vision Plan, to include:

- Goals, indicators, and targets for the city’s future across a range of policy domains, including outcomes for people, economy, places, and environment.
- An initial spatial mapping of priorities for achieving these goals.
- Areas where more detailed planning work is required in Year 2 (for example, around open space and the public realm, transportation and mobility, and economic development).

In Year 2, we will use the Strategic Vision Plan and our core team and resource group to develop and deliver the Imagine Boston 2030 Citywide Plan, to include:

- Detailed, tangible plans related to people, economy, places, and environment, translating goals, targets, and priorities from the Strategic Vision Plan.
- An implementation focus, identifying an array of specific initiatives to create or develop the financing sources and incentives, regulatory and management activities, and governance changes required to achieve the goals and targets of the Plan.

Both stages of the Plan will include priority-setting involvement with the City Steering Committee and extensive public engagement to provide input and feedback. The end of Year 2 will include more formal review and adoption of the plan by the BRA Board.

The following pages describe the scope of work for each step in the two-year process.

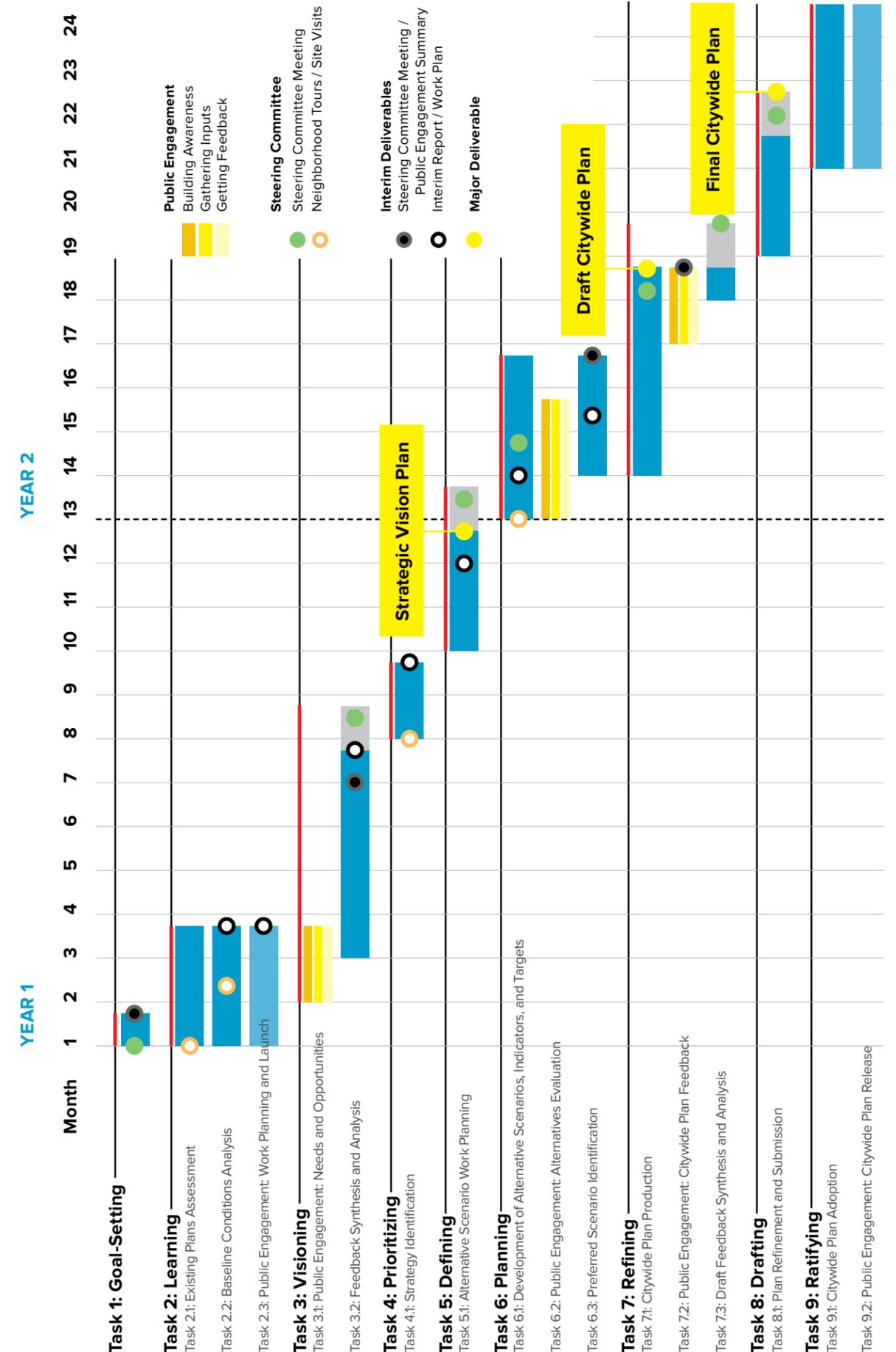
Project Management Approach

We have found that comprehensive planning processes are most effective when clear client objectives are established up front and substantive work sessions are included throughout the planning process.

We will kick-start the process with a half-day goal-setting work session with the Steering Committee to identify and confirm overarching goals for the Plan. We will subsequently convene additional Steering Committee half-day work sessions or retreats at key junctures to report back results and gain input from the Committee. Throughout the process, we will ensure consensus in analytical and public engagement strategy.

HR&A will establish and facilitate regular calls and meetings with key BRA staff to review progress and assess needs as they arise. Upon project kickoff, the Team will confirm project call and meeting schedules. All Core Team members will be available to meet in-person at BRA offices on an as-needed and agreed-upon basis.

PROJECT SCHEDULE



TASK 1: GOAL-SETTING (MONTH 1)

The Team will organize and facilitate a half-day goal-setting workshop with the City steering committee to establish key focus areas and a common understanding of the Plan's outputs and outcomes. The retreat setting will enable an in-depth discussion and initial assessment of Issues and Opportunities for Boston, prepared by the Team, and result in strategic alignment to endure throughout the Plan process.

Citywide Visioning Sessions

HR&A has facilitated goal-setting workshops to support large-scale planning efforts in several cities, including Boston, New York, Washington, DC, and San Antonio, TX. From our experience working on these plans, we know which questions to ask to stimulate a productive conversation and ultimately ensure an effective planning process and outcome.

OneNYC Case Study: Goal Setting

For OneNYC, New York City's comprehensive plan for the future of the city that helped to set the tone for the de Blasio administration, HR&A supported creation of a comprehensive visioning process to develop the plan's goals and the policies that would help achieve them. HR&A worked closely with both the plan's Steering Committee, comprised of leaders of major City agencies, and Working Groups, interagency teams called on to identify the key goals and initiatives for the plan. First, HR&A developed an overview of critical long-term trends and existing conditions to provide a foundation for Steering Committee visioning and Working Group goal-setting, centered around the plan's themes: growth, equity, sustainability, and resiliency. HR&A then presented the overview to a broad set of City agency leaders and staff. After this initial joint goal-setting session, the Steering Committee and Working Groups were able to develop the plan's overarching vision and generate a broad set of goals, initiatives, and measurable targets for eight topic areas spanning from health and wellbeing, to core infrastructure and services, and a diverse and inclusive government. HR&A facilitated half- and full-day Steering Committee retreats to synthesize vision statements, and to align the Working Groups' input and work streams with OneNYC's overarching vision.



TASK 1 DELIVERABLES

1. Retreat Summary highlighting Plan goals
2. Revised Work Plan

TASK 2: LEARNING (MONTHS 1-3)

TASK 2.1 Existing Plans Assessment

The initial phase of Imagine Boston 2030 will involve significant coordination with City of Boston staff and consultants supporting other recent or ongoing planning efforts. The Core Team will identify common threads among plans and identify any gaps, next steps, or coordination needs that the Imagine Boston 2030 process may need to address as it integrates priorities from these plans into an overarching planning framework. This includes both an assessment of all physical and land use planning and identifying gaps or overlaps or redundancies among those, as well as topically, through the themes identified by the city. The Team will focus in particular on understanding the public engagement process conducted to date for parallel planning efforts in order to avoid duplication of efforts and identify opportunities for joint engagement projects.

TASK 2.2 Baseline Conditions Analysis

The Team will review geospatial and statistical datasets available through parallel planning initiatives, the City of Boston's Data Portal, and research publications published by City agencies as well as independent policy and research organizations, identifying any gaps in data availability. Our team will review the datasets, mapping and diagramming the physical and urban design implications—for example, what do the building heights, gross square areas, and uses currently permitted or recommended in South Boston mean for the overall commercial and residential capacity of the city? The Team will also conduct an "on-the-ground" existing conditions assessment, analysis physical conditions of neighborhoods, land use, and infrastructure. To ensure that Citywide Plan recommendations are ultimately implementable, our assessment will include a consideration of real estate market conditions and trends across Boston neighborhoods. Our team's analyses will include the following components:

- **On-the-Ground Assessments.** The Team will develop and lead its first set of driving tours with City staff members and Steering Committee members to tour neighborhoods to evaluate existing conditions firsthand, together with the client team. Such on-the-ground assessments will also be useful in later phases of work.
- **Demographics and Economics.** The Team will conduct a demographic and economic assessment of Boston at both the citywide and neighborhood scales. We will compile census and labor market data related to socioeconomic status, race, educational attainment, and employment for Boston's neighborhoods. This will involve extensive review of the GIS data, which will be mapped by Team member Paul Cote with Utile. Those neighborhoods with poor social and economic conditions will be flagged as priority areas for further land use and market analysis.
- **Urban Fabric Assessment.** A baseline land use, infrastructure, and environmental analysis will delve into, by neighborhood, general land and environmental conditions including prevailing area land uses, land ownership, vacancy, brownfields areas, flood risk, zoning, Chapter 91 or other regulatory applicability, or design guidelines. This assessment will identify and assess neighborhoods in terms of their relationship to the city as a whole – for example, how do different neighborhoods fare in connectivity to job centers, to schools, community resources, premier open spaces, and so on? What are the barriers, physically or perceptually, between neighborhoods? How do we best define neighborhood boundaries? This assessment will also consider infrastructure systems, including transportation networks. Particular focus will be on those neighborhoods identified as priority neighborhoods in the baseline social and demographic assessment.
- **Development Assessment.** This will include a survey of real estate market and development potential based on prevailing area rents and sale prices by use, vacancy and absorption rates, and financing and governance structures for major development projects. In addition to compiling market data from CoStar and secondhand sources, the Core Team will develop case studies of recent major development projects in several Boston neighborhoods (at varying scales, from wood-frame housing to concrete-construction high-rise) to highlight development trends, relevance to zoning and regulatory climate, and implementation obstacles. This analysis will include a high-level assessment of market demand and absorption for particular uses, regulatory processes, code implications, construction challenges, and financing structures relevant to each project. Such deeply pragmatic considerations will help to ground recommendations in Imagine Boston 2030 in market realities.

TASK 2: LEARNING (MONTHS 1-3)

PUBLIC ENGAGEMENT

TASK 2.3 Public Engagement Work Planning and Launch

Building Awareness. To generate excitement for the process, the Core Team will work with the City to develop and launch the Imagine Boston 2030 publicity and social media campaigns, as well as an expanded version of the Imagine Boston 2030 website.

Gathering Inputs. The Team will finalize the question and answer options on Pulse, which will address the main emerging Plan themes and solicit feedback on resident opinions and priorities with regards to those themes in neighborhoods and Boston-at-large.

Getting Feedback. The Team will also develop the posters, guides, and interactive media to be used at in-person meetings and gatherings in Task 3.

ASSESSMENT OF EXISTING PLANS.

Team review of ongoing efforts or existing plans will focus on the following as they relate to Plan themes:

- TIMELINE
- GOALS
- TARGETS
- PRIORITY INITIATIVES
- LAND USE / PHYSICAL PLANNING - RECOMMENDATIONS
- DATA ANALYSIS
- PUBLIC ENGAGEMENT PROCESS
 - CHANNELS FOR ENGAGEMENT
 - POPULATIONS, NEIGHBORHOODS, AND INSTITUTIONS ENGAGED
 - OBSTACLES ENCOUNTERED
 - LESSONS LEARNED
 - OPPORTUNITIES FOR COMBINED ENGAGEMENT
- GAPS OR NEXT STEPS THAT MAY BE FILLED
- NEEDS FOR COORDINATION WITH OTHER PLANS OR DISCIPLINES

TASK 2 DELIVERABLES

1. Baseline Conditions Report, in both draft and final versions, including:
 - Key findings from Tasks 2.1 and 2.2
 - Draft vision building upon this analysis
 - Note: Draft report will include the proposed formatting to be carried forward in subsequent deliverables
2. Imagine Boston publicity and social media content
3. Expanded launch version of Imagine Boston 2030 website, based on emerging Plan themes
4. Draft materials on baseline conditions and visioning to be used in Task 3 public engagement process that identify preliminary Plan themes
5. Updated scope and work plan for public engagement process

TASK 3: VISIONING (MONTHS 3-7)

The full launch of public engagement in Task 3 will kick off an important component of content development. The first public engagement campaign will aim to build awareness of the planning process and capture perceptions of Plan themes. This task will then synthesize information gathered and compare against the baseline conditions analysis conducted in Task 2, which includes physical conditions within neighborhoods and the city’s infrastructure.

PUBLIC ENGAGEMENT

TASK 3.1 Public Engagement Planning Launch; Needs and Opportunities Assessment

Building Awareness. The Core Team will launch an extensive campaign to build awareness and a common vocabulary for identifying and evaluating planning issues. This may include billboards that highlight planning history (e.g., “Did you know that most of Downtown Boston has a zoning height of 155 feet because of...?”) or citywide and neighborhood tours (e.g., Eastie food tour combined with visits to new open spaces such as Piers Park and the Greenway), and activities – along with the launch of a public website and social media campaign for Imagine Boston 2030.

Gathering Inputs. To kickstart the collection of feedback, the Core Team will launch the Pulse tool both in-person and online. A street team will deploy Pulse across all Boston neighborhoods, positioning themselves with tablets at T and bus stops, along major retail corridors, and at community and senior centers.

Getting Feedback. The Core Team will hold a variety of public events in neighborhoods across Boston to capture a “read” from residents and business owners on Plan themes.

TASK 3.2 Feedback Synthesis and Analysis

We will synthesize feedback collected across the various digital and in-person channels as a first step in vision and goal synthesis. We will then combine this with a deep look at the physical and spatial implications of the community desires and feedback. The Team will undertake a three-pronged analysis to ultimately identify “opportunity” neighborhoods and corridors for focus in the Citywide Plan. Combining data from the community engagement process with the baseline analysis, we will formulate an overarching vision related to Plan themes and set of goals or focus areas within those themes for the Citywide Plan.

We will seek to balance the overall city and community vision with neighborhood goals and desires, and identify the trade-offs with conflicting outcomes, targets, or projects. We will also identify a set of indicators and targets to measure progress in these goals and ultimately guide strategy, urban design decisions, planning frameworks, and initiative development. We will note any major opportunity areas or sites highlighted by community members and compare those with the geographies we flagged earlier in the Baseline Conditions Analysis.

TASK 3 DELIVERABLES

1. Public engagement materials, including:
 - Web, social media, and print collateral
 - Pulse content (question and answer sets)
2. Summary of public engagement process and outcomes, including:
 - Memo summarizing process and feedback collected via digital and in-person channels regarding preliminary Plan themes, and organized according to neighborhood, demographic profile, and other identifiers, as discussed with the Steering Committee
3. First chapter of the Strategic Vision Plan, summarizing the Imagine Boston 2030 vision, goals, indicators, and targets

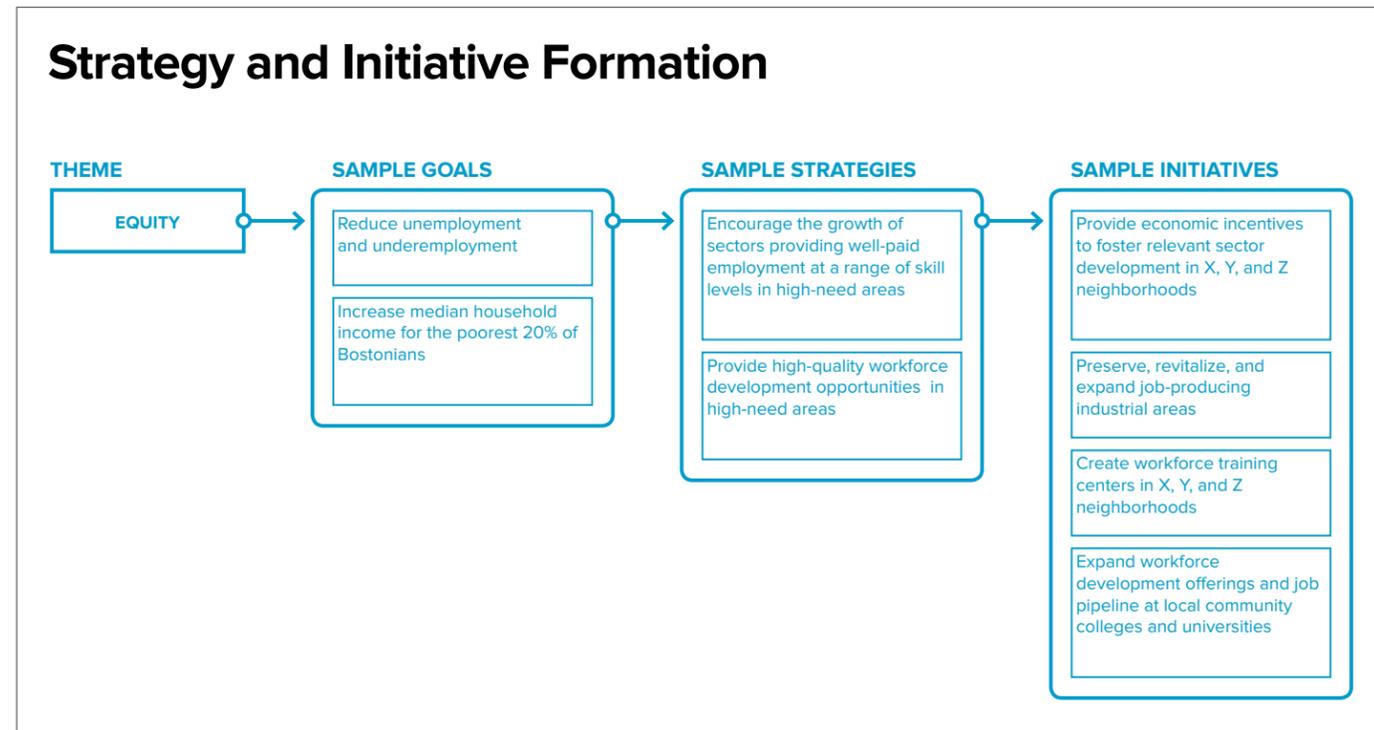
TASK 4: PRIORITIZING (MONTHS 8-9)

TASK 4.1 Strategy Identification

The Team will begin to translate the publicly-vetted Plan themes and goals from Task 3 into planning and urban design strategies, which will become a draft of the second chapter of the Strategic Vision Plan. Strategies will be both place-based and programmatic. For example, a focus on social cohesion and equity might yield the goal of “Reduce unemployment and underemployment.” The Team will refer back to earlier on-the-ground, urban fabric, and development conditions assessments to think about opportunities for siting workforce development programs and relevant job-producing sectors in areas of need. Setting targets for the strategies – for example, the number or locations of workforce development programs, percentage decrease in localized unemployment, or other such metrics – we would then consider the physical implications of siting these types of uses in a particular neighborhood. A strategy emerging from this could be: “Encourage the growth of sectors providing well-paid employment at a range of skill levels in high-need areas where there are underutilized parcels and transportation access.”

The Team will develop strategies across all of the confirmed Plan themes and goals for discussion and review with the City. This work will become the second chapter of Strategic Vision Plan.

The Team will then seek feedback and revisions for the draft Strategic Vision Plan chapter from the Steering Committee, concluding with a Steering Committee meeting at the end of this task.



TASK 4 DELIVERABLES

1. Second chapter of the Strategic Vision Plan, summarizing Imagine Boston 2030 strategies

TASK 5: DEFINING (MONTHS 10-12)

TASK 5.1 Alternative Scenario Work Planning

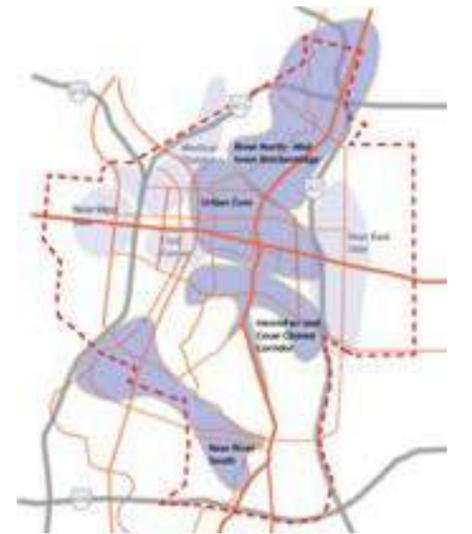
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The Team will develop strategies across all of the confirmed Plan themes and goals for discussion and review with the City. This work will become the second chapter of Strategic Vision Plan.

The Team will then seek feedback and revisions for the draft Strategic Vision Plan chapter from the Steering Committee, concluding with a Steering Committee meeting at the end of this task.

Strategic Visioning to Support Redevelopment Goals

For the City of San Antonio, HR&A produced a Strategic Framework Plan, which outlined an ambitious set of goals and strategies for revitalizing the Center City area of the city. In order to develop the recommendations in the Plan, HR&A conducted extensive existing conditions analysis and stakeholder engagement, including two public visioning workshops. As part of the visioning workshops, the public participated in mapping exercise to provide input on where new housing should be located. The firm synthesized this analysis and feedback to generate an overarching vision, goals, strategies, and recommendations for guiding Center City redevelopment. This included a shared vision of Center City the heart of economic vitality for the City, and a goal and target of achieving this vision through developing 7,500 new housing units in Center City by 2020. In order to provide an action plan, the Strategic Framework plan outlined several strategies key to promoting housing growth: creating a welcoming and comfortable public realm; ensuring a rigorous level of design quality for public and private projects alike; ensuring high-quality housing for new residents; and providing amenities and services for residents, including retail and public space programming. The Plan then identified several target areas for absorbing housing growth, based on an assessment of market and other neighborhood conditions, and provided an implementation roadmap for realizing the Plan’s vision.



Map from the Strategic Framework Plan showing primary growth ideas targeted for housing development

TASK 5 DELIVERABLES

1. Final Strategic Vision Plan, including:
 - Third chapter with initial spatial mapping for alternative scenario development in Year 2
 - Chapters on vision and goals from Tasks 3 and 4, including any revisions, as necessary
 - Speculative Scopes building upon this analysis

Year 2

TASK 6: PLANNING (MONTHS 13-17)

TASK 6.1 Development of Alternative Scenarios, Indicators, and Targets

The first phase of Year 2 will focus on translating the vision and strategies from the Strategic Vision Plan into planning and development scenarios. Scenarios might range in scale from the acupunctural insertion of a neighborhood park that supports festivals in an area with poor health and social cohesion indicators, to the wholesale transformation of an industrial area to a lively mixed-use community centered around a new transit stop (e.g., West Station, or along the Fairmont Indigo Line). Scenarios will also look citywide at larger land use, physical, and design issues and themes that hold true across neighborhoods within the city.

The Core Team will apply the research done in the baseline conditions report to serve as a starting point for developing initiatives at the multi-site, neighborhood, corridor, and citywide scales that could address Boston’s critical issues and needs. Resource Team members will develop these multiple initiative options – varying in concept, scale, and/or location of intervention – for every strategy, as developed at the end of Year 1. The development of initiatives will take the form of a comprehensive analysis that may be detailed in separate plans (e.g., a land use element, open space plan, etc.) and that will form later sections of the Citywide Plan.

At this point, the Team will further develop draft targets and indicators associated with each initiative, in order to guide eventual tracking of Plan progress post-release. Indicators and targets will measure a directional trend, rather than an absolute number, in order to best track progress. For example, in the above, draft indicators might include: “percent growth in low-skilled employment in X, Y, and Z areas.”

PUBLIC ENGAGEMENT

TASK 6.2 Public Engagement: Alternatives Evaluation

Building Awareness. The Imagine Boston 2030 website and social media will be updated to reflect a call for feedback around potential Plan initiatives.

Gathering Inputs. The second Pulse campaign will be launched with reworked questions and response options around initiative priorities. Questions will aim to gather input from community members on the initiative concepts and features that matter most to them.

Getting Feedback. Another round of public meetings, naturally-occurring gatherings, and pop-up tents will be held at this time with display and printed content around potential initiatives. Similar to Pulse, community members will be able to vote for the initiative concepts or features of utmost priority.

TASK 6: PLANNING (MONTHS 13-17)

TASK 6.3 Preferred Scenario Identification

To conclude scenario evaluation, the Team will review and synthesize the feedback from Task 6.2 to identify the community’s preferred initiatives. The Team will then update our evaluation of initiatives in Task 6.1, incorporating community sentiment and any other considerations from the public that help to enrich our assessment as illustrated below. We will then work with the Steering Committee to determine a final shortlist of initiatives for inclusion in the draft Citywide Plan.

POTENTIAL ASSESSMENT CRITERIA		ALTERNATIVE DEVELOPMENT SCENARIOS (ILLUSTRATION)			
		SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D
FEASIBILITY	MARKET/ FINANCIAL FEASIBILITY				
	POLITICAL FEASIBILITY				
	IMPLEMENTATION TIMELINE				
IMPACT	ALIGNMENT WITH PLAN THEMES AND STRATEGIES				
	CO-BENEFITS				
STAKEHOLDER SUPPORT	COMMUNITY SUPPORT				
	PRIVATE SECTOR SUPPORT				

TASK 6 DELIVERABLES

1. Resource analysis for scenario development (TBD)
2. Summary of public engagement process and outcomes, including:
 - a. Key issues raised re: scenarios
 - b. Preferred scenarios from public standpoint
3. Plan Alternatives and Framework Report, including:
 - a. Summary of methodology
 - b. Preferred scenarios
 - c. Resource analysis, including any revisions
4. Supplemental materials from public engagement, including web-based materials

TASK 7: REFINING (MONTHS 14-18)

TASK 7.1 Citywide Plan Production

The Core Team will compile previous deliverables into a draft Citywide Plan. The Imagine Boston 2030 Plan will be a highly-accessible and engaging document – one that is visually compelling, written in straightforward language, and animated by feedback from Bostonians received throughout the process.

The Plan will be organized according to a hierarchy of themes, focus areas, strategies, and initiatives, with the themes comprising the main chapters.

The Core Team will review and incorporate any comments from the Steering Committee on the Citywide Plan before gathering feedback from the public in Task 7.2.

PUBLIC ENGAGEMENT

TASK 7.2 Citywide Plan Feedback

The penultimate community engagement activity during the Imagine 2030 planning process will seek input around the draft Citywide Plan.

Building Awareness. Updates to social media channels and the website will center on soliciting input to Plan content and highlighting feedback, images, and video collected to-date.

Gathering Inputs. We will launch Pulse #3 with questions focused on gathering public input on the general narrative in the Plan and range of initiatives.

Getting Feedback. We will hold a launch another round of in-person events to gather more qualitative feedback on the Plan. This will include both citywide and neighborhood-specific public meetings, as well as pop-up tents in highly-visible and -visited areas, and naturally-occurring gatherings. The latter will feature an updated facilitation guide highlighting the content and initiatives in the Plan.

DRAFT CITYWIDE PLAN: POTENTIAL TABLE OF CONTENTS

- I. Introduction: Boston Today and Tomorrow
- II. Public Engagement Process
- III. Planning Principles and Framework
 - A. Environment & Adaptation
 - B. Parks & Open Space
 - C. Arts, Culture & Creativity
 - D. Mobility
 - E. Built Environment
 - F. Infrastructure
- IV. People
 - G. Critical Issues and Opportunities
 - H. Proposed Initiatives
- V. Economy
 - A. Critical Issues and Opportunities
 - B. Proposed Initiatives
- VI. Place
 - A. Critical Issues and Opportunities
 - B. Proposed Initiatives
- VII. Environment
 - A. Critical Issues and Opportunities
 - B. Proposed Initiatives
- VIII. Implementation
 - A. Initiative Funding and Timeline
 - B. Community Engagement for 2030

TASK 7.3 Citywide Plan Feedback Synthesis and Analysis

The Core Team will review and package Bostonians’ comments on the Draft Citywide Plan for sharing with the City. The Team will meet with the Steering Committee to provide an overview of feedback, discuss any additional comments from the City, and assess priorities for updating Plan content.

TASK 7.3 DELIVERABLES

1. Summary of public outreach process, issues, and outcomes
2. Draft Plan
3. Summary of Draft Plan public feedback

TASK 8: DRAFTING (MONTHS 19-21)

TASK 8.1 Plan Refinement and Submission

We will integrate any widely received comments per discussion with the City, and finalize indicators, targets, and milestones.

We also work with the City to finalize the Plan’s implementation strategy, to be highlighted in the final chapter of the report. This will include developing and refining a schedule for delivering regular progress reports and periodic plan updates, as well as a post-Plan community engagement strategy to ensure that the channels created for the process live on past the Plan’s release.

The Team will allow adequate time for Steering Committee review of the Plan and the incorporation of any feedback. The Team will then make any further changes and submit the Plan for publication in web-based and print formats.

TASK 8 DELIVERABLES

1. Final Plan in both printed and web-based formats
2. Plan release outreach and communications strategy
3. Strategy for regular Plan updates and maintenance

TASK 9: RATIFYING (MONTHS 22-24)

TASK 9.1 Citywide Plan Adoption

The final stage of the Imagine Boston 2030 process will entail the adoption of the plan by the BRA Board, the implementation of Plan recommendations and initiatives, and public engagement geared towards gaining buy-in of the plan contents. Depending on interest, the Core Team can be available to assist the City in determining an effective governance and funding framework for Plan implementation to ensure that the Plan delivers on its vision and goals.

PUBLIC ENGAGEMENT

TASK 9.2 Public Citywide Plan Release

Building Awareness: Highlight key elements of the final plan content in visually exciting, interactive ways both online and in public gatherings.

5. EXHIBITS



STATEMENT OF QUALIFICATIONS

Martin, J. Walsh, Mayor
Timothy J. Burke, Chairman, BRA Board
Brian P. Golden, Director, BRA

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	Jamie Torres Springer
FIRM	HR&A Advisors, Inc.
ADDRESS	99 Hudson Street, 3rd Floor New York, NY 10013
TELEPHONE / FAX	(212) 977-5597

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.

EXHIBIT 1 : STATEMENT OF QUALIFICATIONS

Project Name	Citywide Plan: Imagine Boston 2030
--------------	------------------------------------

Company Information:

1. Name of Organization: HR&A Advisors, Inc.
2. Address: 99 Hudson Street, 3rd Floor New York, NY 10013
3. Telephone: (212) 977-5597
4. FAX Number: (212) 977-6202
5. President's Name: Eric Rothman
7. Secretary's Name: Jamie Dang
8. Treasurer's Name: N/A
9. How many years has your firm been in business under this name? 8 years
10. Is your firm a Commonwealth of Massachusetts Corporation:
Yes No
11. Total number of employees in the firm?
74 (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)
5 (Number)
13. What is your professional staff experience?
Formula: (Total years of Professional service divided by number of Professionals)
12 (Number)
14. Does your firm have a published affirmative action policy?
Yes No

EXHIBIT 1 : STATEMENT OF QUALIFICATIONS

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?
\$please see attached insurance certificate
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 <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Architectural	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Civil/Structural	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Civil/Transportation	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Environmental Engineering	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Estimating	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Healthcare Institution programming	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Landscape Design	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Real Estate Development and Finance	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Strategic planning	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Survey	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Urban Planning/Design	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Transportation Planning	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Other specialty design	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
List:		

EXHIBIT 1 : STATEMENT OF QUALIFICATIONS

22. Name any Subconsultant and the technical disciplines in which the Subconsultant is qualified to perform for this project:
- Academic Institution programming Utile, Ken Greenberg, Walter Hood, Interboro, MVVA
 Architectural Utile, Interboro, Ken Greenberg, Walter Hood, Sarah Williams, Arcadis
 Civil/Structural Arcadis
 Civil/Transportation Arcadis, Level
 Environmental Engineering Sarah Williams
 Electrical Arcadis
 Economic Development Arcadis
 Estimating Arcadis
 Healthcare Institution programming Arcadis
 Landscape Design Walter Hood, Interboro, Sarah Williams, MVVA, Arcadis
 Real Estate Development and Finance Arcadis
 Strategic Planning Utile, Ken Greenberg, Interboro, HD MADE, Level, Arcadis
 Survey Sarah Williams
 Urban Planning/Design Utile, Ken Greenberg, Walter Hood, Interboro, HD MADE, Sarah Williams, MVVA, Arcadis
 Transportation planning Sarah Williams, Arcadis, Level
 Other specialty design Sarah Williams, Paul Cote
 List: Demographic analysis, Zoning buildout studies, Cartography

Company Experience:

23. What is your firm's accumulated total gross sales (consulting fees for all projects) for the past three (3) years?
 \$ 41,329,025
24. What is the total number of individual planning projects your firm has **completed** in the last three (3) years?
283 (Number)
25. What is the total number of individual projects that your firm is **currently** working on:
114 (Number)
26. What is the **total value (\$)** of the individual consulting projects listed under Question 24?
 \$ 28,700,000
27. What is the **estimated value (\$)** of the individual planning projects listed under Question 25?
 \$ 12,000,000
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?
 \$ 13,631,000

EXHIBIT 1 : STATEMENT OF QUALIFICATIONS

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?
7 (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?
2 (Number)
31. What is the **total value (\$)** of the **Similar** planning projects listed under Question 29?
 \$ 12,410,000
32. What is the **estimated value (\$)** of the **Similar** planning projects listed under Question 30?
 \$ 1,221,000
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?
12 (Number)
35. List the members of the "**Consultant Team**" that will be assigned to this project:
 Name & Firm Title Years with Firm
- Please see attached sheet for Consultant Team List
-
-
-
-
36. How many years of professional experience does the "**Consultant Team**" for this project have on average?
19 (Number)
37. Has the "**Consultant Team**" for this project worked together on any other previous projects?
 Yes No
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? The consultant team has completed these projects in varying teaming arrangements

EXHIBIT 1 : STATEMENT OF QUALIFICATIONS

7 (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.
Please see attached insurance form

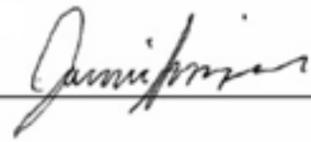
- 52. The Bidder must certify that it has complied with all laws of the Commonwealth of Massachusetts relating to taxes (see Certificate of Tax, Employment Security, and Child Care Compliance attached to

EXHIBIT 1 : STATEMENT OF QUALIFICATIONS

the RFP as **Exhibit L**). 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 Thursday this 16th day of July, 2015



(Name)

By: Jamie Torres Springer
Title: Senior Principal

CONSULTANT TEAM LIST

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

FIRM / NAME	TITLE	YEARS WITH FIRM
HR&A / John Alschuler	Chairman	31
HR&A / Jamie Torres Springer	Senior Principal	9
HR&A / Jee Mee Kim	Principal	1
HR&A / Connie Chung	Director	2
HR&A / Kyle Vangel	Director	4
Utile / Timothy Love	Principal-in Charge	12
Utile / Matthew Littell	Principal	12
Utile / Meera Deean	Project Manager	5
Utile / Jonathan Evans	Senior Designer	3
Greenberg Consultants / Ken Greenberg	Principal	14
Hood Design / Tim Mollette-Parks	Principal	4
Hood Design / Walter Hood	Principal	23
Interboro / Daniel D'Oca	Principal	13
Interboro / Georgeen Theodore	Principal	13
HD MADE / Dan Chiu	CEO	5
HD MADE / Michael Martin	Place-Based Innovation Lead	2
Sarah Williams / Sarah Williams	Director	3
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	6
Rosy Gonzales / Rosy Gonzales	Consultant	1
Hyperakt / Deroy Peraza	Principal & Creative Director	14
Hyperakt / Sruthi Sadhujan	Design Strategist	1
Hyperakt / Radhika Unnikrishnan	Designer	3
Hyperakt / Eric Wang	Developer	2
Hyperakt / Jeanne Henry	Project Manager	1

DATE: 04/20/2015
 05:18:23:15

ACORD CERTIFICATE OF LIABILITY INSURANCE

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 BROKER, 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 respect to such endorsement(s).

BROKER: Design Risk Solutions, Inc. 8801 Conspiral Rd Suite 230 Scarsdale, NY 10586	CONTACT: NAME: PHONE (AC, HA, EXT): (480) 951-4177 FAX (AC, HA): (480) 951-4266 E-MAIL: ADDRESS:
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INSURED: American Employer Group, LLC Letter Limitation for all employees of NUSA Advisors, Inc. 903 Third Ave 5th Fl New York, NY 10022	INSURER(S) AFFORDING COVERAGE: NUSA INSURER A: American Zurich Insurance Company 40112 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
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COVERAGES **CERTIFICATE NUMBER: 05NY65827813** **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. NOTHING EXEMPTING AND EXEMPTING, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WHICH RELATES TO THE POLICY LISTED HERE MAY BE APPLICABLE OR MAY APPLY. THE INSURANCE AFFORDED BY THE POLICIES LISTED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. TERMS SHOWN MAY HAVE BEEN REPEATED IN FULL OR IN PART.

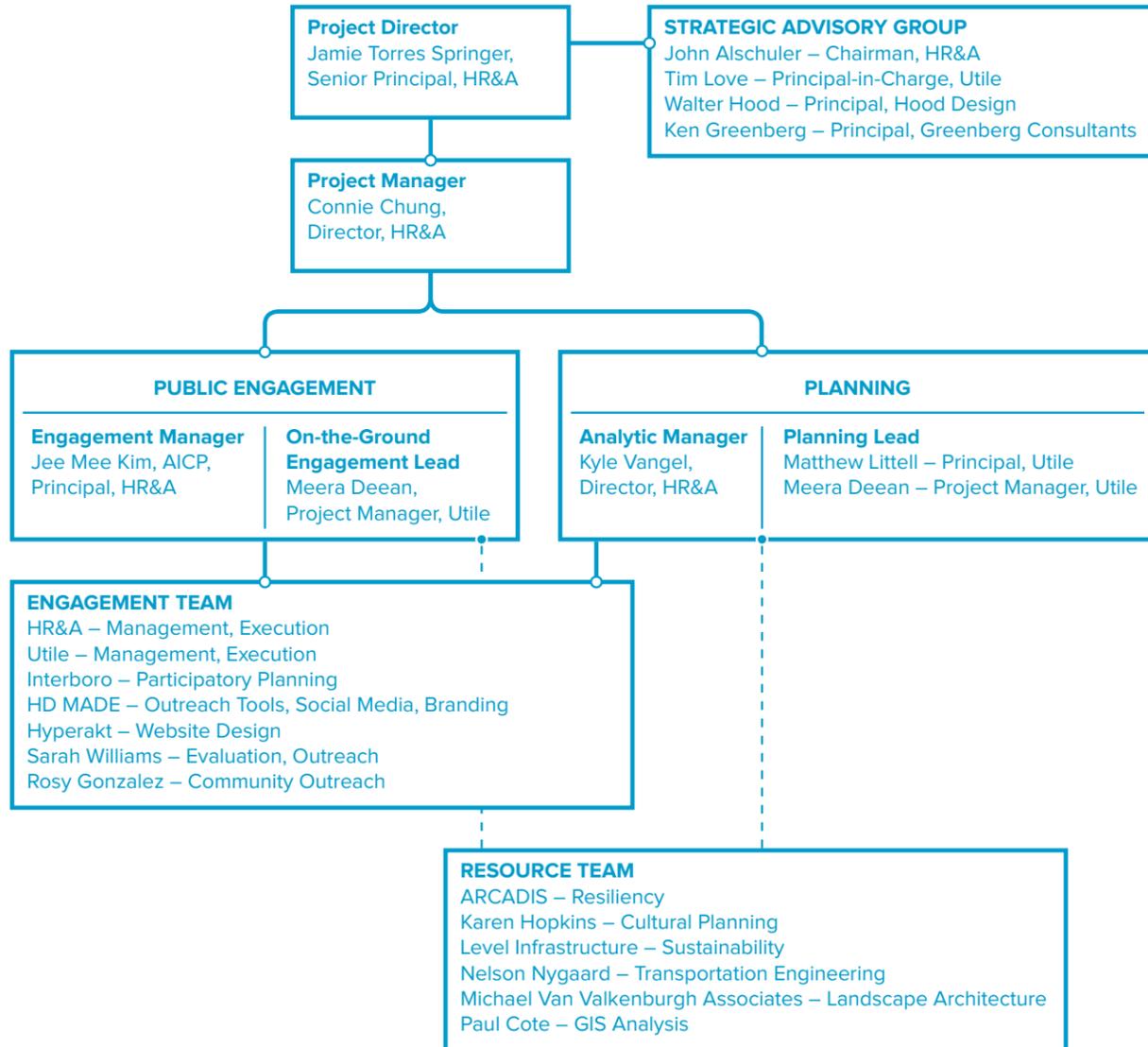
INSURANCE TYPE	TYPE OF INSURANCE	ACORD FORM (REV. 03/07)	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMIT
A	COMMERCIAL GENERAL LIABILITY					AUTO COLLISION \$ 5 DAMAGE TO RENTED PREMISES (EA accident) \$ MEDICAL (any one person) \$ THEFT AND VANDALISM \$ ADVERTISING INQUIRY \$ PRODUCTS AND COMPLETED OPERATIONS \$ OTHER \$
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (EA accident) \$ BODILY INJURY AND PROPERTY DAMAGE (EA accident) \$ AUTOMOBILE LIABILITY (EA accident) \$ PROPERTY DAMAGE (EA accident) \$ OTHER \$
	PRODUCT LIABILITY					EACH OCCURRENCE \$ AGGREGATE \$ OTHER \$
	ADDITIONAL COVERAGES					X PER STATUTE OTHER 1. LABORER'S COMPENSATION \$ 2,000,000 2. STATUTE OF EMPLOYER \$ 2,000,000 3. DISEASE - POLICY LIMIT \$ 2,000,000
Location Coverage Period: 07/01/2015 - 06/30/2016 Client: 1028-NH						

DESCRIPTION OF OPERATIONS - LOCATIONS - VEHICLES (ACORD 101, Address: Business Location, if not insured it may apply to required coverage - ACORD 102, NR&A Agency, if applicable - 83 Hudson Street, 5th Floor, New York, NY 10013)

ENDORSEMENTS: See page 2 for endorsement details. Endorsement for non-payment of premium.

CERTIFICATE HOLDER: NUSA Advisors Inc 903 Hudson Street 5th Floor New York, NY 10013	CANCELLATION: SHOULD ALL OF THE ABOVE DESCRIBED POLICIES BE LANS: LLO BLLL PL TEL EXPIRATION DATE THEREOF, NOTEL WILL BE CANCELLED IN ACCORDANCE WITH THE POLICY PROVISIONS. BY: [Signature] © 1988-2014 ACORD CORPORATION. All rights reserved.
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TEAM ORGANIZATION



Firm Profile



HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development and energy efficiency consulting firm.

We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over thirty years. We understand the importance of linking accretive private investment with public resources to support investors and communities' responsibilities and aspirations.

We have offices in New York, Los Angeles, and Washington D.C.- a presence that allows us to serve clients all over the world.

From Southern California to Brooklyn, and London to Hong Kong, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets.

We have served a range of clients – real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments – since 1976.

“We founded this firm to continue the reinvention of the American city into vibrant urban centers that offer jobs and sustain a high quality of life for diverse communities.”

– John H. Alschuler,
Chairman

HR&A's work has been recognized by numerous prestigious industry organizations.

American Institute of Architects Small Project Award, Massachusetts Convention Center Authority's Lawn On D. Boston, MA, 2015

American Planning Association National Planning Achievement Award in Environmental Planning, Arlington County's Community Energy Plan, Arlington, VA, 2014

American Road & Transportation Builders Association Globe Award, First Place in Public Transit, New York Rising Community Construction Program, NY, 2014

American Planning Association New York, Meritorious Achievement Award, Brooklyn Tech Triangle Strategic Plan, Brooklyn, NY, 2013

American Planning Association Missouri, Outstanding Planning Award, St. Louis Zoo Expansion Framework Plan, St. Louis, MO, 2013

PowerGrid International Magazine Best Energy Efficiency and Demand Response Project Award, Duke Energy's Smart Energy Now Program Design and Management, Charlotte, NC, 2012

American Institute of Architects Honor Award for Regional and Urban Design, Master Plan for the Central Delaware Riverfront, Philadelphia, PA, 2012

Rudy Bruner Award for Urban Excellence, Silver Medal, Brooklyn Bridge Park, Brooklyn, NY, 2011

International Economic Development Council Neighbourhood Development Prize, High Line Park Transformation, New York, NY, 2010

Society for College and University Planning Excellence in Planning for a District or Campus Component, Merit Award, The Aga Khan University for the AKU Faculty of Arts and Sciences University Village Land Use Plan, Karachi, Pakistan, 2010

American Society of Landscape Architects Honor Award, Brooklyn Bridge Park, Brooklyn, NY, 2009

International Economic Development Council Partnership Award, Cincinnati Center City Development Corporation (3CDC) Creation, Cincinnati, OH, 2009

New Jersey Future Smart Growth Award, District Plan, Newark, NJ, 2009

Urban Land Institute Award for Excellence, Daniel Island Redevelopment, Charleston, SC, 2007

American Council for an Energy-Efficient Economy Exemplary Low-Income Energy Efficiency Program Award | Design and Administration of New York State Energy Research and Development Authority's (NYSERDA) New York Energy \$martSM Assisted Multifamily Program (AMP), NY, 2005

American Institute of Architects Honor Award for Regional and Urban Design, Anacostia Waterfront Initiative Framework Plan, Washington D.C., 2005

Rudy Bruner Award for Urban Excellence, Silver Medal, New Jersey Performing Arts Center, Newark, NJ, 2001



JOHN ALSCHULER

Chairman

For over 25 years, HR&A Chairman John Alschuler has guided the firm's real estate advisory practice. John's work focuses on development finance, the revitalization of urban communities, regional economic development, waterfront redevelopment and asset planning for institutions. John's core skills include structuring public-private partnerships, development finance, building parklands, and creating innovative development strategies. He has worked in places as diverse as Washington, D.C, Columbus and Cincinnati, Ohio, Charleston, South Carolina, and Kuwait City, and his work has produced bold plans that have reshaped important neighborhoods, downtown districts, and waterfronts. He served as the City Manager of Santa Monica, California, where he was responsible for the planning and development of the Third Street Promenade.

EDUCATION

University of Massachusetts
Doctorate of Education
Urban Education and
Public Administration, 1973

Wesleyan University
Bachelor of Arts, 1970

WORK EXPERIENCE

HR&A Advisors, Inc.
(Formerly Hamilton,
Rabinovitz & Alschuler, Inc.)
Chairman
1984 – Present

**Daniel Island
Development Company**
President
1993 – 1996

**City of Santa Monica
California**
City Manager
1981 – 1984

Ford Foundation
Consultant to
1980 – 1981

The Anacostia Waterfront Initiative and Capitol Riverfront District Plan

For the District of Columbia's Office of City Planning, in partnership with City and federal agencies, led the Anacostia Waterfront Initiative to develop a short and long-term revitalization plan for the neighborhoods and waterfront along a ten-mile-stretch of the Anacostia River. Managed the overall effort, including analyzing the opportunities and challenges for development, performing economic analyses to demonstrate the viability of the Framework Plan, building consensus for the vision among numerous public agencies, and coordinating substantial public outreach efforts. Produced a development framework plan for a new 350-acre neighborhood anchored by the relocation of the Nationals Ballpark and a new development at the Navy Yard: the Capitol Riverfront.

Revitalizing Downtown Cincinnati

For the City of Cincinnati, the Cincinnati Business Committee and Downtown Cincinnati, Inc., guided the revitalization efforts and developed a strategic investment plan that addressed development for Fountain Square, and provided strategic implementation direction for Over-the-Rhine. Led the creation of the Cincinnati Center City Development Corporation (3CDC), a non-profit development corporation charged with leading downtown revitalization efforts. The team's final plan detailed strategies for different neighborhoods and included an action plan and organizational strategy for implementation. HR&A and 3CDC were awarded a prestigious IEDC Partnership Award for a Public-Private Partnership in a city with a population of over 200,000.

Development Advisory for Daniel Island

For the Guggenheim family interest, led the process of taking Daniel Island, a 5,000-acre tract of land in Charleston, South Carolina, from its state as a rural hunting preserve through a comprehensive, award-winning planning process. Managed the obtainment of all permits and the implementation of the first phase of development, including housing, office and recreational attractions. To date, the Daniel Island Plan has catalyzed over \$1 billion in real estate transactions. The Plan has received numerous recognitions, including the Urban Land Institute Award for Excellence and the National Association of Home Builders' America's Best Suburban Smart Growth Community award.

Public Benefit Assessment of the Rose Kennedy Greenway

For the Boston Redevelopment Authority, following the replacement of the elevated I-95 highway, performed an assessment of the public benefit impact of the creation of the new Rose Kennedy Greenway. Evaluated the economic impacts to date of the Greenway on neighboring real estate, and recommended strategies to capture that impact through the creation of a new Greenway district.

AFFILIATIONS

Center for an Urban Future
Board of Directors
2014-Present

**Global Agenda Council on
Urbanization of the World
Economic Forum**
Member
2012 – Present

Friends of the High Line
Emeritus Board Chair
2014 – Present

Friends of the High Line
Board Chair
2009 – 2014

SL Green Realty
Board of Directors
Chair of the Compensation
Committee
1997 – Present

Macerich
Board of Directors
2015 – Present

Legacy Planning for the London Olympic Parklands

Advised the Olympic Park Legacy Company in London on neighborhood and park activation strategies for the Olympic Parklands after the completion of the 2012 games. Additionally, determined the organizational changes needed so that the Legacy Company can steward the development of the parks and surrounding neighborhoods post-2012 Summer Olympics.

Waterfront Development in Philadelphia

On behalf of the Delaware River Waterfront Corporation, worked as part of a multi-disciplinary planning team to provide an implementation strategy for driving waterfront access and redevelopment of a seven-mile stretch of the Delaware River Waterfront in Philadelphia. Supporting the City of Philadelphia's long term economic development goals, and will provide the initial steps towards reconnecting Philadelphia's neighborhoods with the Delaware River.

Research Triangle Park Economic and Planning Advisor

For the Research Triangle Park, the first and most prestigious of its brand of science and technology research parks, worked with a multidisciplinary team create a master plan for the next 50 years of the Park's growth, by advising the team on economic and business planning. Directed an assessment of the local real estate market and the needs of the current and next generation of Park companies to recommend a set of improvements and changes to the Park. Evaluated the financial feasibility of physical and business planning alternatives generated by the team, and recommended a set of implementation and business strategies to help the Park continue to act as an engine of regional economic growth. Identified development partners for plan implementation, and negotiated associated agreements. Hines was designated as the lead development partner. Currently serving as an advisor to the Research Triangle Foundation as it works to implement the Plan.

Sparkling Real Estate Development through Park Activation on the High Line

On behalf of the Friends of the High Line, led the preparation of an economic impact study regarding the possible reuse of the High Line rail viaduct as a public open space. Considered whether the costs associated with converting the railroad into a public open space would be justified by the economic and social benefit that the park would produce. Worked in conjunction with the Friends of the High Line and the NYC Planning Commission in developing an innovative rezoning with the NYC Department of City Planning, which built on the reputation of the surrounding neighborhoods as a center for art and culture in Manhattan. In 2009, the Urban Land Institute awarded the NYC Department of City Planning's 2005 West Chelsea Rezoning a Global Award for Excellence. Currently, serves as Board Chair to the organization.

Providing Strategic Advisory Services for Brooklyn Bridge Park

For the Brooklyn Bridge Park Development Corporation (BBPDC), served as strategic advisor translating BBPDC's vision into critical policy and strategic decisions. Procured and managed the BBPDC's team of master planners, counsel, and other consultants, and managed a complex, multi-year stakeholder outreach process to the project's numerous constituencies, including local, City, and State officials and diverse interest groups. Created a funding plan so that the park's operating costs will be sustained by future commercial development located on the site.

Development of the New Jersey Performing Arts Center

On behalf of the New Jersey Performing Arts Center (NJPAC), oversaw the development of a long-term financial plan for a half-billion dollar performing arts project in Newark. This project included federal, state, city, and private funds made up of grants, bond financing, tax increment financing, special assessments, and a New Market Tax Credit. Reviewed existing feasibility studies of entertainment facilities, researched potential funding sources, and assessed infrastructure requirements.

Creating a Reinvestment Plan for Atlantic City

For a consortium of resort owners in Atlantic City, led the creation of the economic and regulatory framework for a strategic plan to revitalize and reinvest in Atlantic City. Recognizing the decline in economic activity within the entertainment sector due to both economic conditions and new competition, tested the feasibility of a range of interventions to improve Atlantic City's major assets and developed an implementation strategy that included sources of financing and a public-private partnership model. With the analysis in-hand, the resort owners created the non-profit Atlantic City Alliance to work in partnership with government, and successfully advocated that the State of New Jersey establish a State-controlled Tourism District to revitalize Atlantic City's resorts areas in 2011.

University of Pennsylvania Expansion

Worked with the University of Pennsylvania in their initial efforts to consider a long term expansion program onto land formerly owned by the United States Postal Service. Considered both the private market demand and University-generated demand for a variety of uses. In collaboration with planners and University staff, developed a series of mixed-use scenarios for land use within this district that would balance financial imperatives with University and City policy and development priorities.

Eastside Biomedical Commons Healthcare & Biomedical Research Collaboration

Convened a pioneering coalition of five of New York City's leading healthcare institutions to develop a new multi-use urban biomedical center, estimated at over 1½ million square feet. Led a multidisciplinary team to create a building program and preliminary design, establish a financing and operating structure, engage New York City officials in support of the project, and work with the NYC Department of City Planning to establish an acceptable height and bulk.

Downtown Baton Rouge Master Plan

On behalf of the Center for Planning Excellent (CPEX) with the planning firm Chan Krieger Sieniewicz led and update of the Downtown Baton Rouge Master Plan and development of a detailed implementation strategy. Led a close analysis of downtown retail, housing and entertainment markets and evaluated economic development incentives. Developed detailed recommendations and an implementation plan to: encourage development of a cultural or entertainment anchor, better leverage the presence of the convention center and hotels, and build a critical mass of workers and residents downtown.

Redeveloping Underutilized Parcels in Detroit

On behalf of the Detroit Works Project led HR&A's work advising on the vast number of publicly-owned, underutilized parcels. Unraveled the varying processes for disposition of public land and outlined a development process that could be utilized as development opportunities arise. Took into account land use, zoning, land development, economic recovery, neighborhood development, environmental sustainability, service delivery and infrastructure development among other essential city building elements.

New East Baltimore Community Life Sciences Facility

For the East Baltimore Development, Inc. (EBDI), a nonprofit development corporation established by The Johns Hopkins University, the City of Baltimore, the Annie E. Casey Foundation, and several dozen other nonprofits and public agencies. Served as real estate development advisor. Managed a master developer solicitation process, negotiated a preferred development program that accommodated specific facility needs for the life sciences sector, identified public and private financing sources, secured institutional commitments, structured the overall transaction, and developed the suggested program mix.



JAMIE TORRES SPRINGER

Senior Principal

Jamie Springer provides clients with strategic planning, policy, community engagement, and real estate advice drawn from a deep understanding of forces that drive growth and development. Jamie advises cities on strategic investments to reposition districts and reimagine downtowns, and guides private sector clients to envision real estate development potential. Jamie established and spearheads HR&A's resiliency planning practice, bringing a depth of knowledge and expertise from his special assignment as Deputy Director for Community Initiatives for the New York City Mayor's 2013 Special Initiative for Rebuilding and Resiliency.

OneNYC – Project Management, Analysis, and Implementation

Supported the update of OneNYC, New York City's long-term plan. Managed citywide public engagement and led the development of economic, transportation, and housing initiatives. As project manager and strategic advisor for the precedent PlaNYC 2030 plan, directed long-range transportation planning and identified brownfield redevelopment strategies. Convened City Hall, the Department of Transportation, and NYCEDC to evaluate local transportation systems, and recommended policies for expansion and sustainable infrastructure improvements. Examined best practices in brownfield development and proposed redevelopment tools, including streamlined cleanup certification, municipal liability protection, and cleanup grants. For PlaNYC's 2011 update, evaluated energy efficiency and clean distributed generation funding programs for real estate owners and tenants. Examined program budgets and expenditures and suggested policies for efficiency and effectiveness.

Deputy Director of Community Initiatives, Special Initiative for Rebuilding and Resiliency

Established a long-term, citywide focus on preparation and protection strategies in response to the destructive impacts of climate change. Led a team to develop preparation and recovery strategies for citywide systems and infrastructure, and proposed key initiatives for six severely affected areas. Led community planning; outreach to elected officials, community-based organizations, and residents; design and planning; demographic studies; and land use and risk analyses. Published over 250 actionable recovery and resilience recommendations in the 2013 PlaNYC Report.

Southern Manhattan Multipurpose Levee Feasibility Study

On behalf of the New York City Economic Development Corporation and the Mayor's Office of Recovery and Resiliency, led economic, planning, and regulatory portions of a feasibility study for the City's Special Initiative for Rebuilding and Resiliency's proposed levee to combine flood protection, new real estate, and open space along Southern Manhattan's eastern shoreline. Tested multiple scenarios against flood protection goals using precedents for infrastructure financing, public-private partnerships, and economic and community development. Directed planners, lawyers, and consultants evaluation of regulatory obstacles to implementation, and led real estate and financial analyses. The final market study projected real estate development potential and a dynamic pro forma, which tested construction and open space alternatives. Drafted the funding and implementation chapter of the May 2014 study

NY Rising: Resiliency Planning in New York City

Directed a multidisciplinary team to create comprehensive plans for economic growth and physical and social resilience in communities impacted by Superstorm Sandy, Hurricane Irene, and Tropical Storm Lee. Directed engineers, architects, planners, and housing and healthcare specialists to invest \$108M in federal Community Development Block Grant Disaster Recovery

EDUCATION

Harvard University

John F. Kennedy School
of Government
Master of Public Policy
2005

McGill University

Bachelor of Arts with Honors
Political Science
1998

WORK EXPERIENCE

HR&A Advisors, Inc.

Senior Principal
2015 – Present

HR&A Advisors, Inc. (Formerly Hamilton, Rabinovitz & Alschuler, Inc.)

Partner
2006 – 2015

Office of the Mayor of the City of New York | Special Initiative for Rebuilding and Resiliency

Deputy Director of
Community Initiatives
2013

Brooklyn Bridge Development Corporation

Project Director
2005 – 2006

Office of the Premier of Ontario

Special Policy Advisor, 2004

Minister of National Revenue Canada

Senior Political Advisor
2002 – 2004

Minister of Citizenship and Immigration Canada

Special Assistant,
1999 – 2002

AFFILIATIONS

Fifth Avenue Committee, South Brooklyn

Board Chair

New York University Schack Institute of Real Estate

Adjunct Lecturer
2010 – 2011

funds. Managed an extensive, eight-month, community-led process of over 70 committee meetings and 28 large public events. Proposed over 70 near-team projects to Governor Andrew Cuomo and Mayor Bill de Blasio. Four participating communities received project funding. Managed a second phase to generate over 30 projects for the investment of \$19M in Brooklyn and Bronx waterfront communities.

Center City San Antonio Strategic Framework Plan

Served as Project Director for the development of a strategic framework and rationale for future growth opportunities in San Antonio's Center City neighborhoods. Assessed challenges to residential development, employment opportunities; and reuse of city assets. Developed an implementation strategy for redevelopment, incorporating recommended incentive programs, funding sources, and governance and project management structures.

Industry City Development Advisory

Assisting a broad rezoning and repositioning effort for the ownership of Industry City, a six-million square foot industrial campus on Brooklyn's Sunset Park waterfront, to grow New York City's innovation economy and support the creation of mixed uses - academic, hotel, and retail - and support over 19,000 jobs, including 13,000 on-site. Led analysis of tenancy and area market conditions and recommended an innovation district-supporting program, based on which, HR&A determined economic impacts of one-time and ongoing jobs and related economic activity, as well as potential fiscal impact of innovation hub development. Determined feasibility of campus repositioning in light of significant capital needs and developed a case for public support to realize programmatic changes and increased economic and fiscal impacts for Sunset Park and the City. Currently advising Industry City and a multidisciplinary team to submit a rezoning application to the City.

HUD Rebuild by Design Competition

With design firm Cooper, Robertson & Partners, co-led a multidisciplinary team through a first round of 150 applicants into a second phase of ten finalists in the U.S. Department of Housing and Urban Development Rebuild by Design competition to promote resilience for the Superstorm Sandy-affected region. Focused on resiliency and vitality of coastal commercial corridors and retail destinations throughout the northeast and led physical and economic research of coastal commercial clusters and corridors to generate preliminary resilient design strategies. Identified for further study Red Hook, Brooklyn; the Beach 116th Street corridor in the Rockaways, Queens; and the City of Asbury Park, New Jersey. Guided the team in conducting outreach to businesses, merchants associations, and government in the study areas to generate temporary and long-term, physical and operational, districtwide interventions. Presented a replicable methodology for physical diagnosis of local, resiliency-focused commercial needs and a local financing framework.

Michael Reese Hospital Redevelopment Strategy

For the City of Chicago Department of Planning and Development, in partnership with Skidmore, Owings & Merrill, LLP, produced a redevelopment strategy for the 48-acre Michael Reese Hospital site. Analyzed various anchor-driven development scenarios and thoroughly vetted through extensive stakeholder outreach, case studies, and market assessment. Assessed critical infrastructure needs and opportunities for land transaction. The final redevelopment strategy facilitated a developer solicitation process to bring transformative development to Chicago's near south side.

Parks and Open Space Planning for Re-Design of National Memorial in St. Louis

Contributed to development of governance and financing options to support redevelopment of the Jefferson National Expansion Memorial, home to St. Louis' landmark Gateway Arch. Supported landscape architect Michael Van Valkenburgh's winning proposal for The City + The Arch + The River St. Louis International Design Competition. Supported preliminary funding strategies for design, construction, operation and maintenance and strategies for best connecting this national park to the economic development of communities in downtown St. Louis and across the Mississippi River in East St. Louis, Illinois.

Corning Hospital Redevelopment Plan

On behalf of Guthrie Healthcare and the City of Corning, led preparation of a redevelopment plan for the 8.5-acre site of Corning Hospital, which planned to relocate to a new facility. Conducted a market analysis identifying opportunities for residential, retail, and hotel development to create new in-town housing options; provide modern retail spaces for the Gaffer District; and draw Finger Lakes tourists to Corning. Recommended financial incentives to ensure site concepts could be successfully developed and generate both land value for Guthrie and net new tax revenues for the City.

Center City San Antonio Strategic Framework Plan

For the Centro Partnership of San Antonio and City of San Antonio, served as Project Director for provision of a strategic framework and rationale for future growth opportunities in Center City neighborhoods. Assessed Center City's challenges for achieving goals set forth in the San Antonio 2020 Plan to improve the balance of Center City through increased residential development and employment; an enhanced quality of life; and use of assets and opportunities to stimulate the growth the City desires. Developed an implementation strategy for Center City redevelopment incorporating recommended incentive programs, funding sources, and governance and project management structures.

Downtown Austin Master Plan

For the City of Austin, Texas, directed economic development and implementation analysis for the Downtown Austin Master Plan, including priorities for downtown redevelopment; an affordable housing strategy for workforce housing downtown; a density bonus incentive structure rationalizing developers' receipt of additional density in exchange for public benefits provision; and a downtown parks master plan. Developed an implementation strategy to transform Austin's downtown parks. With the City, identified priority projects likely to have greatest economic impact and generate momentum for future park renovations.

Mixed-Use Waterfront Development for Toronto

For a private developer, supported a team of market analysts and master planners in crafting a development program focusing on retail and entertainment for a planned mixed-use development on Toronto's waterfront. Facilitated planning charettes to inform initial program recommendations and guide regulatory, design, and financial feasibility studies, including development of a financial pro forma, to refine plans for future site development.



CONNIE CHUNG

Director

Connie brings expertise in economic development, open space planning, and commercial revitalization to public- and private-sector projects. Her work focuses on emerging commercial corridors, placemaking, and economic development. Currently, she serves as project manager of programming and business planning at The Lawn on D, an outdoor event space in Boston's Innovation District, on behalf of the Massachusetts Convention Center Authority. Prior to joining HR&A, Connie was Director of Planning at the Alliance for Downtown New York, where she managed planning efforts, including the revitalization of the Water Street commercial corridor and its privately-owned public spaces.

EDUCATION

Massachusetts Institute
of Technology

Master in City Planning
2007 – 2009

University of Pennsylvania
Wharton School

Bachelors in Economics
Minor in French
1998 – 2002

WORK EXPERIENCE

HR&A Advisors, Inc.
Director
2014 – Present

HR&A Advisors, Inc.
Senior Analyst
2013 – 2014

Alliance for Downtown
New York
Director of Planning, 2013

Alliance for Downtown
New York
Planning Analyst,
2010 – 2013

DLA Piper US LLP
Paralegal,
2005 – 2007

The Lawn on D - Massachusetts Convention Center Authority

On behalf of the Massachusetts Convention Center Authority (MCCA), leading the ongoing project management, business planning and implementation of a compelling programming plan for The Lawn on D, the MCCA's innovative outdoor event space at the Boston Convention and Exhibition Center (BCEC) on D Street. The MCCA is planning a significant expansion of the BCEC, including new hotels, convention and exhibit space, and retail space. Programming and management of The Lawn on D will serve long-term goals for expansion by providing a laboratory of programming ideas and a beacon of a new destination at the BCEC while appealing to the area's diverse customer base of residents, workers, and conventioners. Managing a multi-disciplinary team of subcontractors and partners in the ongoing execution of successful, free, public programming, including live events, public art installations, food and beverage, lawn games, and furniture. The Lawn on D launched in late summer 2014 and will remain open for eighteen months.

Talking Transition Public Engagement Survey and Report

Planned and managed a public-engagement campaign to promote civil discourse during the District of Columbia's mayoral transition. Designed a survey and identified innovative methods of delivery and deployment to engage a diverse range residents, including many who do not typically participate in the public process. Validated and analyzed data collected from the survey; identified key themes and policy issues; and synthesized results for a public report and 21st-century Town Meeting.

New York Rising Community Reconstruction Program

Developed a strategy supporting long-term resiliency and economic growth in areas affected by hurricanes and Superstorm Sandy. Engaged community planning units with engineers, architects, planners, and housing and healthcare specialists, and supported the creation of a comprehensive plan for the long-term protection of the city's coastal and riverine communities, which incorporated social, economic, and environmental goals, through the investment of federal Community Development Block Grant Disaster Recovery funding.

Programming Water Street for The Alliance of Downtown New York

Led the development of a distinctive programming plan for the Water Street corridor. Conducted and managed programming and brand concept development. Worked with the Downtown Alliance to formulate, refine, and select a programming concept; upon selection of a preferred concept, detailed a plan for implementation, including a business plan for program management.

Boulder Civic Area Master Plan

For the City of Boulder and in partnership with Tom Leader Studio, Providing economic and open space strategy for the master plan of the 27-acre Civic Area park in downtown Boulder. Advising the City on funding, programming and management implications of the master plan design, including through facilitating public workshops. Evaluating funding opportunities and gaps for implementation of the master plan. Making recommendations for park programming, phasing, funding, and a business plan framework, which will be used to guide park design and development.

ADNY Water Street Programming

On behalf of the Alliance for Downtown New York, led the development of a distinctive programming plan for the Water Street corridor, launching in the summer of 2014. Conducted and managed two complementary efforts: programming and brand concept development, working with Auster Agency and 3x3 Design, respectively. Worked with the Downtown Alliance to formulate, refine, and select a programming concept to pursue; upon selection of a preferred concept, detailed a plan for implementation, including a business plan for managing the program. Events programming, which is being executed in the implementation phase of work, will also serve to develop district-wide branding and marketing for Water Street.

Konza Technology City Development Plan, Kenya

In partnership with the International Finance Corporation, and on behalf of the Government of Kenya, assisting in the implantation plan for a proposed technology industry hub and mixed-use community called Konza Technology City as a full-service real estate and economic development consultant. Structuring the new development authority organization and leading the land leasing process, financial planning, and marketing/branding of development with support from local expertise. Developing a detailed disposition plan, drafting RFP and development agreements and formulating a budget plan for the development authority.



JEE MEE KIM

Principal

Jee Mee Kim is a Principal in HR&A's New York office who brings over 15 years of experience in transportation planning, environmental review, land use approvals, and public engagement for public and private clients. Prior to joining the firm, Jee Mee was a Principal and Director of Planning at Sam Schwartz Engineering (SSE), a 100-person transportation planning and traffic engineering firm, where she oversaw the firm's marketing and business development functions as well as a department comprised of eight planners and urban designers working on projects ranging from the public involvement effort of the Brooklyn Queens Expressway Rehabilitation Environmental Impact Statement, to the transportation plan for the Spring Garden Street Greenway in Philadelphia. Previously, Jee Mee worked on urban policy issues in the nonprofit sector for organizations such as the Natural Resources Defense Council. She is a member of the American Planning Association and Women Executives in Real Estate, NY.

New York University
Robert F. Wagner
Graduate School of Public
Service
Master of Urban Planning
2000

**Parsons New School for
Design | Eugene Lang
College**
Bachelors of Fine Arts,
and Bachelors of Arts in
American Studies
1990-1995

WORK EXPERIENCE

HR&A Advisors, Inc.
Principal
2014 – Present

Sam Schwartz Engineering
Principal, Director of
Planning & Marketing
2000 – 2014

Funding Exchange
Grants Administrator
1998-2000

**CAAAV: Organizing Asian
Communities, Board
Member/Organizer**
1996-2000

**Natural Resources Defense
Council**
Program Assistant
1995-1998

OneNYC – Project Management, Analysis, and Implementation

On behalf of the City of New York and the New York City Economic Development Corporation, developed and led the public engagement plan in support of the firm's work on OneNYC, New York City's citywide long-term plan. Engaged city leaders and stakeholders to identify housing, economic development, and community priorities. Assessed major national, regional, and local trends affecting New York and assisted in the development of economic, transportation, and housing initiatives. Worked with City agencies and staff to broaden the scope of the precedent 2011 PlaNYC report and include a focus on economic security and equality throughout New York City. Assisted in the development of a workplan to determine strategies, initiatives, and priorities through December 2015.

100 Resilient Cities—Pioneered by The Rockefeller Foundation: Boulder, CO

Supporting 100 Resilient Cities—Pioneered by The Rockefeller Foundation to help urban leaders develop comprehensive, actionable strategies for resilience in light of social, economic, and physical risks and challenges. For Boulder, CO, defining and implementing a strategic plan; managing stakeholder workshops and engagement processes; providing best practices; and analyzing lessons learned. Analyzed city context, including demographic, economic, social, and physical metrics, and defined a city-specific plan. Led an agenda-setting workshop engaging senior officials and community stakeholders to identify needs and opportunities, set priorities, and develop an organizational framework for citywide resilience planning. Summarized discussions and advanced the evolving framework. Working with Boulder's Chief Resilience Officer and senior officials to further strategies and recommend high-priority, implementable projects involving infrastructural, economic, and social solutions.

New York Rising: Resiliency Planning in New York City

On behalf of the New York State Office of Storm Recovery, managed a multidisciplinary team to develop a strategy for near- and long-term physical, economic, and social resiliency in the Southeast Brooklyn Waterfront community impacted by Superstorm Sandy as part of the New York Rising Community Reconstruction Program. Led a team of engineers, architects, planners, and other specialists and worked with civic leaders and residents to create a comprehensive plan for directing federal Community Development Block Grant Disaster Recovery funding towards long-term coastal protection and achieve a breadth of goals for the community's climate change adaption and preparation.

PUBLICATIONS

“A Comprehensive Transportation Policy for the 21st Century: A Case Study of Congestion Pricing in New York City,” *New York University Environmental Law Journal*, Volume 17, Number 1, 2008.

AFFILIATIONS

Member, American Planning Association
Member, Women Executives in Real Estate
Coro Leadership New York

SPEAKING ENGAGEMENTS

“Women Who Govern: Government, Infrastructure and Institutional Leaders,” *Real Estate Women’s Forum*, 2013.

“Gansevoort Plaza Pedestrian Improvements,” *American Planning Association National Conference Poster Session*, 2007.

Guest Panelist, NYU Wagner

Coney Island Creek Tidal Barrier and Wetlands Strategy

On behalf of the New York City Economic Development Corporation and the Mayor’s Office of Recovery and Resiliency, providing economic and policy support to the Arcadis-led team’s development of a comprehensive tidal barrier and wetlands strategy to prevent and mitigate upland flooding and incentivize creation of social and economic value and amenities. Leading market analysis to identify highest and best uses for redevelopment within the study area. Generating maintenance and operation cost estimates for park and recreational components and identifying potential governance structures. Will support strategy implementation and phasing to identify a resilient infrastructure investment that not only provides lasting coastal protection, but also encourages public amenities and private development.

PREVIOUS EXPERIENCE**Spring Garden Street Greenway in Philadelphia**

While with SSE, directed a complete streets and stormwater capture design for Spring Garden Street, one of central Philadelphia’s major east-west arterial streets, identified as a potential link in the East Coast Greenway and a critical connection between the Schuylkill and Delaware River Greenways. The Spring Garden Greenway proposal sought to reconfigure the corridor to include an on-street greenway in the form of a median greenway or parking-protected bikeway. Directed a multi-disciplinary team responsible for traffic analysis, urban design, public involvement, stormwater impact mitigation, and economic benefit analysis.

Brooklyn Bridge Park Transportation and Access Study

Directed a transportation and access study examining non-automobile access to Brooklyn Bridge Park, an 85-acre waterfront park - Brooklyn’s largest new park in 150 years – physically separated from surrounding communities by a highway. While at SSE, recommended pedestrian, bicycle, transit, and waterborne transportation alternatives for accessing the park to ensure its success and viability. Developed bicycle route alternatives to ensure connectivity of the park to adjacent designated and proposed bike routes.

**KYLE VANGEL**

Director

Kyle Vangel helps enhance the urban built environment and economic competitiveness of cities and regions through expertise in urban planning, economic development, and strategy consulting. A native of Massachusetts, his work focuses on real estate market analysis, downtown revitalization strategy, economic development planning, and economic and fiscal impact analysis for clients throughout the United States.

EDUCATION

University of North Carolina at Chapel Hill
Master of City & Regional Planning
2012

Tufts University
Bachelor of Arts, History & Economics
2008

WORK EXPERIENCE

HR&A Advisors, Inc.
Director
2014 – Present

HR&A Advisors, Inc.
Senior Analyst
2012 – 2014

HR&A Advisors, Inc.
Analyst Fellow
2011

Monitor Group
Consultant
2008 – 2010

AFFILIATIONS

American Planning Association

AWARDS

Louise Venable Coker Award for Best Masters Project
Department of City & Regional Planning
University of North Carolina at Chapel Hill

Prior to joining HR&A, Kyle worked in Cambridge as a Consultant at Monitor Group (now Monitor Deloitte), a leading global management and strategy consultancy. At Monitor, Kyle synthesized findings from quantitative analysis and qualitative research to help clients ranging from Fortune 500 companies to governments and non-profit organizations understand and address issues of strategic importance.

Activation Strategy for the D Street Corridor in Boston

Supported the Massachusetts Convention Center Authority (MCCA)’s planned expansion of the Boston Convention and Exhibition Center (BCEC) along D Street in the rapidly changing Innovation District/South Boston neighborhoods. The expansion of the BCEC would include new hotels, convention and exhibit space, and a parking structure. Developed a program for new retail space and identified potential temporary and permanent programming opportunities. Conducted retail visioning portion of a stakeholder charrette on the future character of D Street. Evaluated customer groups that would be served by new retail as well as existing character of area retail. Created a tenancing strategy designed to meet the community’s vision for an authentic, destination retail experience. Researched potential retail, restaurant, and entertainment tenants, developed collateral to market the opportunity, and conducted outreach to select potential tenants. Recommendations outlined next steps for the MCCA in recruiting tenants and creating a retail, restaurant, entertainment, and programming mix that will activate D Street.

Redevelopment Strategy for the Foundry Building in Cambridge

On behalf of the Cambridge Redevelopment Authority (CRA), developed re-use scenarios for the City-owned Foundry Building in Cambridge, MA. Conducted market due diligence and focused outreach to brokers and real estate experts to understand typical deal terms in the local market. Worked in coordination with CRA to define five programmatic alternatives and produced a financial model demonstrating the financial returns of undertaking the redevelopment alternatives for a private sector partner. Identified possible public-private development structures and tools to mitigate any financial gaps.

Long Island’s Future: Economic Implications of Today’s Choices

On behalf of the Long Island Index, managed a study examining the impacts of Long Island-wide initiatives that could address some of the region’s most intractable issues, including a decline in high-paying jobs, a high property tax burden, and the accelerating loss of young workers and their families. Used the REMI Policy Insight model to prepare a baseline scenario demonstrating the economic and fiscal consequences of baseline trends on Long Island over the next 25 years. Discussed potential policy interventions with Long Island stakeholders drawn from business, government, and institutions, and subsequently studied the impacts of implementing coordinated strategies to grow Long Island’s biomedical cluster and to increase multifamily housing production in downtown areas. Detailed findings in an executive summary and briefing book distributed by the Long Island Index.

Highest and Best Use Study for Town of Dedham, Massachusetts

On behalf of the Town of Dedham, Massachusetts, assessed redevelopment opportunities for the Town Administrative Building and Police Station in historic Dedham Square. Conducted a market scan to identify opportunities for residential, office, and retail uses on the sites, and translated these findings into a set of alternative site redevelopment programs ranging from reuse of the existing buildings to new development. For each alternative, conducted financial analysis to estimate the land value to the Town generated under sale and ground lease disposition scenarios. Based on this analysis, offered the Town recommendations on selecting a mixed-use redevelopment program for each site.

Downtown Raleigh Experience Plan

For the City of Raleigh, North Carolina, managed the real estate and economic development elements associated with the Downtown Raleigh Experience Plan. Conducted a comprehensive market analysis to evaluate Downtown's potential to capture higher shares of the region's growth, and subsequently evaluated catalytic development opportunities where market demand could be leveraged to advance civic and community goals. Recommended an implementation structure and identified potential sources of funding for priority projects and initiatives.

Baseline Economic Study for the City of Norfolk, Virginia

As part of 100 Resilient Cities, a global initiative by the Rockefeller Foundation to help cities develop comprehensive strategies to become more resilient in the face of social, economic, and physical risks and challenges, producing a baseline economic study to inform future economic development efforts in the City of Norfolk. Analyzing Norfolk's competitiveness as it relates to industry clusters, workforce capacity, real estate assets, entrepreneurial activity, and economic development tools to produce a SWOT analysis that will serve as the foundation for a citywide economic development strategy.

Colony Park Sustainable Communities Initiative in Austin

For the City of Austin, Texas, provided guidance on real estate and economic development considerations to support the creation of a transformative master plan for a 208-acre parcel in the Colony Park neighborhood. Identified market-feasible development opportunities by researching case studies of developments in comparable markets, analyzing existing market conditions, and engaging the local development community. Assisted in crafting an implementation plan to guide project build-out through a public-private development structure.

Disposition Strategy for County-Owned Sites in Uptown Charlotte

Investigated how Mecklenburg County can leverage land it owns in Uptown Charlotte to advance economic development, financial, and policy goals. Conducted a highest and best use study for four underutilized County-owned sites. Generated alternative redevelopment programs for each site that respect physical, regulatory, and market constraints. Evaluated the residual land value and fiscal impacts associated with each program. Produced a comprehensive deliverable providing Mecklenburg County with a land disposition strategy that reflects its goals and desired timing.

Study of the Tech Ecosystem in New York City

On behalf of Association for a Better New York (ABNY), worked to determine the comprehensive size of the New York City tech ecosystem and assessed its economic and fiscal impacts. After reviewing methodologies used to define tech in prior studies, held work sessions with industry representatives from New York-based firms, institutions, and organizations such as Control Group, New York University, and the Center for an Urban Future to test the HR&A definition. Developed a definition for the tech ecosystem that is inclusive of market characteristics present in New York City. Used this definition to evaluate the ecosystem's economic and fiscal impact to the City and develop policy recommendations addressing various strategies for sustaining the growth of New York City's tech ecosystem.

utile

Firm Profile

Utile is a planning and architecture firm that is built like a think tank. By developing well-researched, locally specific design methodologies for each project, we offer original and effective solutions that integrate existing conditions while setting the standards for the cultivation of a meaningful urban realm.

Our enthusiasm as designers, cultural anthropologists, and keen observers of the business sector allows us to tackle a broad range of work. Yet rather than seeking one-off projects, we like to invest in multiple projects in one city to gain a deeper understanding of a particular locale. This is as true for our global projects as it is for our work for New England cities. In doing so, Utile delivers strategies that are efficient, economically feasible, and elegantly designed.

Utile specializes in unique regulatory, political, and design challenges. We are committed to the revitalization of the American city through proactive planning and design that bridges public and private jurisdictional boundaries. As a result of this professional framework and our well established reputation, Utile has tackled a diverse range of challenging projects including urban design proposals for post-industrial areas in Boston and New Haven, the Boston Redevelopment Authority's development guidelines along the Rose Fitzgerald Kennedy Greenway, the EPA-funded Greening City Hall Plaza initiative, the Boston Transportation Department's Complete Streets manual, and the new Boston Harbor Islands Pavilion.

Utile has charted a new practice model that combines the innovative thinking of a design practice with the proactive strategic insights of business consultants. As the design process unfolds, the firm uncovers hidden correspondences and tests potential conceptual approaches through sophisticated information graphics, maps, and drawings. Because of Utile's unique strategic approach to design and visual communication, the firm is the on-call urban design consultant for both Massport and MassDevelopment.



TIM LOVE AIA LEED AP
Principal-in-Charge

Tim Love is the founding principal of Utile, which was identified as one of Boston’s six “Emerging Firms” in the May 2008 issue of Architectural Record. Utile, under the direction of Love, is the lead design consultant and urban planner for the Massachusetts Port Authority’s development parcels. His on-call role includes the review of projects at several stages of the design process and early-phase development planning for the Authority’s parcels. In addition, Love helped implement the Authority’s sustainable design program, and serves as a professional advisor for development team selection processes.

In addition, recent and ongoing assignments include urban design services for New Bedford’s downtown revitalization, planning studies for New Haven’s Mill River District and Lower Roxbury, a study of Boston’s City Hall Plaza for the U.S. EPA, and the development of graphics for Boston’s new Complete Streets Manual. Utile was also the urban design sub-consultant to RMJM for a proposed new city district on the Dubai waterfront.

Prior to founding Utile, Love was a Vice President at Machado & Silvetti Associates where he was the project director of the Getty Villa in Los Angeles, the Master Plan for the Isabella Stewart Gardner Museum, and the Honan-Allston Branch Library in Boston, the winner of a 2003 National AIA Design Award. Love is also a tenured Associate Professor at the Northeastern University School of Architecture where he teaches housing, urban design, and architectural theory.

Tim founded Utile 12 years ago, and has 30 total years of experience.

Boston Complete Streets Manual and Website, Boston, MA—for the Boston Transportation Department, with Toole Design Group

Greenway District Planning Study, Boston, MA—for the Boston Redevelopment Authority

Mill River Planning Study, New Haven, CT—ongoing, with Stoss Landscape Urbanism and Ninigret Partners

Union Square Master Plan, Somerville, MA—for the City of Somerville

Hartford North Park Area Plan, Hartford, CT—Planning for infill development on a largely under-utilized section of Downtown Hartford

Boston Marine Industrial Park Master Plan Update

Greening America’s Capitals: Boston’s City Hall Plaza, Boston, MA—for the U.S. EPA

South Boston Waterfront Gateways, Boston, MA—for the Artery Business Committee

MassDevelopment Transformative Development Initiative (TDI)

Broad Street, Boston, MA—for the Boston Redevelopment Authority, design subconsultant to HDR, part of the Crossroads Initiative

Fort Point District Planning Study, Boston, MA—for Berkeley Investments—portfolio-wide master planning effort

Readville Yards Industrial Development, Hyde Park Boston, MA



On-call services, MassDevelopment, statewide, MA—contract to provide on-call urban design services

Design Review for Massport, Boston, MA—on-call contract

Hull Nantasket Beach Development, Hull, MA

Gloucester Municipal Harbor Plan, Gloucester, MA

New Bedford Downtown Urban Design and Development Study, New Bedford, MA

Mt. Vernon Street Study, Boston, MA—for The American Cities Coalition

Newmarket/Upham’s Corner Study, Boston, MA—for The American Cities Coalition

Worcester Development Opportunities Study, Worcester, MA—for MassDevelopment and the City of Worcester economic development department

Boston Harbor Islands Pavilion, Boston, MA—for the National Park Service and the Boston Harbor Island Alliance

Downtown Crossing Signage Guidelines, Boston, MA—for the Boston Redevelopment Authority



MATTHEW LITTELL LEED AP

Principal

Matthew Littell joined Utile as a principal shortly after the firm's founding. Through his work in the firm's architecture, planning, and early phase development projects, Matthew has gained an expertise in local and statewide building and zoning codes and the regulatory process. He has completed Spencer Green, a 48-unit affordable, sustainable rental project for The Neighborhood Developers, as well as Hyde-Blakemore, a 13-unit affordable homeownership development for Urban Edge, one of Boston's largest community development corporations. Both projects feature numerous sustainable design elements, including photovoltaics, creative stormwater retention strategies, and special attention to the use of recycled materials. Currently he is serving as Principal-in-Charge for the Commons at Forest Hills, a 283-unit transit-oriented development in Jamaica Plain.

Matthew has also directed many of the firm's early phase planning and urban design projects, including the creation of permanent zoning for the Stuart Street corridor in Boston's Back Bay and the design guidelines for the Rose Kennedy Greenway District. Both efforts were commissioned by the Boston Redevelopment Authority. Matthew is currently directing the firm's work on the Downtown Boston Municipal Harbor Plan.

Matthew earned his M.Arch from Harvard's Graduate School of Design in 1997, where he received the Boston Society of Architects's James Templeton Kelly award for the best final design project, as well as the Clifford Wong prize for outstanding design in housing. Matthew holds his B.A. degree from Columbia College, graduating in 1989. He is a LEED Accredited Professional.

Matthew has been with Utile for 12 years, and has 18 total years of experience.

Greenway District Planning Study, Boston, MA—for the Boston Redevelopment Authority

Downtown Boston Waterfront Planning Initiative—leading public realm plan, new zoning, and municipal harbor plan for the Boston Redevelopment Authority

Long Beach Corridor Vision Plan, CA—in collaboration with RSAUD

East Anaheim Street Corridor Study, Long Beach, CA—in collaboration with RSAUD

Manton Heights Choice Neighborhoods Application, Providence, RI—for The American City Coalition (TACC)

Lyman Terrace Redevelopment Studies, Holyoke, MA—for MassDevelopment

Lower Roxbury Housing Analysis, Roxbury, MA—for The American City Coalition (TACC)

The Commons at Forest Hills Station, Jamaica Plain, MA—283 units of rent-affordable housing for The Brennan Group and

John M. Corcoran Company

Parcel 24 South, Boston, MA—51 units of affordable housing for Asian CDC

Spencer Green, Chelsea, MA—48 units of affordable housing for Chelsea Neighborhood Developers

EDUCATION

Harvard University
Graduate School

Master of Architecture, 1997

Columbia College

Bachelor of Arts
in Religion, 1989

WORK EXPERIENCE

Utile

Principal
2003 – Present

Machado and Silvetti
Associates

Senior Project Manager /
Urban Designer
1994 – 2002

AFFILIATIONS

Northeastern University
Department of Architecture

Lecturer in Computer
Aided Design, Graduate
Thesis Studio



MEERA DEEAN

Project Manager

Meera Deean is a senior urban designer and project manager at Utile. She is currently managing the BRA's Downtown Waterfront Planning Initiative, which will result in a public realm and watershed activation plan, a municipal harbor plan, and new zoning for parts of downtown Boston. She is also leading a visioning study for the Anaheim Street Corridor in Long Beach, California, and a planning study for Downtown Haverhill, Mass. In addition, she worked on the graphic design of the Boston Transportation Department's new Complete Streets Manual and is part of the Go Boston 2030 team. Prior to joining Utile, she worked with Vincent James Associate Architects, Hashim Sarkis ALUD, and Kao Design Group. Meera serves on the board of the Community Design Resource Center of Boston, on the editorial board of ArchitectureBoston, and as co-chair of the Urban Design Committee of the Boston Society of Architects. She lives in Somerville.

Meera has been with Utile for 5 years, and has 12 total years of experience.

Boston Complete Streets Manual and Website, Boston, MA—for the Boston Transportation Department, with Toole Design Group

Downtown Boston Waterfront Planning Initiative—for the BRA

Go Boston 2030 (Mobility Action Plan), Boston, MA—for the Boston Transportation Department

Central Artery Ramp Study, Boston, MA—for the Massachusetts Department of Transportation

Greening America's Capitals: Boston's City Hall Plaza, Boston, MA—led a study for the U.S. EPA

Long Beach Corridor Vision Plan, CA—in collaboration with RSAUD

East Anaheim Street Corridor Study, Long Beach, CA—for the City of Long Beach

Haverhill Transformative Initiative District Plan—for MassDevelopment.

Chicopee West End Streetscape Plan—for MassDevelopment.

EDUCATION

Harvard University
Graduate School of Design

Master of Architecture

Williams College

Bachelor of Arts in Art History

WORK EXPERIENCE

Utile

Senior Designer
2010 – Present

Kao Design Group

Designer
2008 – 2009

Rizzoli International
Publications

Architecture and Design
Editor
2006 – 2008

Municipal Art Society
Everett Planning Fellow

June 2004 – September
2004

VJAA

Design Intern
June 2003 – September
2003

Machado and Silvetti
Associates

Marketing Assistant
2001 – 2002



JONATHAN EVANS

Senior Designer

Jonathan Evans is an architectural and urban designer at Utile. He is currently managing the Upper Washington Development—a mixed use development featuring 35 apartments and commercial space that will anchor revitalization efforts in the Four Corners neighborhood of Dorchester. He is also managing the Readville Yards Industrial Development—a 350,000 square foot light industrial development in Hyde Park, Boston. Jonathan teaches graduate and undergraduate level housing design studios at Northeastern University.

Previously, with Stull and Lee Architects, Jonathan managed architectural and urban design projects including the Hill District Master Plan for Pittsburgh, the Mount Vernon Master Plan (New York), and several urban housing projects. Born and raised in New York City, Jonathan earned a B.S. in architecture from the University of Virginia and graduated with a M.Arch. from the Harvard Graduate School of Design where he was awarded the Alpha Rho Chi Medal.

Jonathan has been with Utile for 3 years, and has 10 total years of experience.

- EDUCATION**
- Harvard University Graduate School of Design**
Master of Architecture
 - University of Virginia**
Bachelor of Science in Architecture
- WORK EXPERIENCE**
- Utile**
Designer
2012 – Present
 - Margulies Perruzzi Architects**
Architectural Designer
2011 – 2012
 - Stull and Lee**
Architectural and Urban Designer
2010 – 2011
 - Harvard Graduate School of Design**
Teaching Assistant
2009 – 2010
 - AEN Architects**
Associate / Designer
2006 – 2007
 - VMDO Architects**
Intern Architect / Job Captain
2004 – 2006

Upper Washington Development, Boston, MA—Mixed-Use development	189 Broadway, Revere, MA—Agerestricted affordable housing
Readville Yards Industrial Development, Hyde Park, Boston, MA	Dudley Square Branch Library, Boston, MA—Programming study and new entrance design
The Commons at Forest Hills Station, Jamaica Plain, MA—Transit-oriented mixed-use development	Al Maryah Island—Architectural design controls and urban design refinement for the new central business district in Abu Dhabi (in collaboration with over,under)
Lower Roxbury Planning Study—For The American City Coalition	
Lyman Terrace Revitalization Study, Holyoke, MA	

GREENBERG CONSULTANTS INC.

Firm Profile

Creative problem-solving is applied to managing change in all aspects of city building and re-building including land use, built form and public space, municipal infrastructure, transportation and environment. Assignments range from leading large multi-disciplinary teams encompassing environment, transportation and economics for a broad range of clients- governments, institutions, Universities, and the development industry to strategic supporting roles. Solutions address the full range of issues contributing to the success and vitality of towns and cities from the grouping of buildings on a single parcel of land to the patterns of a city district, from the renewal of the historic core and the adaptive re-use of obsolescent lands and buildings on urban waterfronts to the creation of new communities on the urban periphery.

At the core of this practice is a deep commitment to improving the lives of people at every level of society. This value has shaped a unique methodology body of work in which urban design goes beyond form to create a context for social connection, economic vitality, and environmental sustainability; in which the specific and authentic qualities of the local place focus and ground design strategies; in which public and private interests cooperate across traditional boundaries to create mutual benefit for their cities; and in which the examined interaction of infrastructure, individual parcels and blocks, and the public realm sets a liberating context for great architectural and landscape design.

The conceptual approach on the search for a model for thought and action of particular relevance to the contemporary city applied to these diverse projects and is based on: An understanding and respect for the underlying natural systems and the integration of urban form within them Close Attention to all aspects of sustainability from the scale of major urban systems to that of individual buildings and landscapes

- An understanding of the historic patterns of change and evolution
- A careful assessment of the momentum for change, including economic and demographic trends
- A close examination of the existing setting and larger urban context
- A respect for the cultural legacy and natural systems and features
- A careful grounding in market forces
- An understanding of the relationships which tie the whole place to its meaningful parts - precincts, districts, networks
- The integration of a great variety of inputs -community aspirations, technical requirements, programmatic and physical needs and opportunities
- The forging of a consensus vision which can be shared and supported by diverse stakeholders
- The identification of opportunities for strategic intervention at different scales
- An understanding of the process of change though time - assigning priorities and realistic phasing of projects
- A grounding in practical realities and an emphasis on the feasibility of implementation
- The creation and use of innovative and appropriate regulatory tools which support good urban solutions

Great stress is placed in all assignments on the crafting of strategic frameworks that give clear urban design over time while fostering creativity of a range of participants and allowing for desirable margins of flexibility. Clear accessible graphic and verbal communication is emphasized making creative use of new technologies and techniques for engaging diverse audiences.



KEN GREENBERG

Principal

Ken Greenberg is an urban designer, teacher, writer, former Director of Urban Design and Architecture for the City of Toronto, founding partner of Urban Strategies Inc., and now Principal of Greenberg Consultants. For over three decades he has played a pivotal role on public and private assignments in urban settings throughout North America and Europe, focusing on the rejuvenation of downtowns, waterfronts, neighborhoods and on campus master planning, regional growth management, and new community planning. Cities as diverse as Toronto, Hartford, Amsterdam, New York, Boston, Montréal, Ottawa, Edmonton, Calgary, St. Louis, Washington DC, Paris, Detroit and San Juan Puerto Rico have benefited from his advocacy and passion for restoring the vitality, relevance and sustainability of the public realm in urban life. With over three decades of experience, he has managed large multi-disciplinary staff and consultant groups for both the public and private sectors. He applies a holistic approach to city building, crossing traditional boundaries and working in team settings collaborating with many talented professionals from a variety of disciplines. In each city, with each project, his strategic, consensus-building approach has led to coordinated planning and a renewed focus on urban design. He is the recipient of the 2010 American Institute of Architects Thomas Jefferson Award for Public Design Excellence and the 2014 Sustainable Buildings Canada Lifetime Achievement Award. Involved in many grass roots and community initiatives he is a Board Member of Park People, a non-profit dedicated to the improvement of Toronto's parks. He currently teaches at the University of Toronto where he an Adjunct Professor in the John H. Daniels Faculty of Architecture, Landscape and Design. He is also a co-founder and a Visiting Scholar at the new City Building Institute at Ryerson University in Toronto. A frequent writer for periodicals, he is the author of **Walking Home: the Life and Lessons of a City Builder** published by Random House.

In 2010 Ken received the American Institute of Architects Thomas Jefferson Award.

EDUCATION

University of Toronto
Bachelor of Architecture
1970

Columbia University School
of Architecture
1968

Columbia University School
of International Affairs
1966

Bachelor of Arts Amherst
College, Massachusetts
1965

WORK EXPERIENCE

Greenberg Consultants Inc.
Principal
2001 – Present

Urban Strategies Inc.
Partner
1987 – 2000

City of Toronto
Planning and Development,
Division of Architecture
and Urban Design,
Founding Director
1977 – 1987

Carter-Greenberg,
Architects and Planners.
Partner
1972 – 1977

HIGHLIGHTED PROJECTS

Lower Don Lands, planning for the mouth of the Don River at Toronto Harbour, addressing urban design, transportation, naturalization, sustainability and other ecological issues, Toronto, ON

Saint Paul on the Mississippi Development Framework, Saint Paul, MN

Brooklyn Bridge Park on the East River, New York, NY

East River Waterfront in Lower Manhattan, New York, NY

Fan Pier, Boston, MA

Southwest and Southeast Waterfronts, Washington, D.C.

Vision Plan for the District of Columbia, Washington, D.C.

Master Plan for the NoMA District (North of Massachusetts Avenue), Washington, D.C.

Kendall Square and NorthPoint Master Plans, Cambridge, MA

Downtown Hartford Economic and Urban Design Action Strategy, Hartford, CT

Strategic Framework for Midtown Detroit, Detroit, MI

Harbourfront Center Master Plan, Toronto, ON

FilmPort Toronto Film Studios complex on the Toronto Waterfront, Toronto, ON
Interim Chief Planner, Boston
Redevelopment Authority (BRA)

Crossroads Initiative integrating the 'Big Dig' and Rose Kennedy Greenway with the city, Boston, MA

Calgary Riverwalk along the Bow and Elbow Rivers, Calgary, Alberta

Master Plan for Adaptive Re-Use of the Hearn Power Plant, Toronto Port, Toronto, ON

Master Plan for Ryerson University, Toronto, ON

Master Plan for University of Minnesota Twin Cities, Minneapolis/Saint Paul, MN
Master Plan for Trinity College, Hartford, CT

Master Plan for University of Toronto, Toronto, ON

Master Plan for the Renewal of Regent Park, a major public housing project in Toronto

Connectivity Framework for Downtown Edmonton

Downtown Moves, a Plan for transforming Ottawa's downtown streets

CURRENT PROJECTS

Ryerson Health Sciences, Toronto

Global Centre for Pluralism, Ottawa

Strategic Master Plan for Boston University, Boston, MA

Grange Park Renewal with the Art Gallery of Ontario, Toronto, ON

Master Plan for York University, Toronto, ON

Master Plan for Durham College/ University of Ontario, Oshawa, ON

Waller Creek, Austin, Texas

Strategic Framework Canal District, Sault Ste. Marie, ON

Master Plan for Innovation District, Durham NC

Master Plan for Liberty Village, Toronto

Master Plan for Bloor Yorkville BIA, Toronto

Master Plan for Gay Village at Church/ Wellesley, Toronto

Precinct Plan for Yonge Summerhill area, Toronto

Urban Design Framework for SR (State Road) 520 reconstruction Seattle

Urban Design Framework, Daniels waterfront development project, Toronto

HOOD

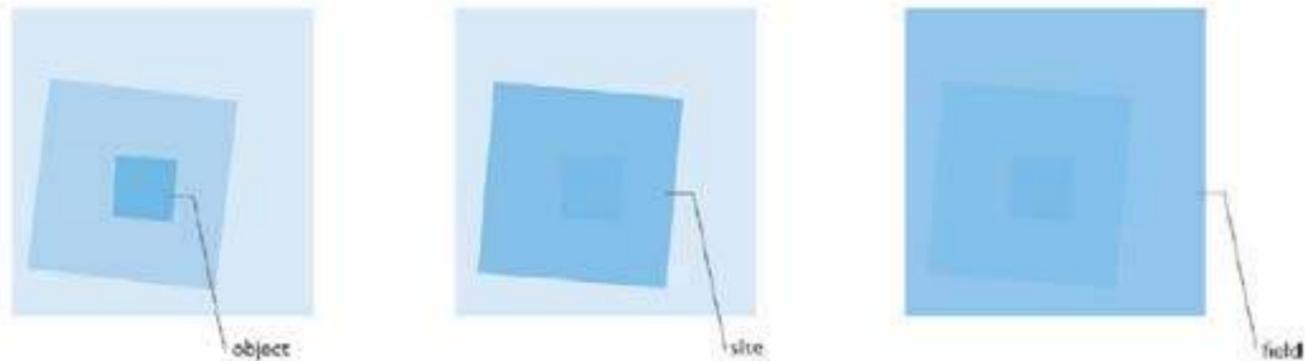
Firm Profile

Founded in 1992 in Oakland, California, Hood Design is an idea-based design studio with a practice that encompasses urban design, site architecture and art commissions. The studio is committed to addressing issues of re-constructing the urban landscape, particularly the public realm, by way of a flexible and discursive approach responsive to specifics of place and people. The firm's principal, Walter Hood, is a Professor and former chair of the Landscape Architecture and Environmental Planning program at the University of California, Berkeley; his teaching and research focus intertwine with the studio practice to create a didactic approach. Walter Hood is also a Fellow at the American Academy in Rome, and has had his work featured in the Art Institute of Chicago's "Learning Modern" exhibition. The studio has received numerous awards and accolades for its work, including the Cooper Hewitt National Design Award for Landscape Design.

PRACTICE Projects range from art objects to site architecture to urban cityscapes. The resulting spaces blur the lines between conventional typologies of parks, streets, fields, pathway, plazas, squares, yards, gardens, and structures. The studio's scope is both broad and flexible, extending beyond traditional landscape practice to include site specific art installations, interactive and provocative public engagement workshops and exhibits, and international competitions. The studio's practice is responsive to local conditions of hydrology, biology, history, economy, and community, resulting in new forms that entice while invoking the familiar.

It is possible to understand Hood Design's work as tripartite. First art, a sculptural, ephemeral, or gestural object or objects, second landscape, a site defined by often shifting and permeable cultural, natural, or built boundaries, and third urbanism, a field within which collective densities of inhabitants share physical, social, political, and economic resources.

PROCESS Hood Design is committed to the development of environments which reflect their place, time and social uses. While an individual project may call focus to a singular concept, either the art/object(s), landscape/site, or urbanism/field, the studio employs a holistic methodology that responds to the existence of and relationships between all three.



Research, the basis of the firm's approach to each project, can be understood as a set of analytical practices that may include the uncovering of cultural and environmental histories, as well as physical, biological and social patterns and practices. An idiosyncratic and improvisational method is utilized to respond to this research through an iterative production of physical drawing and modeling. The practice of modeling further allows the studio to reveal and explore design intent in conversation with clients and public audiences. The resulting spaces, forms and elements layer the past and possible futures in ways that simultaneously reveal and respond to the familiar while manifesting the unexpected.

ART Hood Design's artistic practice emerges from an interest in the everyday, and through an observation of mundane objects and events in the public realm of daily life. Art forms are gestural, creating meaning through their relation to preexisting patterns and practices. The firm's work attempts to reveal and activate the benign, looking to existing site elements – the sidewalk, the sign post, the tree canopy, the narrow stream – as infused with emergent beauty, strangeness, subjectivity, and possibility. The studio's art can be found in the private garden, the museum, and the public realm, and ranges in scale and impact from a small garden, to a miles long byway, to a formal apex of a larger site. Projects that exemplify these ideas include but are not limited to "Coastlines," Wilimington, CA's sandstone and water sculpture installation, the 7th Street Blues West Oakland, CA art interventions, and "Witness Walls" a Civil Rights Commemorative Sculpture for the Metro Nashville Arts Commission in Nashville, TN.

LANDSCAPE Hood Design's approach to landscape design blurs and complicates standard typologies, acknowledging that sites are understood in multiple and contradictory ways. These understandings push against one another to create fractured spaces that defy typical naming conventions. Linguistic references to spaces shift (waterfront/ square/park/marketplace...) as cultural associations with a site develop and transform over time, often in conjunction with changing usage, layering into a complex palimpsest. Hood Design uncovers and responds to these linguistic hybridities, inherent within any landscape, and develop forms that, by rejecting a monolithic strategy, offer a multiplicity of unexpected possibilities while invoking cultural and formal histories.

The studio's landscape work is best represented through the new landscape design for the Cooper Hewitt National Design Museum in New York, NY, the Jackson Sculpture Terrace at the Museum of Wildlife Art in Jackson, WY, and the landscape surrounding the New de Young Museum in Golden Gate Park, San Francisco, CA.

URBANISM Hood Design's approach to urbanism looks to the larger landscape context – woodland, watershed, bay – within which the considered field rests; seeking to reveal the unconscious relationships between the overlapping environments. Concepts and ideas are derived from this hybrid texture of layered meaning and history, and applied across the project scope. Thus the studio manifests a vision that rejects the typical expectations associated with often tired vocabulary, instead forming a series of unanticipated potentials.

Urbanism projects that showcase this approach include the seven station canopy designs for the Crenshaw/LAX Corridor in Inglewood, CA, our introduction of new cultural and ecological amenities via the Philips Community Master Plan in Charleston, SC and the recontextualization of the Hill Greenprint neighborhood in Pittsburgh, PA within its natural landscape.



WALTER J. HOOD, JR.

Principal

Walter Hood is an artist, designer and educator based in Oakland, CA. He regularly exhibits and lectures on professional and theoretical projects nationally and internationally. His studio, Hood Design has been engaged in architectural commissions, urban design, art installations, and research since 1992. Walter is also a professor at the University of California, Berkeley's College of Environmental Design. He was chair of the Landscape Architecture and Environmental Planning Department from 1998 to 2002.

Walter was recently appointed as the inaugural holder of the David K.Woo Chair in Environmental Design. Other honors include the Goldman Sachs Design Fellow for the Smithsonian Institute in Washington, DC, assisting the museum staff in reconceptualizing its public spaces, AIA Award for Collaborative Achievement and a USA Character Approved Honor by NBC Universal. In 2010, Walter received the Cooper Hewitt National Design Award for Landscape Design. He is also a Fellow at the American Academy in Rome. Walter's work was recently featured in Art Institute of Chicago's "Learning Modern" exhibition, and was featured prominently in the February 2010 issue of "Art in America". Last spring, Walter was a selected winner for the Venice Biennale and exhibited two projects: a green street and plaza for Center Street in Berkeley, California, and the Greenprint, an urban landscape vision for the Hill District in Pittsburgh, Pennsylvania.

The work of his studio features landscape, architectural, urban design and art installation projects, including the gardens at the new De Young Museum in San Francisco, Splash Pad Park in Oakland, the Sculpture Terrace for the Jackson Museum of Wildlife Art in Wyoming, the Powell Street Promenade in San Francisco and the Baisley Park/50 Cent Garden in Queens, NYC. Many of his works are regarded as transformative designs within the field of landscape architecture.

Several of Walter's publications illuminate his unique approach to the design of urban spaces. His published monographs: Urban Diaries and Blues & Jazz Landscape Improvisations won an ASLA Research Award in 1996. In 2001, Walter's essay "Macon Memories" was featured in the Princeton Press.

EDUCATION

The School of the Art Institute of Chicago
Distinguished Master of Fine Arts
2010

University of California, Berkeley
Master of Architecture and Landscape Architecture
1989

North Carolina A&T State University
Bachelor of Science
Landscape Architecture
1981

STUDIO

Hood Design, Oakland, CA
Principal
1992 – Present

ACADEMIC APPOINTMENTS

University of California, Berkeley
Department of Landscape Architecture
Professor
1990 – present

University of California, Berkeley
Department of Landscape Architecture and Environmental Planning
Chair
1998 – 2002

Sears Crosstown | Memphis, TN 2013-present

Cooper Hewitt Garden | New York, NY
2012-present

Broad Museum | Los Angeles, CA
2011-present

Crenshaw Transit Corridor | Los Angeles, CA, 2010-2012

Port of Los Angeles Waterfront Development
Wilmington, CA 2010-present

California African American Museum Los Angeles, CA, 2009-present
Greenprint, Greater Hill District Master Plan
Pittsburgh, PA, 2009-2010

Center Street | Berkeley, CA 2008

Baldwin Hills Park Master Plan Los Angeles, CA, 2001

Powell Street Promenade | San Francisco, CA, 2011

New de Young Museum | San Francisco, CA
2005

7th Street Transit Village | Oakland, CA
2008-present

Splash Pad Park | Oakland, CA 2003



University of Karlsruhe
Visiting Scholar
Summer 2000

Harvard University
Graduate School of Design
Visiting Scholar
Spring 1995

International Laborator of Architecture & Urban Design
Resident Instructor in Urban Design
1991 – 1992

Oakland Waterfront Master Plan | Oakland, CA, 2006

Lafayette Square Park | Oakland, CA 1997

SELECTED AWARDS

University of California, Berkeley, David K. Woo Chair in Environmental Design
2013

Goldman Sachs Fellowship
Smithsonian Institution
2011

USA Character Approved Honoree
NBC Universal, USA
2011

Courtland Creek Park | Oakland, CA 1997

AIA Award for Collaborative Achievement
AIA
2011

Cooper-Hewitt National Design Award
in Landscape Design
2009

Black History Month Award
KQED, San Francisco
2009

INTERBORO

Firm Profile

Interboro Partners is a New York City-based architecture, urban design, and urban planning office. Interboro's participatory, place-specific projects build on existing dynamics, and deploy simple, resourceful design solutions to create open, accessible environments that work for a variety of constituents.

Interboro has won many awards for its innovative projects, including the MoMA PS1 Young Architects Program, the AIA New York Chapter's New Practices Award, and the Architectural League's Emerging Voices and Young Architects Awards.

Interboro is led by Tobias Armbrorst, Daniel D'Oca, and Georgeen Theodore.

Tobias Armbrorst received a Diplom Ingenieur in Architecture from Technical University Aachen and a Master of Architecture in Urban Design from Harvard University's Graduate School of Design. In addition to being a founding partner and principal of Interboro, he is an Assistant Professor of Architecture and Urban Studies at Vassar College.

Daniel D'Oca received a Master in Urban Planning degree from the Harvard Design School in 2002. In addition to being a founding partner and principal of Interboro, he is Design Critic in Urban Planning and Design at the Harvard Design School, and Assistant Professor at the Maryland Institute College of Art.

Georgeen Theodore is a registered architect and urban designer. She received a Bachelor of Architecture from Rice University and a Master of Architecture in Urban Design from Harvard University's Graduate School of Design. In addition to being a founding partner and principal of Interboro, she is an Associate Professor at New Jersey Institute of Technology's College of Architecture and Design, where she is the Director of the Infrastructure Planning program.

INTERBORO



TOBIAS ARMBORST

Principal

Tobias Armbrorst received a Diplom Ingenieur in Architecture from Technical University Aachen and a Master of Architecture in Urban Design from Harvard University's Graduate School of Design. In addition to being a founding partner and principal of Interboro, he is an Assistant Professor of Architecture and Urban Studies at Vassar College. Prior to co-founding Interboro, Tobias participated in the design and implementation of a range of high-profile, public landscape projects. At Ken Smith Landscape Architect, Tobias managed the office's construction documentation for various projects, including the East River Ferry Landings, which included approximately 2,000 square feet of floating marsh planters (prepared for New York City Economic Development Corporation, New York City Department of Transportation, and New York City Department of Parks and Recreation).

EDUCATION

Harvard University

Master of Architecture in
Urban Design with Distinction
2002

Rheinisch-Westfälische Technische Hochschule Aachen, Germany

Diplom-Ingenieur Architekt
1999

Technical University Delft Delft

The Netherlands
Erasmus Scholarship
1997

TEACHING EXPERIENCE

Vassar College

Assistant Professor of
Architecture and Urban
Studies appointed in
the Art Department and the
Urban Studies Program
2008 - present

LICENSURE: Architektenkammer Nordrhein Westfalen, License Number A37572

PROFESSIONAL EXPERIENCE

Interboro

PRINCIPAL & CO-FOUNDER:

Lead research, design, and
development for a range of
projects, including conceptual plans,
redevelopment studies, and site plans.
New York, New York, 2002 – Present

Davis Brody Bond

ARCHITECTS AND PLANNERS

**Associate, Project Designer of the 9/11
Memorial Museum, New York**
New York, NY, 2004 – 2007

Workshop Ken Smith Landscape ARCHITECT

Senior Designer, Project Architect,

East River Ferry Landings, New York
New York, NY, 2002 – 2004

Dietrich, Fritzen, Löf, ARCHITECTS AND PLANNERS

COLOGNE, PROJECT ARCHITECT,
Volkspark Bornstedter Feld, Potsdam,
Germany.
1999 – 2001

INTERBORO



DANIEL D'OCA

Principal

Daniel D'Oca received a Master in Urban Planning degree from Harvard University's Graduate School of Design. In addition to being a founding partner and principal of Interboro, he is Design Critic in Urban Planning and Design at Harvard University's Graduate School of Design, where he is presently leading an initiative that pairs students with community-based organizations working to adapt Long Island's communities to present environmental and demographic realities. Initiatives include a community center for day laborers in Freeport (for Coloki Freeport Trailer), a proposal to convert abandoned schools in high-opportunity areas into affordable housing (for ERASE Racism), a proposal to use Community Land Trusts to create affordable housing on Long Island (for Long Island Housing Partnership), and an environmental justice advocacy toolkit (for the MLK Center in Long Beach).

EDUCATION

**Harvard University
Cambridge, Massachusetts**
Master in Urban Planning
2002

Bard College
Bachelor of Arts in Philosophy
1998

TEACHING EXPERIENCE

**Harvard University
Graduate School of Design
Cambridge, MA,**
Design Critic in Urban
Planning and Design
2011 – Present

**Maryland Institute
College of Art**
Adjunct professor of urban
history and theory
2005 – 2011

PROFESSIONAL EXPERIENCE

Interboro

PRINCIPAL & CO-FOUNDER:

Lead research, design, and development for a range of projects, including conceptual plans, redevelopment studies, and site plans.
New York, New York, 2002 – Present

Follieri Yucaipa Investments DEVELOPMENT CONSULTANT for international real estate development office.

New York, NY, 2004 – 2006

Slab Architects

Consulted on various placed-based marketing initiatives.
New York, New York, 2004 – 2005

Harvard University Cambridge TEACHING & RESEARCH ASSISTANT

to Margaret Crawford, Professor of Design and Planning Theory
MA, 2001 – 2002

INTERBORO



GEORGEEN THEODORE

Principal

Georgeen Theodore, AIA is a registered architect and urban designer. She received a Bachelor of Architecture from Rice University and a Master of Architecture in Urban Design from Harvard University's Graduate School of Design. In addition to being a founding partner and principal of Interboro, she is an Associate Professor at New Jersey Institute of Technology's College of Architecture and Design, where she is the Director of the Infrastructure Planning program. At NJIT, she has led studios that focus on community building, industrial revitalization, post-disaster planning, and post-Sandy rebuilding. Prior to co-founding Interboro, Georgeen participated and led large-scale mixed-use and waterfront projects nationally and internationally. As a senior designer at Ehrenkrantz Eckstut and Kuhn, she completed the Governors Island Development Framework Plan, San Pedro Waterfront Plan, and Downtown Camden Strategic Development Plan. As a project manager at Eric R. Kuhne and Associates, she managed design teams from concept through design development on large mixed-use, retail, and landscape projects in England, Spain and the United Arab Emirates.

EDUCATION

**Harvard University
Cambridge, Massachusetts**
Master of Architecture in
Urban Design with Distinction
2002

**Rice University
Houston, Texas**
Bachelor of Architecture
1994

Bachelor of Arts
in Architecture, Art
and Art History
1992

TEACHING EXPERIENCE

School of Architecture
New Jersey Institute
of Technology Newark,
New Associate Professor,
Director,
Infrastructure Planning
Program, 2004 – Present

PROFESSIONAL EXPERIENCE

Interboro, PRINCIPAL & CO-FOUNDER

Lead research, design, and development for a range of projects, including conceptual plans, redevelopment studies, and site plans.
New York, New York, 2002 - present

Ehrenkrantz Eckstut & Kuhn, ASSOCIATE, SENIOR DESIGNER:

Developed designs for large-scale architecture projects, including the Governors Island Development Framework Plan, San Pedro Waterfront Plan, Downtown Camden Strategic Development Plan, SUNY Purchase Master Plan and Housing Study, New Brunswick College Avenue Campus Plan, Savannah Quarters Town Center Masterplan, Gowanus Canal Comprehensive Community Plan, and 1251 Avenue of the Americas Plaza Redesign; Led and participated in client, stakeholder, and public meetings.
New York, NY, 2003 – 2005

Peterson/Littenberg Architecture & Urban Design, SENIOR URBAN DESIGNER

Created drawings and animations to illustrate the urban design concepts of Mayor Bloomberg's Lower Manhattan Vision Plan.
New York, New York, 2002 – 2003

Harvard Planning and Real Estate Cambridge

Conducted campus-wide master planning analysis, created maps, and produced surveys of architectural components, landscaping features, and urban elements as a contributor to the published "Harvard Patterns" book.
Massachusetts, 2001

Eric R. Kuhne & Associates, ASSOCIATE

Project manager: Managed research and design teams from concept to design development for Carlos III, a retail and leisure center in Madrid, Spain; represented office in client, consultant, and city council meetings.

INTERBORO

Project manager: Conceptualized and developed retail, restaurant, and landscaping components of 500,000 square feet expansion to the Bur Juman Centre in downtown Dubai, United Arab Emirates. Concept and design team member: Participated in project conceptualization and programming, design development, and construction of Bluewater, a 1.625 million square feet retail center in Dartford, England. London, England, 1997 – 2001

Eric R. Kuhne & Associates, ASSOCIATE

Project manager: Managed research, planning, and programming for co- location of municipal, fire, and police services for a new Town Hall in North Manchester, Indiana. Contributed to research and design of Headwaters Park, an urban reclama- tion project at the confluence of three rivers in downtown Fort Wayne, Indiana. New York, New York, 1995 – 1997

Ricardo Bofill, Taller de Arquitectura

Completed design development for Diagonal Mar, a retail center planned for Barcelona, Spain and the Congress Palace Annex, site of the 1994 World Bank Conference in Madrid, Spain. Developed master plan and housing typologies for a new town in Vitoria, Spain. Barcelona, Spain, 1992 – 1993

Hasmukh C. Patel, ARCHITECT AHMEDABAD

Researched and produced climatological analysis of Islamic architectural typologies. India, 1991

HD | MADE**Firm Profile**

HD MADE is a digital creative agency founded by two executives from ESPN, Dan Chiu and Henry Lee. Our mission is to inspire action through storytelling, design, and technology. Our clients include foundations, real estate firms, and business improvement districts like Robin Hood Foundation, Related Properties Hudson Yards, Times Square Alliance, Alliance for Downtown New York, NYCEDC, and Arts Brookfield.

In 2014 we launched our PlaceBased Innovation division to help organizations maximize engagement through interactive technology. We create user experiences that immerse and engage people in their immediate surroundings by leveraging smart city concepts and infrastructure.

Our PlaceBased Innovation division is led by Michael Martin. Michael is an urban planner with a background in community development and digital civic engagement. His work in New Orleans as Executive Director of St. Claude Main Street involved designing and facilitating a community based process that resulted in a multiyear suite of programs to drive cultural and equitable development. He joined HD MADE in 2014 and has since managed social impact accounts and developed the concept, strategies, and product visions for our placebased work.

Neil Tan, our Interactive Technology Lead, supports our place-based work and is foundational to concepting, prototyping, and activating the technology used in our projects. Before joining HD MADE, Neil worked for CBS Interactive and Incase where he worked with cutting edge web technologies.



DANIEL CHIU

Founder and CEO

Dan leads strategy, marketing and new business for HD MADE. He is inspired by the brands, nonprofits and people that are developing 'big ideas'. Dan sees opportunities where others don't. He has more than 10 years of experience developing business strategies, growing audiences and building innovative products for influential brands like ESPN.

EDUCATION

The University Of Michigan
School of Business
Administration
GPA: 3.71/4.0
1999

College of Literature
Science and Arts
GPA: 3.96/4.0
1996

PROFESSIONAL EXPERIENCE

HD MADE, Founder and CEO, 2009 – Present

- Founded a digital creative agency to inspire action through storytelling, design and technology.
- Grew revenue nearly 300% over a two-year period.
- Responsible for vision, new business and advising clients on digital strategy.
- Key Clients and Projects:
 - Fox Sports: developed Super Bowl campaign called Social Bowl; launched a new site for serious baseball fans called Just a Bit Outside; and helped negotiate partnership with Bing/Cortana to develop NFL predictions.
 - NASDAQ: developed marketing ideas to win the Facebook IPO and Mondelez switch; increased likes on Facebook by 3x over three months by incorporating design-driven snackable content; and launched NASDAQ on Tumblr and gained 200k+ followers in one year.
 - Robin Hood Foundation: redesigned website and developed strategy for Lady Gaga's \$1M Facebook contest which won a Vh1 Do Something Award.
 - Times Square Alliance: developing digital roadmap for the next 18 months.

NEWSWEEK, INC.

Director of Audience Development, Product Development and Analytics, 2008 – 2009

- Responsible for developing partnerships and products that extend Newsweek's reach, increase engagement and drive revenue.
- Deals Negotiated:
 - Facebook: negotiated a deal to co-brand an interactive look at the 2010 Decade in Rewind and increased fans by 4x.
 - msnbc: led negotiations on an extension that increased traffic targets, directed traffic to our most important initiatives and reduced costs by 25%
 - AP/Getty/Corbis: led negotiations that doubled our usage for half the price.
- Social Media Initiatives:
 - Facebook: increased fans from 2k to 115k+ in eight months and hosted one of the first ever live streams on Facebook – an interview with Timothy Geithner during the financial crisis.
 - Twitter: increased followers from less than 20k to 1M+ in six months.
 - Digg: increased referral traffic by more than 3x in three months.

ESPN, INC.

Vice President of Business Operations and Strategy, Digital Media, 2007 – 2008

- Responsible for identifying new growth opportunities.
- Business Initiatives:
 - E-commerce: increased revenue by 50% annually; drove \$25M+ of gross revenue; led negotiations on new five-year deal with Footlocker.
 - Insider: increased revenue by 20% annually; led new product definition – introduced more tools like Pick Center, Game Predictor and Answer Guys.
 - SEO: increased 35%+ annually and established training for editors and tech team.
- Deals Negotiated:
 - Digital Rights: participated in the negotiations of digital rights for NBA, MLB and NASCAR.
 - Fantasy: led negotiations on acqui-hire of Talented Mr. Roto and Matthew Berry.
 - NBA Blog Network: led negotiations on acquisition of TrueHoop and launched NBA blog network.
 - High School: led negotiations on acquisitions of Student Sports, RISE and Hoopgurlz.com to start ESPN's High School efforts and launched annual High School Football and Basketball All-Star games.

ESPN, INC.

Vice President of Finance and Strategy for Digital Media, Consumer Products and Publishing, 2004 – 2007

- Partnered with GMs to drive strategic direction, set priorities, and exceed financial goals.
- Responsible for financial planning, including month close, budgets, forecasts and long-range plans.
- Identified, evaluated and negotiated new business opportunities, including acquisitions.
- Deals Negotiated:
 - Negotiated 15-year, \$855M licensing agreement with Electronic Arts.
 - Negotiated a 20% investment in Active.com.
 - Led acquisition of Scouts, Inc.

LAZARD FRÈRES & CO. LLC

Associate in Mergers, Acquisitions and Restructurings, Technology, Media and Telecommunications Group, 1999 – 2004

- Promoted to Associate after two years – only M&A banker in New York out of class of 24.
- Rotation with Lazard Technology Partners, Lazard's VC fund.
- Worked extensively with clients to develop and construct operating models and business plans.
- Analyzed the strategic rationale, structural framework, financial alternatives and potential market responses of M&A, restructuring and capital raising opportunities.
- Deals Negotiated:
 - NFL on the negotiation of Sunday Ticket package with DIRECTV (\$2 billion).
 - Cap Gemini on acquisition of Ernst & Young consulting business (\$13.9 billion).
 - ish (German cable company) on its restructuring and new financial (\$3.9 billion of claims).
 - Rural Cellular on its recapitalization and high yield offering (\$1.2 billion).



HENRY LEE

Founder and Partner

Henry drives the creative vision for HD MADE and is passionate about storytelling through technology and design. With more than 16 years in design, Henry was the Art Director of ESPN The Magazine, where he helped grow the circulation from 500,000 to 1.5 million. Henry was the Art Director of ESPN Mobile, ESPN SHOP and ESPN Publishing.

EDUCATION

University of
Wisconsin-Madison
1990 – 1994

PROFESSIONAL EXPERIENCE

HD MADE, Founder and Partner, 2010 – Present

Clients include: Fox Sports, Nasdaq, Robin Hood Foundation, Times Square Alliance

Henry Lee Studio, Creative Director, June 2007 – August 2010

Clients include: Nike, Blackbook, ESPN, Interbrand

ESPN, Art Director Special Projects, Feb 2004 – May 2007

ESPN Magazine, Art Director, Jan 2002 – Jan 2004

ESPN Magazine, Associate Art Director, 1999 – 2001

Sportwear International, Seniro Designer, 1994 – 1997

Freelance Art Director and Designer, 1994 – 2007

Clients include: Badger Worldwide, bpmw, FGI, Harper's Bazaar, Gale Group, Mademoiselle, Maxim, Sci Fi channel, Spin, TBWA Chiat Day, Condé Nast Women's Sports and Fitness



MICHAEL THOMAS MARTIN

Place-Based Innovation Lead

Michael is an interdisciplinary city planner with a focus on digital civic engagement and urban policy. He leverages contemporary tools to develop responsive policy that serves the widest possible spectrum of citizens. In 2015, Michael was named a 40 Under 40 Urban Innovator by Next City, an organization dedicated to inspiring better cities around the world.

EDUCATION

University Of New Orleans
Masters Of Urban Planning
2011

Pace University
Bachelor of
Arts Political Science
2008

PROFESSIONAL EXPERIENCE

HD MADE, PlaceBased Innovation Lead, New York, NY, 2014 – Present

Founded and lead the PlaceBased Innovation group at HD MADE where he works with place based organizations to integrate technology to maximize engagement with their programming and physical spaces.

- Work closely with stakeholders to determine user needs, collaboratively design solutions, and measure project/product analytics.
- Clients include: NYC Economic Development Corporation, Times Square Alliance; Downtown Alliance for New York, Markle Foundation, Arts Brookfield.

St. Claude Main Street, Executive Director, New Orleans, LA, 2011 – 2014

- Worked with the Board of Directors to jumpstart, subsequently manage all organizational programs and communications, and help guide the ongoing revitalization of St. Claude Avenue.
- Expanded organization's programs from zero to 30, increased organizational budget from zero to \$350k, developed and managed upwards of 50 partnerships (programmatic, communitybased, and municipal). Managed two staff members through the course of tenure.
- Facilitated a communitybased process that resulted in 7 local neighborhood groups, ~1000 individuals, 30 local businesses, and elected officials engaging with each other and myself to create wide and diverse programming to encourage cultural and equitable development.
- Named 2014's Best Main Street in Louisiana by Louisiana Department of Culture, Recreation, & Tourism.

New Orleans Startup Fund, Program Manager, New Orleans, LA, 2011-2012

- Worked directly with the Executive Director and Director of Due Diligence to manage the fund's portfolio.
- Provided entrepreneurs with technical assistance based on knowledge shared by fund's Investment Committee.



NEIL TAN

New Media Designer

Neil's love for design and development transcend the workplace. Before joining HD MADE, Neil worked for CBS Interactive and Incase where he worked with cutting edge web technologies. Neil holds a degree in Web Design and Interactive Media from The Art Institute of California - San Francisco.

EDUCATION

The Art Institute of California
Bachelor of Science,
Web Design &
Interactive Media
Best Portfolio Show Winner
September 2009

PROFESSIONAL EXPERIENCE

HD MADE, Interactive Lead, New York, NY, 2013 – Present

Developing and leading web and mobile web interfaces for clients using the latest technology and web standards. Leading the idea of mobile first design and development within the company. Projects worked on Arts Brookfield, The Breast Cancer Research Foundation, Times Square Alliance and Fox Sports.

Fueled, Front End Developer, New York, NY, 2012 – 2013

Developing web and mobile web interfaces for clients using responsive design. Projects worked on iOS Google Maps, Vince Camuto, 121212 Concert, VH1 Save the Music and Uniqlo.

Incise, Web Developer, San Francisco, CA, 2010 – 2012

Developed new functionality and user experiences within goincase.com using new web technologies and social APIs to engage fans. Refined code base and implemented successful web campaign pages.

Revolution.is, Web Developer/Theme Development, 2011 – Present

Constructed a WordPress theme for Revolution.is to share inspiring stories of people who are passionate about their work. This was a collaborative project with people around the world.

CBS Interactive, Associate Technical Producer, San Francisco, CA, 2009 – 2010

Coded XHTML and CSS for BNET.com, ZDNet.com, TechRepublic.com, CBS MoneyWatch.com, and SmartPlanet.com. Helped develop frameworks to standardize development.

Wired - Webmonkey, Freelance Front End Developer / WordPress Theme Development, San Francisco, CA, 2010

Was responsible for coding XHTML, CSS, JavaScript for Webmonkey's redesign using WordPress.

Incise, Freelance Front End Developer / WordPress Theme Development, San Francisco, CA, 2009

Was responsible for coding XHTML and CSS and theme development for Incise's blog using WordPress.



ROSENDRY GONZALEZ

Consultant

Rosy is a consultant focusing on community relations for clients. For over five years, Rosy has worked, on the ground, in the neighborhoods of Boston, and has a deep understanding of the unique characteristics that make up the different neighborhoods of the great City of Boston. From her work on various political campaigns, as the Community Organizing Director for a former At-Large City Councilor, and most recently as the Finance Director/Senior Political liaison to Governor Deval Patrick, Rosy brings strong community relationships and experience in working with disengaged residents to the community outreach process.

EDUCATION

Simmons College
Bachelor of Arts in
International Relations and
Political Science; Minor:
Public Policy

American University
of Cairo
Arabic Language Inst.
Cairo, Egypt

Prior to joining Waterville, Rosy served as Former Governor Deval Patrick's Senior Political advisor and Finance Director, handling all fundraising, donor and political relations for the Governor throughout the neighborhoods of Massachusetts and nationally. Rosy currently serves on the Alumni Executive Board of her Alma Mater, Simmons College and on the board of CHICA Inc., a Latina mentoring organization. She obtained her BA in International Relations from Simmons College and attended the Arabic Language Institute in Cairo, Egypt. Rosy speaks fluent Spanish and conversational Arabic. She resides in Boston.

PROFESSIONAL EXPERIENCE

Waterville Consulting, Consultant, 2015 – Present

- Represent and advise on the community approval process for Article 80 projects in Boston and Cambridge
- Work in the community to build support for proposed projects and increase attendance at community meetings
- Present 'community benefits' on behalf of clients in community meetings
- Work closely with the assigned BRA project manager to ensure all deadlines and requirements are met

Deval Patrick Committee/Together Political Action Committee, Finance Director & Senior Political Advisor to Governor Deval Patrick, 2013 – 2015

- Responsible for budget management of the Governor's state and federal political accounts
- Manage national donor and political relationships on behalf of the Governor
- Participate in strategy meetings on the Governor's initiatives
- Plan and execute the Governor's political travel throughout the Commonwealth and nationally
- Main point of contact to community groups/organizations for all political events

Massachusetts Democratic Party, Finance Director, 2013 – 2013

- Responsible for budget management of \$1 million+ budget
- Managed donor relationships on behalf of Democratic Party Leaders
- Successful planning and execution of all fundraising events
- Organized community fundraisers and campaign events in Boston for the Special election for US Senate

Pioneer Investments, Contract-Legal Assistant, 2012 – 2013

- Act as a special projects assistant to the VP Associate General Counsel
- Conduct research and execute international market registrations for trading
- Complete ad hoc research and data gathering for counsel review

Committee to Re-Elect City Councilor At-Large Felix G. Arroyo, Finance Director, 2011 – 2013

- Responsible for budget management; and all state reporting of contributions
- Successful planning and execution of all fundraising and community events throughout Boston
- Effective writing of donation requests, press releases, and all donor communications

Office of Boston City Councilor At-Large Felix G. Arroyo, Finance Director, 2010 – 2011

- Organized community organizations and special interest groups around the Councilor’s policy initiatives
- Responsible for building relationships and coalitions with organizations and stake holders throughout the city
- Represented the Councilor at community meetings and events
- Acted as the sole Spanish speaker and translator for all office communications

CURRENT VOLUNTEER POSITIONS

Simmons College Alumni Assoc. Executive Board: Director of Alumni Relations

Responsible for engaging Alumnae across the country; oversee a committee of 20 volunteers and coordinate Alumni-student networking and social events

CHICA, INC: Fundraising Chair

CHICA is a mentoring organization which fosters college exploration and professional development for high school Latinas.



SARAH WILLIAMS

Director, MIT Civic Data Design Lab

Sarah Williams is currently an Assistant Professor of Urban Planning and the Director of the Civic Data Design Lab at the Massachusetts Institute of Technology’s School of Architecture and Planning. The Civic Data Design Lab employs data visualization and mapping techniques to expose and communicate urban patterns and policy issues to broader audiences. Before coming to MIT, Williams was Co-Director of the Spatial Information Design Lab at Columbia University. Sarah has won numerous awards, including being named top 25 planners in technology and 2012 Game Changer by Metropolis Magazine. Her work is currently on view in the Museum of Modern Art (MoMA), New York.

EDUCATION

Massachusetts Institute of Technology
Masters in City Urban Planning & Urban Design
2005

Clark University
Bachelor of Arts in History & Geography
1997

PUBLICATIONS

Jacqueline Klopp, Peter Waiganjo, Daniel Orwa, Adam White

“Digital Matatus: Using mobile technology to visualize informality”
Proceedings ACSA 103rd Annual Meeting: The Expanding Periphery and the Migrating Center, 2015

“More Than Data: Working with Big Data for Civics”
I/S: A journal of Law and Policy for the information Society, Forthcoming 2015

“More Than Data: Working with Big Data for Civics”
I/S: A journal of Law and Policy for the information Society, Forthcoming 2015

Erica Deahl, Laurie Rubel, Vivian Lim,

“City Digits: Developing Socially-Grounded Data Literacy Using Digital Tools”

Journal of Digital Media Literacy, 2014

PROFESSIONAL EXPERIENCE

Massachusetts Institute of Technology (MIT), Department of Urban Studies and Planning Graduate School of Architecture and Planning, Assistant Professor & Director Civic Data Design Lab, 2012 – Present

Columbia University Graduate School of Architecture Planning Preservation (GSAPP), Co-Director of Spatial Information Design Lab & Adjunct Assistant Professor, 2005 – 2012

SENSEable Cities Lab, Graduate School of Architecture, Massachusetts Institute of Technology (MIT), Research Associate, 2003 – 2005

MIT Libraries, Massachusetts Institute of Technology (MIT), Head of MIT GIS Laboratories, 2001 – 2003

Philadelphia Water Department Office of Watersheds, Urban Stormwater Project Manager, 2000 – 2001

University of Pennsylvania Graduate School of Design, Researcher: West Philadelphia Landscape Project, 1999 – 2000

Clark Labs IDRISI Project Development Team, GIS Programmer, 1996 – 1999

RECENT FUNDING

2012 – 2015 **City Digits**, National Science Foundation

2012 – 2014 **Digital Matatus**, Rockefeller Foundation, New York, NY

2012 – 2013 **Air Quality Monitoring**, Environmental Protection Agency, Washington, DC

2012 **Telefonica**, Madrid, Spain

2011 **Sponsor of GE Grand Prize Winners of 2011 Visualizing Marathon**

EDUCATION

Columbia University
Masters in Architecture
2012

Columbia University
Masters of Science
Urban Planning
2008

UNIVERSIDAD DE
LOS ANDES
Bachelor of Arts in
Philosophy
2004

JUAN FRANCISCO SALDARRIAGA

Mapping & Data Visualization Specialist

Juan Francisco Saldarriaga is a Mapping and Data Visualization Specialist, and an Architectural Designer and Urban Planner living and working in New York. Juan Francisco has a Masters of Science in Urban Planning from Columbia University and a Masters of Architecture also from Columbia. Juan Francisco studied philosophy at the Université de Paris IV (Sorbonne) and at the Universidad de Los Andes, Bogotá. During his time at Columbia, Juan Francisco was a research and teaching assistant at the Spatial Information Design Lab, where he designed and taught GIS workshops to architecture, urban design and real estate students and worked in multiple projects related to urban cartography and data visualization. Juan Francisco has also worked as an architectural designer at Carlos Zapata Studio (New York) and for D.G.T. Architects (Paris), and as the GIS project coordinator for the Catholic Charities (New York). His work has been featured in The New York Times, Metropolis Magazine, the NACIS Atlas of Design, The Atlantic Cities, Flowing Data, Laughing Squid, Digital Urban, ArchDaily, SuckerPunch Daily, The Funambulist and Columbia University's Abstract.

PROFESSIONAL EXPERIENCE

Spatial Information Design Lab, Associate Research Scholar and Adjunct Assistant Professor of Architecture and Urban Planning, 2013-Present

Columbia University Graduate School of Architecture Planning Preservation (GSAPP), NY

- **Science Surveyor - Context On Deadline**
An interactive application providing context information for science journalists on a deadline
- **The Haven Project - Metrics**
An interactive data visualization project analyzing health and environmental metrics for New York City
- **CitiBike Station Imbalances & CitiBike Rides**
2 Data visualization and mapping projects studying CitiBike usage, activity data and station imbalances

Carlos Zapata Studio, Architectural Designer, 2012-2013

Columbia University Graduate School of Architecture Planning Preservation (GSAPP), NY

- **Turnberry Beach Club Tower, Miami FL**
Concept design for a 54 storie luxury residential tower
- **Saint Andrews Hotel and Golf Resort, Sant Andrews, Scotland**
Concept and schematic design for a 50 room luxury hotel and golf resort
- **Phoenix Stadium, Haiti**
Concept design for a 50,000 person soccer stadium

Spatial Information Design Lab, Research Associate and Teaching Assistant, 2010 - 2012

- **Here Now! Social Media And The Psychological City**
Data visualization and mapping project studying social media check-ins in New York City
- **Taxi! & Taxi Origins vs. Destinations**
Data visualization animations illustrating movement and imbalance patterns in New York City's taxicabs
- **GIS Workshops**
Basic GIS workshops for architecture, urban design and real estate graduate students

MATTHEW URBANSKI

Principal, Michael Van Valkenburgh Associates, Inc.

PROFESSIONAL EXPERIENCE

1989-present Michael Van Valkenburgh Associates, Inc.
1988 Peter Cummin Associates, Cambridge, MA
1987 EDAW, Alexandria, VA

EDUCATION

Harvard University, Master of Landscape Architecture, 1989
Albright College, Bachelor of Science in Biology, 1985
Delaware Valley College of Science and Agriculture, Horticulture, 1985-1986

SELECTED WORK

Bloomington Trail and Park Framework Plan (The 606), Chicago, IL
Maggie Daley Park, Chicago, IL
Brooklyn Bridge Park, Brooklyn, NY
Brooklyn Bridge Park Master Plan, Brooklyn, NY
Connect Kendall Square Master Plan, Cambridge, MA
MIT East Campus Master Plan, Cambridge, MA
Lower Don Lands, Toronto, Canada
University of Washington Landscape Framework Plan, Seattle, WA
Holly Shores Master Plan, Austin, TX
Tulsa Riverfront Park, Tulsa, OK
Philadelphia Navy Yard Master Plan Update, Philadelphia, PA
Jacob Javits Federal Building Plaza, New York, NY
Hudson Park and Boulevard, New York, NY
Harvard Common Spaces Master Plan, Cambridge, MA
Vassar College Master Plan, Poughkeepsie, NY
Teardrop Park, Battery Park City, New York, NY
Hoboken Pier C, Hoboken, NJ
Hudson River Park, Segment 5, New York, NY
Columbus Downtown Riverfront Plan, Columbus, OH
Fan Pier, Boston, MA

SELECTED HONORS AND AWARDS

2013 Public Design Commission of the City of New York's Award for Excellence, Squibb Park Bridge, Brooklyn, NY
2011 Brendan Gill Prize, Municipal Art Society of New York for Brooklyn Bridge Park, Brooklyn, NY
Silver Medal, Rudy Bruner Award for Urban Excellence, for Brooklyn Bridge Park, Brooklyn, NY
2010 Honor Award, Designing the Parks Awards, National Park Service, Brooklyn Bridge Park
2009 Analysis and Planning Honor Award, ASLA, for Brooklyn Bridge Park, Brooklyn, NY
General Design Honor Award, ASLA, for Teardrop Park, New York, NY
2008 Analysis and Planning Honor Award, ASLA, for Lower Don Lands Plan, Toronto, ON

ACADEMIC EXPERIENCE

2012-present Adjunct Associate Professor of Landscape Architecture, Harvard Graduate School of Design
1993-2012 Studio Instructor and Lecturer, Introduction to Plants in Design, Harvard Graduate School of Design

PROFESSIONAL REGISTRATION AS A LANDSCAPE ARCHITECT

Commonwealth of Massachusetts, LA 1222

CHRISTOPHER MATHEWS

Associate Principal, Michael Van Valkenburgh Associates, Inc.

EDUCATION

Harvard University Graduate School of Design - Master in Landscape Architecture, 2001
 Heriot-Watt University, Edinburgh, UK - Bachelor of Arts in Landscape Architecture (Hons), 1989

PROFESSIONAL EXPERIENCE

2002 to date Michael Van Valkenburgh Associates, Inc., Landscape Architects, Cambridge, MA.
 1991-1999 Tokyo Landscape Architects, Tokyo, Japan
 1989-1991 Omrania UK Ltd. London, England

MVVA SELECTED WORK

Masdar City Phase 2 Detailed Master Plan, Masdar, Abu Dhabi
 Connect Kendall Square Master Plan, Cambridge, MA
 University of Washington South Campus Master Plan, Seattle, WA
 University of Washington Landscape Framework Plan, Seattle, WA
 Walden Pond Visitors' Center, Concord, MA
 MIT East Campus Master Plan, Cambridge, MA
 Holly Shores Master Plan, Austin, TX
 Olympic Park Legacy Programming Master Plan, London, UK
 Olympic White Water Canoe Center, Broxbourne, UK
 Drayton Hall Landscape Master Plan and Implementation, Charleston, SC
 Harvard University Common Spaces Master Plan, Cambridge, MA
 University of Washington, Rainier Vista Conceptual Master Plan, Seattle, WA
 Alexandria Real Estate Equities, Binney Street Master Plan and Implementation, Cambridge, MA
 North Point Master Plan and Implementation, Cambridge, MA
 Harvard University Riverside Dormitories, Cambridge, MA
 Asian Cultural Center, Gwangju, Korea
 Phillips Exeter Academy Landscape Master Plan and Implementation, Exeter, NH

ACADEMIC EXPERIENCE

2010 to date Harvard University Graduate School of Design – Visiting Professor in Landscape Architecture
 2008 to date Harvard University Graduate School of Design – Guest Critic, Design Studios
 2008 University of Illinois at Urbana-Champaign – Instructor, Windsor Road Charrette.
 2002-2011 Harvard University Graduate School of Design – Guest Critic, Intermediate Drawing.
 2005-2010 Rhode Island School of Design – Guest Critic, Constructed Landscapes Studio.
 2007 University of Washington – Guest Critic, Second Year Design Studio.
 2001 Harvard University Graduate School of Design – Instructor, Career Discovery.
 2001 Harvard University Faculty of Arts and Sciences – Teaching Fellow with Richard Forman, Landscape Ecology.

AWARDS, EXHIBITIONS, PUBLICATIONS

2012 “Greening the Campus: Learning from Four Campus Master Plans” Planning for Higher Education. Vol. 40.2 Way, Matthews, Rottle, and Toland.
 2012 “Designing the Parks of Today and Tomorrow” Common Ground Magazine
 2012 “Urban Landscapes” Ball State University College of Architecture and Planning Lecture Series
 2012 “The Street Complete” Boston Society of Architects guest speaker
 2008 ASLA Annual Conference Speaker – Greening the American Campus
 2007 Hybrids: Reshaping the Contemporary Garden in Metis, Leslie Johnson (editor.)
 2003 Metis International Garden Festival, Quebec – Juror.
 2002 Metis International Garden Festival, Quebec – Open competition winner - The You Are Here Garden

ALYSSA BOYER

Resource Manager

**Education**

MA Urban Planning Columbia University in the City of New York 2007
 BA Economics University of North Carolina at Chapel Hill
 BA International Studies University of North Carolina at Chapel Hill

Years of Experience

Total – 8 years
 With ARCADIS – 1 year(s)

Professional Associations

Women in Transportation Seminar
 Women's Infrastructure Network
 Urban Land Institute

Ms. Boyer is a program management professional with experience on some of the largest, most complex program management projects of the past decade, including the 2016 Olympics preparations in Rio de Janeiro, the Thames Tunnel in London, and the Masdar City development in Abu Dhabi. She also is experienced in grant writing and grants management. Currently she manages team of 16 professionals in ARCADIS' Long Island, New York, office, including business performance and water design specialists.

Project Experience**New York City Office of Recovery and Resiliency, New York, NY**

Hurricane Sandy Project Controls Services to Support the Mayor's Office of Recovery and Resiliency
 Project Manager to provide all necessary staff, equipment, information technology tools, and services to perform the Project Controls Services in support of ORR. Ms. Boyer led all aspects of project controls including, without limitation, scheduling, budget management, cost estimating, value engineering, scope analysis, and project management, and other tasks as assigned by ORR.

New York City Office of Management and Budget, Hagerty Consulting, New York, New York

Hurricane Sandy Mitigation Project Development
 Project Manager providing support in the development of hazard mitigation plans (HMPs) and benefit cost analyses for NYC agencies under Hagerty Consulting's direct contract with NYC OMB.

Project Manager, CH2M Hill

CH2M Hill
 Project manager with broad experience in project delivery, operations and business development across multiple infrastructure sectors and global geographies. Project involvement focused on provision of commercial and regulatory advisory and project management within multiple sectors including water and wastewater, renewable energy, transportation and sports stadiums. Routinely involved in leading strategic business development activities as a seller-doer charged with understanding client needs, developing strong client relationships and teaming/JV strategies, and preparing winning client technical and commercial proposals.

ALYSSA BOYER

Resource Manager

Demand Management Initiatives for Water for the Future Program

New York City Department of Environmental Protection, New York, New York
Project manager for demand management initiatives (combined budget of approximately \$26M for 2013-2015) for the Water for the Future Program.

Business Development and Operations Lead for Urban Programs Business Division in Brazil

Relocated to Brazil in May 2011. Charged with developing a relationship with CH2M Hill's strategic partner Odebrecht S.A. to expand presence in the Brazilian market and strengthen a history of partnership between the two firms to support our firms' joint pursuit of a program management-like role in the delivery of the Rio de Janeiro 2016 Olympic and Paralympic Games.

Business Development and Operations Lead for Urban Programs Business Division in Brazil

Relocated to Brazil in May 2011. Charged with developing a relationship with CH2M Hill's strategic partner Odebrecht S.A. to expand presence in the Brazilian market and strengthen a history of partnership between the two firms to support our firms' joint pursuit of a program management-like role in the delivery of the Rio de Janeiro 2016 Olympic and Paralympic Games.

Solar Power Plant

Kawar Energy, Amman
Regulatory and commercial analyst for the development of the feasibility study of a 100-MW solar photovoltaic plant. Kawar Energy was awarded the bid for this project in October 2013; the plant will be developed at a scale of 50 MW.

2016 Olympics Engagement Strategy

Rio de Janeiro
Served on a four-member team charged with establishing client relationships and defining a partnering strategy for engagement in the delivery of the Rio de Janeiro 2016 Olympic and Paralympic Games.

Solar Power Plant

Millennium Energy Industries, Amman
Regulatory and commercial analyst for the development of the feasibility study of a 46-MW solar CSP plant.

RICHARD M GILMOUR

Senior Planner



Education

MA Planning Ohio State
University-Main Campus
1984
BA Anthropology Ramapo
College of New Jersey 1979

Years of Experience

Total – 31 years
With ARCADIS – 25 year(s)

Mr. Gilmour has 27 years of experience in the planning, analysis, and permitting of major water resources, transportation, and utility infrastructure projects for public and private clients. Mr. Gilmour specializes in managing environmental assessments and environmental impact statements in compliance with FAA, FTA, FHWA, USDOT, USDOD (Air Force, Army) federal regulations implementing the National Environmental Policy Act (NEPA), the New York State Environmental Quality Review Act (SEQRA), New York City Environmental Quality Review (CEQR), Philippines Environmental Quality Board (EQB) regulations, and New Jersey Executive Order No. 215. His technical expertise also includes community and regional planning. Mr. Gilmour's experience encompasses projecting and analyzing population and employment data, completing land use studies and socioeconomic analyses, visual impact analysis, managing the preparation of environmental assessments and environmental impact statements, public participation, and regulatory compliance management and training. His experience also includes coordinating federal, state, and local permitting of infrastructure projects primarily in New York and New Jersey. Prior to joining ARCADIS, Mr. Gilmour completed master plan updates, zoning ordinance revisions, and provided development advisory services to planning boards and private developers in communities in New York-New Jersey.

Project Experience

New York City DEP: Development of the Brooklyn-Queens Aquifer / New York NY.

EA for potential use of the Brooklyn/Queens Aquifer as a supplemental source of drinking water. As Deputy Project Manager, coordinated the preparation of an environmental feasibility assessment of potential impacts of three groundwater management plans on both natural and man-made resources. The assessment was used by the client to select the most environmentally preferable plan, which then moved forward to a well investigation phase, and is currently in design. Will be leading the preparation of application for required permits and approvals from state and local agencies for rehabilitation of several groundwater water supply wells to provide 60 million gallons per day of potable water to the NYCDEP water supply system.

United Water New Jersey: Watershed Management Plan / NJ.

Participated in the preparation of a new water quality management plan to determine how much progress the utility had made with respect to safeguarding the integrity of its watershed, as well as in identifying additional actions that could cost-effectively improve the overall watershed management program. Special emphasis was placed on establishing a process for identifying and evaluating the benefits and costs of additional buffer land acquisitions. This included an evaluation of existing land use and development patterns and trends based on zoning regulations for communities within the watershed, which included counties in both New York and New Jersey.

RICHARD M GILMOUR

Senior Planner

City of Norwalk: Wastewater Facility Plan / Norwalk CT.

Prepared population and employment projections and analyses for the service area of the Norwalk Water Pollution Control Plant as part of a wastewater facilities plan. The projections were prepared using several standard methodologies and then compared to historic and future trends to select a reasonable estimate of future population and employment that were used to predict future daytime population water use and wastewater flows within the service area. The demographic and employment projections were reviewed by the City and County planning agencies for consistency with their projections and plans. Also assessed potential impacts to cultural resources, community facilities, existing land use, and the transportation network from the proposed upgrade of the plant.

City of Columbia: Columiba Brownfields / MS.

Led the development and successful completion of an intense three-day charrette process to develop a vision and comprehensive plan of action for the city. The plan will be used to guide future growth and redevelopment of the Columbia Brownfields District, a 300-acre area located adjacent to downtown Columbia at the southern gateway to the community. A series of meetings were held during the charrette with federal HUD, EPA, ATSDR, state, and local environmental, economic, transportation, and housing agencies, public safety officials, health providers, public school representatives, city department heads, clergy, representatives from the business community bankers, realtors, chamber of commerce, developers, and the general public. A report summarizing the process, the ideas generated during the charrette, and a recommended plan of action were prepared and submitted to elected officials and stakeholders. The project received a Grand Award from the American Academy of Environmental Engineers and a National Recognition Award from the American Consulting Engineers Council.

National Park Service, USDOl: Environmental Impact Statement for Ellis Island Pedestrian Bridge / NJ.

Prepared EIS for the Statue of Liberty National Monument and Ellis Island. As Deputy Project Manager, coordinated the work of all disciplines during preparation of a draft NEPA EIS for construction of a pedestrian bridge between Ellis Island, a National Register site, and Liberty State Park in Jersey City NJ. Special studies included air, noise, archaeological, traffic, economic, cultural landscape, and ethnographic studies. Issues included contaminated marine sediments and soils, impacts on tidal wetlands, marine and terrestrial archeological resources, state and National Register of Historic Places properties, navigation, traffic, the local economy, air, and noise quality. Various alternatives were evaluated and a preferred alternative was identified to minimize impacts on historic resources and eliminate other potential impacts. Coordination with the client, public agencies, other subconsultants, and citizens groups was critical. This coordination included meetings with stakeholder groups (NJDEP, NYSDEC, NYSHPO, NYCLPC, PANYN&NJ, USCG, and others) to identify and resolve critical issues and public information meetings with presentations on the proposed alternatives.

EDGAR WESTERHOF

Resiliency Planner

**Education**

MS Urban Planning and Infrastructure Van Hall Institute (Velp, the Netherlands) 1999
BS Engineering Larenstein University (Velp, the Netherlands) 1998

Years of Experience

Total – 16 years
With ARCADIS – 2 year(s)

Professional Training

International Program Management Organization, Amsterdam, the Netherlands
IPMA Level C Theory Certificate

Invited Conferences and Symposia

2015 Yale Coastal Resilience Conference
2014 Lisbon World Water Congress
2014 Rotterdam Delta Conference
2014 Atlanta Park Pride Conference
2013, H2O9 International Water Conference, NY
2013, Green Economy Forum, Manhattan Community Board
Waterproofing NYC, Spitzer School of Architecture,
2012, DredgeFest, Columbia University, Studio X,
2012, MWA Waterfront Conference - The Netherlands, Consulate General of New York
2009, TU Delft (NL), CUR Bouw & Infra

Mr. Westerhof is a senior planner and water consultant with 16 years of experience in integrated (urban) water management. He has a deep understanding of urban planning, green infrastructure, sustainable waterfront development, international water management and flood proofing concepts. Edgar is the US Flood Risk & Resiliency Lead and the flood mitigation lead for the NYC flood proofing and water resiliency projects

Mr. Westerhof led the ARCADIS participation in the international HUD Rebuild by Design competition, including the winning BIG U – Waterfront Resiliency Plan of Manhattan. Edgar functions as the climate change adaptation specialist regarding integrated and multi-layered coastal waterfront and urban water management strategies. He bridges the gap on water management between the Netherlands and the US and plays a key role in the identification and implementation of our local and international flood proofing expertise. As the US Flood Risk & Resiliency Lead, Edgar is involved in strategic initiatives regarding climate change adaptation and water resiliency concepts.

Mr. Westerhof hosted numerous international delegations visiting NY and is a frequent speaker at conferences and professional events regarding water resiliency.

Project Experience**HUD – Rebuild by Design Competition**

Bjarke Ingels Group - *Integrated Waterfront Resiliency Plan Manhattan (“BIG U”)*
Waggoner & Ball - *Comprehensive Water Resiliency Plan Bridgeport - CT*
WXY/West8 - *Constructed Offshore Landscapes*

Mr. Westerhof was co-leading the ARCADIS participation in the HUD Rebuild by Design competition and functions as the climate change adaptation specialist regarding integrated and multi-layered coastal waterfront and urban water management strategies, including cost benefit and risk analyses. Following the competition Mr. Westerhof is involved in the implementation of rewarded proposals, such as the East Side Coastal Resiliency Study (BIG U) and Bridgeport Resilient.

EDGAR WESTERHOF

Resiliency Planner

New York City Health and Hospital Corporation (NYC HHC) – Flood Risk Mitigation

Coney Island Hospital, Coler/Coldwater - Roosevelt Island, Bellevue Hospital – Manhattan, Metropolitan Hospital – Manhattan, VA Hospital (March 2013 – February 2015)

Mr. Westerhof was the flood protection discipline lead, consulting on identifying strategic flood protection solutions and integrated measures as part of the FEMA Hazard Mitigation Proposal.

Verizon - Flood Risk Mitigation

Verizon locations at 140 West Street and 104 Broad Street (November 2012 – March 2013)

Mr. Westerhof is consulting on flood proofing two major Verizon telecommunication and office buildings in the down town Manhattan area. The study encompasses measures to make both buildings water resilient for future storm surge and storm water events.

Confidential Clients - Flood Risk Mitigation

World Financial Center, 1 NY Plaza and 200 West Street, Manhattan and 30 Hudson Street, Jersey City (June 2013 – ongoing)

Mr. Westerhof is the flood protection discipline lead, consulting on identifying strategic flood protection directions and integrated measures.

New York City Economic Development Corporation – Seaport City Feasibility Study

Mr. Westerhof was consulting on identifying international best practices and implementation of strategic flood protection measures for the testing of the technical feasibility of a multi-purpose levee along Southern Manhattan East River coastline (September 2013 – May 2014).

Bay Park Sewage Treatment Plant

Nassau County, Department of Public Works (November 2012 – ongoing)

Mr. Westerhof is consulting on flood proofing and hardening solutions for the Nassau County Water Treatment Plant. The study identifies the state of the art flood mitigation measures, including self-operating flood doors and a variety of barrier types around the facility, as well as determination of protection and hardening options of critical infrastructure and buildings on the facility.

Sustainable Urban & Waterfront Development Program – City of Zutphen (NL)

Impect BV, Apeldoorn, the Netherlands (June 2001 – June 2012)

Mr. Westerhof was a Senior Project Manager in a leading Dutch, 400M EURO redevelopment program in the City of Zutphen (De Mars, 2006 - 2012). He managed numerous sustainable urban and waterfront related development projects.

Mr. Westerhof was recognized for being one of the advocates for the sustainable re-use of dredged materials, initiating presentations and symposiums on sustainable urban re-development in the United States and the Netherlands.

Between 2001 and 2006 Mr. Westerhof was a Senior Project Manager for a variety of municipalities in the Netherlands, including Zutphen, Maarssen, and Berkelland.

CARLY A. FOSTER, AICP, CFM

Senior Management Consultant



Education

MA Urban & Regional
Planning Florida State
University 2010
BS Political Science Florida
State University 2005

Years of Experience

Total – 11 years
With ARCADIS – 6 year(s)

Professional Registrations

- FL
American Inst of Cert Planners
- AIOCP

Professional Associations

Association of State Floodplain
Managers
National Hazard Mitigation
Association
American Water Works
Association
American Planning Association

Professional Certifications

Certified Planner (AICP)
Certified Floodplain Manager
(CFM)
FEMA HAZUS Practitioner
FEMA Hazus Professional

Carly Foster is a certified floodplain manager, certified planner, and Hazus Practitioner. Carly leads a team of over a dozen urban planners, hazard mitigation planners, floodplain managers, grants specialists, policy experts, and benefit cost and economic impact analysis specialists within ARCADIS. She is also a leader within ARCADIS' Funding Team. In addition to grant program management and support, Carly specializes in risk assessment, hazard mitigation planning, and resiliency program management. Ms. Foster orchestrates project identification, implementation, and grant management from early goal setting all the way through project close-out and evaluation. Program development and support is provided through activities such as operations review and SOP development, performance measurement framework development, monitoring plans, policy analysis, loss avoidance reporting, project and program evaluation, project tracking, as well as audit support and professional responses to review committees. Ms. Foster has been a driving force in over \$3 billion dollars in funding allocations on behalf of ARCADIS clients.

Project Experience

New York Health and Hospitals Corporation, New York, New York

Public Assistance, Long Term Recovery and Hazard Mitigation Planning, 406 and 404 Mitigation Funding

\$1.7 Billion approved and further funding in progress. Lead planner and technical lead for the mitigation of three New York City hospitals that were damaged by Hurricane Sandy. Provides leadership in the development of deliverables for the Long Island City office. Provides framework and strategic guidance to clients and engineers to complete damage assessments, maximize response and recovery reimbursement, as well as identify and apply for eligible mitigation measures. Leads benefit cost analyses and development of FEMA 406 and 404 mitigation grant applications. Provides representation on behalf of client to federal and state agencies. QA/QCs deliverables and provides technical expertise to client.

Nassau County, New York

Public Assistance, Long Term Recovery and Mitigation Planning, 406 and 404 Mitigation, CDBG-DR

Project approach designer. Helped obtain \$830 million in FEMA and HUD obligations. Lead planner and technical lead for flood mitigation of several wastewater treatment plants in Nassau County, including Bay Park STP, Cedar Creek WPCP, Cedarhurst WPCP, Glen Cove STP, Lawrence WPCP, as well as 37 pump stations. Provides framework and strategic guidance to clients and engineers to complete damage assessments, maximize response and recovery

CARLY A. FOSTER, AICP, CFM

Senior Management Consultant

reimbursement, as well as identify and apply for eligible mitigation measures. Leads benefit cost analyses and development of FEMA 406 and 404 mitigation grant applications. Provides representation on behalf of client to federal and state agencies. Briefings and policy guidance for client.

Florida Division of Emergency Management, Tallahassee, Florida

Public Facilities Flood Mitigation Initiative

Project Lead to develop a manual, workshop and training materials, State Hazard Mitigation Plan update, and proposed siting and prioritization criteria to mitigate public facilities in the state of Florida against flood hazard. Specific coordination is taking place at the state level to fund and implement mitigation projects for state-owned facilities. Conducted three workshops to date with over 150 participants.

State of Florida Enhanced Hazard Mitigation Plan

Florida Division of Emergency Management, Florida

Integral author in the development of the 2010 update of the State of Florida Enhanced Hazard Mitigation Plan (SHMP). Key responsibilities included coordination among multiple stakeholders; surveying, research, development, and subsequent presentation of the completely reorganized state mitigation strategy; facilitation of State Hazard Mitigation Plan Advisory Team (SHMPAT) and client meetings and workshops; analysis, reorganization, and reconciliation of conflicting data; and a comprehensive state legislative review and analysis of policy, programs, and activities influencing hazard mitigation in Florida.

Richmond University Medical Center

Hazard Mitigation Planning and Funding, 404

Technical Expert providing guidance and consultation to ARCADIS staff in the development and submittal of hazard mitigation projects for funding. Stormwater and wind mitigation projects. Approximately \$21 million in funding.

Presentations

Rethinking Recovery: Mitigating Critical Infrastructure in the Aftermath of Hurricane Sandy New Jersey Water Environment Association – Trenton, NJ September 2013

New Normal on the Jersey Shore in the Aftermath of Hurricane Sandy International City/County Management Association Conference – Boston, MA September 2013

BYRON STIGGE, P.E.

Director



Background:

As a global thought leader for urban infrastructure planning, sustainability and resilience, Byron has a passion for understanding technical aspects of how cities function and the impact infrastructure can have on everyday lives. He studies and practices innovative methods of delivering energy and climate change planning, water and wastewater management, transportation planning, and solid waste management through an integrated design process. He created LEVEL to be specialist consulting firm which provides planning and technical advice for development projects with grand aspirations to address climate change, resilience, economic justice, and environmental protection in cities around the world.

Employment:

- 2012-Current *LEVEL Agency for Infrastructure.* Director
Byron is the founder and owner of LEVEL and leads the practice. He engages on every active project in the office and provides leadership, technical expertise and quality review. He guides the business to provide excellence in all aspects of professional consulting services.
- 2009-2012 *Buro Happold Consulting Engineers.* Associate Principal
As an Associate Principal Byron lead the Infrastructure Planning Group in New York office of Buro Happold. He worked on large scale sustainability and planning projects around the world. He was responsible for expanding the sustainability work of the practice during these years.
- 2007-2009 *Buro Happold Consulting Engineers.* Associate
Byron lead the Sustainability Consulting Group for the New York office of Buro Happold and managed a team of 15 people. The group provided sustainable master planning, LEED consulting, energy modelling, environmental design, and sustainability consulting.
- 2004-2007 *Buro Happold Consulting Engineers.* Senior Engineer
Byron founded the Sustainability Consulting Group for the New York office of Buro Happold as a Senior Engineer while working on energy-efficient mechanical engineering projects for LEED projects.
- 2001-2004 *Buro Happold Consulting Engineers.* Engineer
After three consecutive summer internships from 1998 to 2000, Byron joined the New York office of Buro Happold as an Engineer. During these years he worked in the New York, London and Bath offices on green building projects as a mechanical and environmental engineer.

Education:

- 2004-2005 *Harvard University Graduate School of Design*
Master of Design Studies in Environmental Planning
- 1999-2001 *Massachusetts Institute of Technology School of Architecture and Planning*
Master of Science in Building Technology
- 1995-1999 *Washington University in St. Louis School of Engineering*
Bachelor of Science in Civil Engineering, Minor in Architecture

Industry Positions:

- 2009-Current *Forum/Institute for Urban Design:* Board Member and Treasurer
- 2011-Current *Urban Land Institute:* Member
- 2014-Current *American Planning Association International Division:* Secretary / Treasurer

BYRON STIGGE, P.E.

Director

Teaching:

2008,2010	Harvard University Graduate School of Design: Studio Critic
2006-2013	Washington University in St. Louis: Sustainable Design in Architecture Lecturer
2003-2005	Yale University School of Architecture: Systems Integration Lecturer

Rebuild By Design, 2014: A competition led by HUD to foster innovative design concepts on how best to deploy Sandy Relief Act funds for long-term resilience. LEVEL supported the BIG team and the PennOlin team.

MAX Guachipelin, 2015: A 10 acre mixed-use development plan in the heart of the Escazu neighborhood in San Jose, Costa Rica. Historic trees with a 30m canopy create an iconic central public space with engaging retail, bioswales, and open space.

100 Resilient Cities, 2014: A \$100M initiative by the Rockefeller Foundation to support Resilience Planning initiatives in 100 cities around the world. LEVEL is currently supporting resilience planning for 6 of the 100RC cities.

Village Health Works, 2014-2015: An integrated infrastructure plan for a growing health care campus in Kigutu, Burundi including on-site solar and micro-hydro power, a campus wastewater treatment facility and a site-wide composting program.

Konza Technology City, 2012-2014: A urban development plan to attract global IT businesses to Kenya by providing high quality infrastructure and amenities. LEVEL was an advisor to the International Finance Corporation.

Arverne East, 2014: An 80 acre mixed-use, transit-oriented development in Far Rockaway, New York City. LEVEL is providing sustainability and resilience planning for on-site wastewater treatment and renewable energy.

Palava Eco-City, 2010-2013: A 600 acre new city development east of Mumbai, India. Byron is an advisor to the Lodha Group for sustainable infrastructure planning for transportation, energy, water and solid waste.

Osaka Station Park, 2014: A competition for a 40 acre redevelopment of former rail yards adjacent to Osaka Station, one of the busiest rail stations in the world. LEVEL supported Pei Cobb Freed with water and transportation.

Punggol, 2012: A redevelopment plan for a residential community of over 100,000 units in Northeast Singapore. Byron led the sustainable transportation, energy, stormwater and waste management infrastructure planning.

Tool for Rapid Assessment of City Energy (TRACE), 2010-2011: A web-based software platform designed for the World Bank to allow mid-sized cities in developing countries to easily assess energy reduction opportunities.

Sustainable Urban Energy and Emissions Planning (SUEEP) 2011-2012: A guidebook for mayors of cities in Southeast Asia to develop sustainable energy policies and projects. Byron led the creation of the Guidebook.

KA-CARE Energy City, 2011-2012: A master plan for a new city focussed on research and development of renewable and atomic energy technologies south of Riyadh, Kingdom of Saudi Arabia.

Kuala Lumpur Metropolis, 2011: A master plan for 7M sf of mixed-use, transit oriented development in Malaysia.

Research Triangle Park Sustainability Plan, 2010-2011: Sustainability plan to reposition the research park for new trends.

Orange County Great Park Sustainability Plan, 2005-2009: Integrated sustainability planning for a new park in Irvine, CA.

Trinity Real Estate Sustainability Plan, 2007-2009: Carbon emissions reduction plan for 6M sf of space based on PlaNYC.

Northside St. Louis Sustainability Plan, 2006-2008: Sustainability metrics and design for the redevelopment plan.

KUSTAR Infrastructure Plan, 2009: Infrastructure plan for the new university of science and technology in Abu Dhabi.

Mina Zayed Marina Infrastructure Plan, 2010: Infrastructure plan for the new marina district in Abu Dhabi.

Lootch LEED Certification, 2007-2009: Green building and LEED consulting for the office redevelopment in Moscow.

Czech CSOB Bank HQ LEED Certification, 2005-2007: Sustainability and energy design for bank HQ in Prague.

MGM CityCenter Lifestyle Hotel LEED Certification, 2005-2007: Sustainability design for the new hotel in Las Vegas.

Governors Island Sustainability Master Plan, 2003-2004: Redevelopment plan for the island south of Manhattan.

Case Western Reserve New Residential Village Sustainability Plan, 2003: Green Building and cogeneration plan.

Awards:

2014	Urban Land Institute: 40 Under 40 Award
2012	City States / Rockefeller Foundation: Bellagio Global Cities Summit

Conferences and Speaking Engagements:

2014	ULI Advisory Services Panel: Portland Maine Resilience Panel
2014	Municipal Arts Society Livable Cities Conference Presentation: Resilient Infrastructure
2013	FarRoc Competition Jury Member
2013	ULI Advisory Services Panel: New York Region Sandy Recovery Panel
2013	Cornell University Department of City Planning Lecture Series, <i>Leveling the Playing Field</i>

RALPH DENISCO

Principal



Ralph DeNisco has over 16 years of transportation planning experience, with a history of successfully implementing a variety of transportation projects in challenging environments. Ralph has channeled his understanding of interrelated transportation issues into actions able to win both community and agency support. He has developed parking management plans, coordinated improvements on important bus routes at multiple scales, and led roadway and intersection design efforts. Ralph specializes in working with business, resident, and stakeholder groups on complex integrated transportation issues.

**EDUCATION**

M.A., Urban Affairs, Boston University Metropolitan College
B.A., Economics, Boston College

EXPERIENCE**Nelson\Nygaard Consulting Associates Inc.**

Principal, 2012 - Present; Senior Associate, 2010–2012

- **Connect Columbus Multimodal Transportation Plan, Columbus, OH.** Nelson\Nygaard is working to develop a comprehensive city-wide multimodal transportation plan that integrates auto, bicycle, pedestrian, public transit, freight, and emergency services transportation needs. Ralph has helped to bring together diverse stakeholders in multiple week-long public workshops, including mobile workshops across the city, and is developing a project list and evaluation criteria through technical and public processes.
- **Beyond Boston–Transit Study for the Commonwealth, MassDOT (Boston, MA)** Working as part of a core management team, Nelson\Nygaard and Ralph are working with MassDOT to develop an ongoing management and service strategy for the 15 Regional Transit Authorities outside of the MBTA in Boston. Wide ranging strategies covering service guidelines, contracting, reporting, funding and interagency collaboration are being developed through a broad stakeholder group including RTA administrators.
- **Grounding McGrath: Determining the Future of the Route 28 Corridor, Somerville, MA.** Ralph served as Project Manager of a multi-disciplinary team and process that recommended removal of the elevated portions of McGrath Highway. Completed in close coordination with adjacent planning efforts, and a diverse working group, a multi-modal boulevard approach was recommended to meet community, mobility and development goals. Using a triple bottom line analysis, the Study developed broad based evaluation criteria to capture multi-modal mobility, public health, economic development, and equity benefits and impacts. Under the Massachusetts Healthy Transportation Compact, the study was also the pilot project in the Commonwealth for a Health Impact Assessment.
- **Boston Off-Street Parking Policy, Boston, MA.** Ralph is working with a team to analyze existing parking management in Boston as well as the development of parking policy changes. The review includes the Air Pollution Control Commission (APCC) regulations, current parking ratio guidelines, and transportation demand and parking management strategies required of developers. Based on an extensive review of peer cities, these changes include new green transportation and TDM initiatives. The project also includes the creation of Boston's first comprehensive parking database, designed as an open source, integrated government and public information platform.
- **MBTA Key Bus Route Improvement Project, MBTA, Boston, MA.** Project Manager: Performing design and planning services to identify and implement improvements along key MBTA bus routes in and around the City of Boston. Proposed improvements include stop consolidations along the #23 and #39 routes to reduce travel times, improve operations, and provide opportunities for rider amenities at proposed locations. Recommendations were made in the context of enhancing accessibility minimizing impacts to on-street parking and level of service for general traffic along roadways and intersections.

RALPH DENISCO

Principal

- **Hartford Area Transit Enhancement Study, Capital Region Council of Governments, Hartford, CT**, Deputy Project Manager. Working for the CRCOG to assist the Town of Enfield, CT, develop and implement fixed-route bus service using approximately \$1million in New Freedom funds. The project involved developing a market analysis, preliminary and a preferred route, including schedules, stop plans, and operating assumptions to be completed by the Town in conjunction with state assistance from CT Transit, CRCOG and ConnDOT.
- **East Franklinton Creative Community District Revitalization Plan, Columbus, OH**. Worked to develop a revitalization plan for a neighborhood focusing on attracting artists and other creative individuals to this emerging area. Tasks included existing conditions analysis, opportunities and constraints summary, best practices, preliminary plan and development concepts, including an evaluation of the transportation resources.
- **1350 Boylston Street, Boston, MA**. Mr. DeNisco is leading the transportation analysis and permitting component of the proposed 1350 Boylston mixed-used development project, located at the southwest corner of Boylston and Kilmarnock streets. As a primarily residential project with ground floor retail uses, the analysis focuses on ensuring the implications of traffic demand generated by nearby destinations such as Fenway Park, and local colleges, can be managed with the constraints of the dense and urban site. In addition, the project review analyzed parking impacts, trip generation and compatibility with the City's Complete Streets Guidelines.
- **Coppersmith Village, East Boston, MA**. Located at the intersection of Border and Decatur in East Boston, the Coppersmith Village mixed-use development project is among one of the most recent development projects slated to help revitalization the East Boston waterfront. Ralph is leading the transportation analysis and permitting component of this study, which focuses on ensuring the development works in tandem with broader initiatives of the East Boston neighborhood, and in turn helps to broaden multimodal connections throughout the area. This project complies with the City of Boston's Article 80 Zoning process, and also includes a detailed review of trip generation, parking impacts, and recommendations for transportation mitigation measures.
- **New England Center for Homeless Veterans, Boston, MA**. As part of the renovation project of the well-known New England Center for Homeless Veterans, located in the downtown Boston, Ralph is leading the transportation analysis and permitting component of this study. The transportation evaluation focuses on ensuring that the implications of the renovation help to increase the internal efficiencies and operations of the Center, while reducing on-street impacts and improving building access for residents, patrons, and employees. In addition, further analysis included a detailed review of site access for loading and services in a public alleyway abutting the existing property.

PREVIOUS EXPERIENCE

McMahon Associates, Boston, MA

Project Manager, 2007–2010

Boston Transportation Department, Boston, MA

Senior Transportation Planner, 1996–2007

SELECTED LECTURES AND PUBLICATIONS

- International Health Impact Assessment Conference, Quebec City, 2012
- National Main Streets Conference, Presentation on Parking Policy and Management, Baltimore, MD, 2012
- FTA Small Starts Workshop & Roundtable, Pittsburgh, PA, 2008

GEOFF SLATER

Principal



Geoff Slater has extensive experience throughout the United States and internationally that he brings to all of his projects, many of which have transformed transit services from very basic operations to mature, dependable transit systems. Geoff is nationally recognized as an effective and innovative service planner. Notable projects include a complete transformation of Pittsburgh's transit service to provide better service at the same cost, the development of one of the country's first BRT lines (Boston's Silver Line), and the redesign of commuter rail service throughout post-apartheid South Africa.



EDUCATION

Bachelor of Science, Civil Engineering, University of Massachusetts-Lowell, MA

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal, 2007–Present

- **Bus Service Planning**, including the redesign of existing services, market analyses, the development of service improvements, passenger ridechecks and surveys, the assessment of customer demand, and cost estimation. Recent projects include a complete redesign of Pittsburgh's transit system, the redesign of bus service in Kansas City, Memphis, Miami, and Providence, RI, the development of bus service improvements for Peoria, AZ, a transit feasibility study for Pinal County, AZ, and bus operations planning for Sky Harbor Airport in Phoenix, AZ. Geoff is currently leading the MBTA's Program for Mass Transportation (PMT).
- **Bus Rapid Transit**, including the development of Boston's Silver Line, which was one of the nation's first BRT lines. More recent BRT projects include the development of nine new Rapid Bus lines in Pittsburgh, a new BRT line in Providence, RI, and the examination of BRT options for Peoria, AZ.
- **Rail Planning**, including the development of new services and improvements to existing lines and systems. Recent projects include a streetcar feasibility study for Saint Paul, MN, the development of new streetcar lines in Kansas City, Minneapolis, and Providence, RI, improvements to Pittsburgh's light rail service, a light rail feasibility study in Peoria, AZ, an evaluation of the use of DMUs on the MBTA's Fairmount Line in Boston, MA.
- **Strategic Planning** to identify, evaluate, and determine effective strategies for the provision of improved transit services. These studies typically involve multiple modes and address service, institutional, and financial issues. Recent efforts include the Metro Providence Transit Enhancement Study, the George Washington Region Transit Policy Plan in the Fredericksburg, VA area, and the Charlottesville-Albemarle RTA Plan, in the Charlottesville, VA area.

PREVIOUS EXPERIENCE

Jacobs Engineering/Edwards and Kelcey/KKO and Associates

Manager of Transit Planning, 2006–2007; Senior Associate, 1997–2006

- Managed and conducted a variety of transit studies in North America and overseas designed to develop effective new transit services and to improve existing systems, with a particular focus on rail, bus, and BRT services.

Massachusetts Bay Transportation Authority, Boston, MA

Director of Planning, 1993–1996

- Directed planning activities for the MBTA, the sixth largest transit agency in the United States, providing a mix of rapid transit, light rail, bus, commuter rail, ferry, and paratransit services. Responsible for both technical and policy aspects of short range service planning, long range capital planning, development of new services, assessment of existing services, and the development of improved methods to improve service quality and delivery. Also responsible for environmental compliance, community affairs, and scheduling.

JASON SCHRIEBER, AICP

Principal



Jason has become a specialist in understanding how individual travel behaviors are influenced by physical and economic attributes often overlooked in transport systems. By improving pedestrian delay and bicycle accommodation, he has helped cities attract people away from their car. By revealing the cost of parking, he has changed employer and institutional calculus on how employees commute. Working for municipalities, businesses and universities, Jason has advanced wholesale changes to parking pricing, developed demand management programs for new development and helped cities create new ordinances to control trips in places like Portland ME, Denver CO, and Yale University.



EDUCATION

Bachelor of Science, Urban Planning
University of Massachusetts, Amherst

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2006–Present

Multimodal and Complete Streets

- **GoBoston 2030, City of Boston Mobility Plan, Boston, MA.** Serving as the lead planner for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of “big data” to inform both current patterns and future conditions.
- **Grounding McGrath: Determining the Future of the Route 28 Corridor, Massachusetts Department of Transportation, Somerville, MA.** Part of a multi-disciplinary team to conduct a conceptual planning study effort to determine the future of the Route 28 Corridor. Worked on right-of-way and intersection designs.
- **Boston Off-Street Parking Policy, Boston Transportation Department and Air Pollution Control Commission, Boston, MA.** Adding expertise to a comprehensive analysis of existing parking management in Boston as well as the development of parking policy changes, Jason is applying his extensive experience in other cities to Boston. The project also includes the creation of Boston’s first comprehensive parking database, designed as an open source, integrated government and public information platform.
- **Medford Square Intersection Redesign, Medford MA.** As part of a parking demand assessment for a garage feasibility study led by MassDevelopment, revealed that walking improvements could bring as many vacant spaces within reach as a new garage would, helping to reprioritize infrastructure efforts in the square. Included a redesign of a major intersection to dramatically improve PLOS.
- **Elm Street Crosswalks, Smith College, Northampton, MA.** Led the planning, conceptual design, and design development for six major pedestrian crossings on State Route 9 through the historic heart of campus. Through an inclusive charrette process, Nelson\Nygaard developed a mixed traffic calming, signing and education strategy acceptable to public works and public safety departments in the City. Construction was completed in 2010 and has spawned a push for similar treatments elsewhere in the City.
- **Somerville Bow Street Reverse Angle Parking Services, City of Somerville, Somerville, MA.** Developed program to design and implement reverse angle parking on Bow Street in Union Square to calm traffic, add parking supply, provide a bike facility, and smooth operations in a growing area of the City.
- **Bridge Street Corridor, City of Dublin, Dublin Ohio.** Coordinated a team of planners and designers to develop a complete streets network of varying cross-section “families”; detailed profiles; parking, transit, and biking strategies and networks; and progressive models to support the plan.

JASON SCHRIEBER, AICP

Principal

- **Chicago “Southworks” Parking, TDM & Trip Generation, Chicago, IL.** Developed the parking, transportation demand management, and transit strategies for South Chicago’s LEED-ND initiative, and then modeled the trip generation to more accurately evaluate a new streetcar system, transit extensions, and the design features of the new urbanist neighborhood design. The reduced trip-making estimate now sustains a greater level of density.
- **Northampton Main/State/Elm/South Street Intersection, Northampton, MA.** Through a charrette process, designed comprehensive street, parking, and streetscape improvements along two downtown corridors to improve pedestrian and bicycle safety, improve transit speed and amenities, and better connect downtown with future TOD and abutting neighborhoods. Included major road and intersection
- **Collegetown Urban Plan, Ithaca, NY.** Building upon an existing vision statement for the Collegetown district, a multi-modal strategy was developed that integrates land use and transportation policies with practical solutions for businesses, infrastructure, residents and Cornell University.
- **Portland Peninsula Transit, City of Portland, Portland ME.** Led the development of transit system changes, multi-modal access strategies, TDM programs and new parking policies to help the downtown embrace growth without compromising the character of the historic peninsula. Since the plan, the recommended TDM ordinance was adopted, parking cash-out was implemented by the Maine Medical Center, and Jason is now helping implement the recommended Congress Street bus priority corridor.
- **Parking Code Re-Write, Mammoth Lakes, CA.** Assisted Town staff with the complete overhaul of their existing parking code, consolidating pieces into one section and incorporating progressive measures to encourage shared parking, demand management, and incentivized ratios that reduce parking where uses become walkable and mixed, both on-site and in collaboration with other nearby properties.
- **Essex Transportation Study, Essex, CT.** Created a number of detailed designs and programs with cost-effective implementation steps to preserve town character and improve safety, ranging from school access improvements and new bike rack programs to notable traffic calming and shared space designs.
- **Wellesley Pedestrian Plan, Wellesley, MA.** Developed the Town’s pedestrian plan through a series of stakeholder workshops that have helped identify needs and strategies that include instituting practical programs into such disparate organizations as the school department and the historical commission.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- American Institute of Certified Planners (AICP), Certified Planner
- Association of Pedestrian and Bicycle Professionals, Member
- Congress for the New Urbanism, Member

LISA JACOBSON

Senior Associate



Lisa Jacobson has transportation planning experience in the public, private, and non-profit sectors. Lisa has played a primary supporting role on a variety of projects, focusing on multimodal transportation planning projects, leading data collection, mapping, and market research efforts, as well as developing recommendations. Before joining Nelson\Nygaard, Lisa was a fellow with the National Complete Streets Coalition, where she worked on federal, state, and local policies to encourage street design to incorporate all users, regardless of age and ability. Lisa's work at the Coalition was recently published in an AARP report, "Planning Complete Streets for an Aging America."

**EDUCATION**

Master of City and Regional Planning, Concentration in Transportation, University of Pennsylvania
Bachelor of Arts, International Affairs, The George Washington University

EXPERIENCE**Nelson\Nygaard Consulting Associates Inc.**

Senior Associate, 2013-Present; Associate Project Planner, 2012–2013, Associate, 2010–2012; Intern, 2009

Multimodal Transportation Projects

- **Grounding McGrath: Determining the Future of the Route 28 Corridor, Somerville, MA.** Worked on evaluating the future use and potential removal of elevated portions of the roadway to enhance livability, environmental health, and transportation access and mobility for all modes of travel.
- **GoBoston 2030, City of Boston Mobility Plan, Boston, MA.** Serving as analyst for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of "big data" to inform both current patterns and future conditions.
- **Centre City Redevelopment, Edmonton Alberta.** Data analyst for the transportation planning and design for a new 30,000 person infill "city within a city" upon former airport lands. Included carbon-neutral plan of new LRT, tram, bus, bikeways, and parking management systems fits within a complete streets "family" oriented around new open space and water features that meet at a dense mixed-use town center.
- **Blueprint for Transportation Reform, Smart Growth America.** Researched and wrote policy briefs for *The Innovative DOT: A handbook of policy and practice*, published in Summer 2012.
- **Kendall and Central Square (K2C2) Planning Study, Cambridge, MA.** Reviewed and enhanced Cambridge's progressive transportation and sustainability policies to promote transit use, biking, and walking in growing districts in Cambridge.
- **Providence I-195 Development District Design Frameworks Plan.** Shared parking and complete streets design for the area that remains from the I-195 relocation project.
- **East Franklinton Creative Community District Revitalization Plan, Columbus, OH.** Worked to develop a revitalization plan for a neighborhood focusing on attracting artists and other creative individuals to this emerging area. Tasks included existing conditions analysis, opportunities and constraints summary, best practices, preliminary plan and development concepts, including an evaluation of the transportation resources.
- **Santander Bank Parking and Transportation Demand Management Plan, Boston, MA.** Developing short- and long-term parking and TDM strategies for Boston area Santander headquarters, including planning for trips between regional offices.
- **Alexion Pharmaceuticals Transportation Planning and Consulting, New Haven, CT.** Developing a TDM plan for Alexion's new downtown New Haven headquarters; integrating programs with existing and ongoing New Haven TDM, parking, and transit initiatives.

LISA JACOBSON

Senior Associate

- **Tufts University, Medford, MA.** TDM Plan for three Massachusetts campuses; developing strategies, parking demand modeling, and implementation plan.
- **Chicago Children's Memorial Hospital Redevelopment TDM, Chicago, IL.** Developed a TDM plan, shared parking strategy, and trip generation estimate to supplement KLOA's traffic analysis.
- **Binghamton University Transportation Parking Study, Binghamton University, Binghamton, NY.** Conducting a transportation and parking study for the Main Campus, Innovative Technology Center, and the University Downtown Center, with focus on transportation demand management strategies, parking policy, and transit re-design.
- **Complete Streets and Downtown Livability Plan, Deerfield, MA.** Site analysis and graphics, best practices research, and concept plan designs.
- **Allentown Downtown Development Plan, Allentown, PA.** Analysis and outreach to develop a transportation framework to support a growing downtown, including one-way to two-way conversions, parking management strategy, transit planning, and other development-supportive transportation policies.
- **Bridgewater Revitalization Plan, Bridgewater, MA.** Led transportation components of a downtown redevelopment plan, including planning guidelines, circulation changes, updated parking management, and interface with the commuter rail.
- **Santa Monica LUCE Transportation Implementation, City of Santa Monica, CA, Santa Monica, CA.** Various tasks to implement transportation elements of the LUCE, which includes bicycle implementation, zoning, downtown parking implementation, expo coordination, and multimodal.
- **Essex Town Transportation Study, Essex, CT.** Identified and mapped pedestrian, bicycle, and parking existing conditions, including pedestrian level-of-service, and assessed needs for future identification of multi-modal strategies.
- **New Haven Hill to Downtown TOD Study.** Analysis and outreach for transportation connectivity components that integrate the Hill residential neighborhood, the Medical District, Downtown, and Union Station.
- **Beyond Boston–Transit Study for the Commonwealth, MassDOT, Boston, MA.** Worked on an ongoing management and service strategy for the 15 Regional Transit Authorities outside of the MBTA in Boston. Wide ranging strategies covering service guidelines, contracting, reporting, funding and interagency collaboration are being developed through a broad stakeholder group including RTA administrators.
- **Somerville Bow Street Road Diet, Somerville, MA.** Assisted with layout design for reverse angle parking on Bow Street and created communications/marketing materials for public education.
- **Lexington Parking Study, Lexington, MA.** Identified areas of greatest and least demand, created pricing structure, and calculated revenues based on parking utilization. Working on implementation and outreach, including incorporation of wayfinding signage between Lexington Center, the Battle Green, and the Minuteman Bikeway.
- **Haverhill Parking Study, Haverhill, MA.** Analyzed downtown parking utilization and regulations and identified potential strategies to improve parking.
- **Nantucket Parking Study, Nantucket, MA.** Created matrix of all possible combinations of parking strategies and technologies to evaluate the best approach for downtown parking.
- **Arlington Parking Management Plan, Arlington, MA.** Analyzed parking supply, demand, location, and pricing in Arlington Center and to develop a Parking Management Plan with specific strategies to alleviate real and perceived parking problems in the area.
- **Salem Comprehensive Parking Study, Salem, MA.** Designed, organized, and conducted an extensive parking utilization data collection effort in downtown.

TOM YARDLEY, AICP

Senior Associate



Tom Yardley, AICP, has 15 years of experience in a broad range of transportation and urban planning projects. As the Senior Transportation Planner at Medical Academic Scientific Community Organization, he managed consultant teams and supervised staff on a range of multimodal projects, represented the Longwood Medical and Academic Area at public meetings; built consensus at multiparty stakeholder meetings; and worked with member institutions, neighbors, and the City and State from concept plan through to implementation.



EDUCATION

Master of Urban Planning, Harvard University, Boston, MA
Bachelors of Arts, Geography, London School of Economics, London, United Kingdom

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Senior Associate, 2014–Present

PREVIOUS EXPERIENCE

Medical Academic Scientific Community Organization, Inc. (MASCO), Boston, MA
Senior Planner, 2008–2014

- Implemented traffic and access improvements and represent Longwood Medical and Academic Area (LMA) at public meetings in regard to transportation projects such as Melnea Cass Boulevard reconstruction, Urban Ring CAC, MBTA public hearings, MassDOT and Boston MPO transportation funding forums. Supervised Construction Coordinator and Transit Management Association (TMA) Manager.

Projects

- **Transportation Demand Management.** Implemented Transportation Demand Management (TDM) programs and worked with hospitals and colleges to reduce drive alone mode share.
- Implemented new programs including carpool incentives, CommuteSwap program to encourage drivers to try the T and LMA-wide commuter events that increased participation in TDM programs
- Presented TDM programs at new employee orientations and events for hospitals and colleges
- Developed and presented menu of TDM programs for employees relocating from a suburban campus to LMA
- **Yawkey Station.** Advocated for and obtained 30 additional weekday commuter rail stops at the new Yawkey Station effective March 2014.
- **MBTA Survey.** Designed and implemented survey of MBTA riders, achieved a 25% response rate and information was used to successfully advocate to maintain bus and subway services during 2012 proposed fare increases and service cuts.
- **Infrastructure Improvements.** Implemented new crosswalks, bike lanes, area-wide signage, Boston's first solar powered flashing beacons and a new bus layover.
- **MASCO Employee Shuttle Consolidation.** Assisted in consolidation of four private shuttle routes resulting in 75,000 fewer miles travelled annually.
- **Long-Range Planning:** Completed \$500,000 in comprehensive area-wide access improvement studies including long-range underground transit service and new stations, circulation studies and work with State

TOM YARDLEY, AICP

Senior Associate

- **Loading and Service Planning:** Worked with four major hospitals, Harvard Medical School and colleges on strategies to reduce area-wide traffic congestion and improve safety by developing a unified approach to loading and service deliveries to more than 30 docks. Early action items include shifting deliveries off-peak and increasing efficiencies of waste and recycling haulage.

BFJ Planning, New York, NY
Senior Associate 2002-2008

Projects

- **Manhattan Neighborhood Plan.** Prepared neighborhood plan for East Side, from 14th to 59th Streets, from inception through to adoption by the New York City Council. Plan resulted in deal for a land swap with the United Nations and a new park.
- **Large-Scale Environmental Studies:** Prepared and delivered on-time, large-scale environmental impact reports including Cold Spring Harbor Laboratory Master Plan, Yonkers Ballpark and Redevelopment of City of Peekskill landfill.
- **City of Philadelphia Zoning Code:** Through competitive bid processes, interviewed and won contract working for the City of Philadelphia City Planning Commission. Other zoning projects include Ruston, Louisiana and the City of Trenton, NJ.
- **Comprehensive Planning:** Helped write and prepare master plans and zoning changes for the City of Hudson, NY, Villages of Mamaroneck and Tarrytown, NY.
- **Municipal Advisory:** Worked for the City of New Rochelle with Forest City Residential Group on planning for a mixed-use waterfront development. And regularly advised town planning boards, Village trustees and developer clients.

PAUL B. COTE

Principal Consultant

Contact: 85 Sixth Street Cambridge Massachusetts, 02141
 paulbcote@gmail.com +1 (617) 576-9072
 Web Site: <http://www.pbcGIS.com>

Summary: My specialty is cultivating spatial intelligence. Helping institutions and individuals to organize and share information about places to use institutional memory to make more informed decisions. My skills and experience include the development of municipal information infrastructure for managing metropolitan-wide three-dimensional models that provide a context for exploring future scenarios while preserving information about past conditions as the city evolves. I work with cultural institutions toward the documentation of cultural heritage resources and digital humanities. In more than twenty years of teaching fundamentals of Geographic Information Systems, I have developed and refined a toolkit that covers every aspect of spatial analysis, and cartography for design and policy analysis.

Education:

1993 **Master of City Planning, Massachusetts Institute of Technology:**
 Concentration: Planning Support Systems.
 1984 **Bachelor of Arts, Indiana University:** Geography major, Cartography specialization, Certificate in Urban Studies.

Professional Experience:

2007 - Present **Principal Consultant**
 Paul B. Cote Geographic Information Services
 2013 - Present **Faculty of Design**
 Boston Architectural College, Rhode Island School of Design
 2014 - Present **Lecturer**
 Friedman School of Nutrition Science and Policy
 1993 - 2013 **Geographic Information Systems Specialist**
 Harvard University Graduate School of Design
 1996 - 2012 **Lecturer, Urban Planning and Design**
 Harvard University Graduate School of Design
 1999 - 2010 **Lecturer, Landscape Architecture**
 Harvard University Graduate School of Design
 1989 - 1991 **Cartographic Supervisor**
 HM Gousha Company, Comfort, Texas
 1985 - 1989 **Cartographic Technician**
 Rand McNally / Continental Map, Austin, Texas
 1984 - 1985 **Land Survey Instrument Man**
 Accutex Survey Systems, Austin, Texas

Affiliations, Activities and Honors:

2006 - Present **Consulting:** As founding principal, have consulted internationally on the development of enterprise-scale three dimensional models of cities.
 2008 - Present **Board of Review:** Norman B. Leventhal Map Center at the Boston Public Library. I head the Information Technology Subcommittee, leading the design and implementation of web-based portal for historic maps.

PAUL B. COTE

Principal Consultant

2008-2015 **Collaboration with Dumbarton Oaks Center for Landscape Studies:** As a summer project, I supervise the summer GIS interns at Dumbarton Oaks, a 15 acre garden and research center that is part of Harvard. We have developed a data model for managing information on the actual and proposed terrain and plantings over time. In the summer of 2012, I established web-based GIS and Image repository to support collaborative research.
 2013 - Present **Research Affiliate: Harvard Center for Geographic Analysis.**
 2013 - Present **Editorial Committee Member:** Journal of Map and Geography Libraries
 2008 - Present **Editorial Committee Member:** Journal of Urban and Regional Information Systems Association.
 2005 - 2013 **Technical Steering Committee Member:** Harvard Center for Geographic Analysis.
 2000 - 2012 **Steering Committee Member:** Harvard Geospatial Library.
 2007 - 2009 **Community Advisory Committee Member:** Massachusetts Executive Office of Transportation Green Line Extension Impact Study
 2009 **Community Negotiation Team Member:** Represented East Cambridge neighborhood in a 3 month negotiation process hosted by Cambridge Mayor David Maher.
 2009 **Best Teacher:** Awarded by Students in the Department of Urban Planning and Design, Harvard University Graduate School of Design.
 2006 - 2007 **Thread Architect:** Open Geospatial Consortium initiative to develop Open Web Services for CAD, GIS and Building Information Models.
 1999 - 2001 **Advisory Board Member:** Boston Children and Families Database.



Deputy Director, Community Initiatives, Special Initiative for Rebuilding & Resilience | New York City Mayor's Office | 2013

In 2013, HR&A Partner Jamie Torres Springer served on a special assignment as Deputy Director for Community Initiatives within the Special Initiative for Rebuilding and Resiliency (SIRR) in the Office of the Mayor in New York City. The SIRR was established in the wake of Hurricane Sandy to address how to create a more resilient New York City, with a long-term focus on preparing for and protecting against the impacts of climate change.

Jamie helped to lead a team of 40 professionals to develop the City's response across critical infrastructure areas and built environment typologies, and to apply key initiatives to the five community areas most impacted by the Hurricane: the Brooklyn-Queens Waterfront, the East and South Shores of Staten Island, South Queens, Southern Brooklyn, and Southern Manhattan. Jamie led community planning efforts, which included extensive outreach to elected officials, local community-based organizations and the general public; an intensive design and planning effort; community demographic, land use and risk analysis; and development, refinement, and funding analysis for a range of initiatives.

In the spring of 2013, the Mayor released a comprehensive report with actionable recommendations both for rebuilding the communities impacted by Sandy and increasing the resilience of infrastructure and buildings citywide. You can read the full report [here](#), and a video profiling the project here: [SIRR Outreach Efforts to Create a Stronger, More Resilient New York](#).



Olympic Bid Financial Feasibility Study | New York City Olympics Committee | 1997

On behalf of a group of community leaders, HR&A supported preliminary planning work associated with a potential New York City bid for the 2024 Summer Olympic Games. HR&A reviewed various upfront costs, including costs associated with creating a new stadium, land parcels and open space, as well as costs required to retrofit the stadium for alternate use after the games. HR&A projected revenues associated with development parcels to be created following the Olympics, including upfront land payments and ongoing property tax revenues. HR&A compared costs and revenues over time in order to determine the degree to which required Olympics infrastructure could be paid for over the long term with revenues from ancillary real estate development.



OneNYC Project Management & Advisory | New York City Mayor's Office | 2014 – 2015

For the New York City Mayor's Office, HR&A was a lead consultant for "OneNYC," a multi-agency, cross-disciplinary, long-term planning effort. OneNYC succeeds HR&A's provision of policy support for the City's 2007 and 2011 "PlaNYC" strategic planning efforts, and contributions by Senior Principal Jamie Torres-Springer as a Deputy Director for the 2013 post-Sandy report "A Stronger, More Resilient New York." OneNYC advanced many of the plans' innovative sustainability, resiliency, and growth initiatives while incorporating the City's ambitions towards justice and equity. HR&A conducted project management, agency coordination, and significant public and stakeholder outreach; analyzed economic, demographic, and environmental trends influencing the city and the surrounding region in the near- and long-term; and applied analysis to produce economic, transportation, and housing proposals for the updated plan. HR&A contributed to setting ambitious long-term targets and generating initiatives to support job creation, population growth, household income, housing supply, and transit access proximate to jobs. HR&A directed an unprecedented effort to create a database and map tracking \$266 billion in planned capital investment by the City and its regional and state partners as a valuable tool for informing future investment decisions. In April 2015 Mayor de Blasio launched OneNYC, and the City subsequently proposed a ten-year capital strategy within its executive budget allocating \$22 billion to OneNYC initiatives.



Rebuild By Design Competition | U.S. Department of Housing and Urban Development | 2014

HR&A co-led a multidisciplinary team with design firm Cooper, Robertson & Partners through the three stages of Rebuild by Design (RBD), a competition launched by the U.S. Department of Housing and Urban Development (HUD) to solicit innovative resilience strategies in the Superstorm Sandy-affected region. The team competed in a first round of 150 applicants, and was then selected as one of ten finalist teams to enter second and third rounds of work.

The team's work focused on impacted commercial corridors throughout the region, which often serve as the lifeblood of communities and help to drive recovery, but were heavily impacted by Sandy. Working closely with design partners, HR&A provided local economic analysis supplemented by the team's physical analysis for a range of coastal retail typologies, and generated preliminary design strategies to create a "toolbox" of strategies primarily geared toward small businesses.

The team focused on three communities for more in-depth study, with the intention of creating replicable solutions to be applied throughout the region. In Red Hook, Brooklyn; Beach 116th Street in the Rockaways, Queens; and Asbury Park, New Jersey, HR&A conducted significant outreach to and consultations with businesses, merchants associations, and elected officials. The team's final proposal included design strategies at the individual business, building, corridor, and districtwide scale, accompanied by a program and financing framework for implementation. The team's final briefing book can be found [here](#).



Creating a Vision to Enrich and Evolve Lower Manhattan | Trinity Real Estate | 1997 – 2013

For almost two decades, HR&A has worked to create a vibrant, diverse neighborhood in Lower Manhattan that supports residents and businesses with core community assets and amenities. For the Alliance for Downtown New York, HR&A developed and deployed a survey to understand priorities, concerns, and goals of neighborhood residents. HR&A identified community needs and suggested a mix of policy interventions including tax incentives, grants, and retail and open space plans to augment the residential offerings; adaptively re-use older, non-economic generating office buildings; and support the revitalization of a distinctive Manhattan neighborhood after the devastating 9/11 attacks.

During post-9/11 rebuilding efforts, HR&A advised the Port Authority of New York and New Jersey by gauging corporate and philanthropic appetite for memorials and monuments; conducting a Lower Manhattan retail market analysis; projecting World Trade Center Memorial attendance; reviewing the site's preliminary master plan; coordinating office development with the developer and architect; and recommending retailers for the reconciliation master plan.

To support the neighborhood's waterfront revitalization along the East River, HR&A assessed a series of waterfront development scenarios designed to offset municipal capital and operating investments and support the creation of open space, and recommended a development program, which optimized financial value and ensured the inclusion of emerging design themes. Along the Hudson Waterfront, HR&A worked with a multi-disciplinary team to transform Hudson Square into a true live-work-play neighborhood. The firm recommended retro-commissioning existing buildings and greening the public realm to promote sustainable development; led an environmental sustainability initiative that proactively responded City's goal of reducing carbon production by 30%; and supported Trinity Church's rezoning proposal to increase residential development and encourage an active mixed-use district. In March 2013, the New York City Council approved the rezoning of Hudson Square. The rezoning is one of the largest ever approved at the request of a private entity in New York City history and established Hudson Square as a vibrant, mixed-use neighborhood for creative businesses.



Citywide Agenda-Setting & Resiliency Strategy Development | The Rockefeller Foundation | 2014 – Ongoing

HR&A is supporting the launch and execution of 100 Resilient Cities – Pioneered by The Rockefeller Foundation (100RC), a global initiative assisting leaders to produce comprehensive, actionable strategies for citywide resilience in light of social, economic, and physical risks and challenges. As lead Strategy Partner, HR&A prepares each city to think expansively about strains on physical infrastructure and social welfare; connect acute shocks and chronic stresses that have caused, or threaten to cause, disruptions to essential functions; and consider risks as opportunities for positive transformation. HR&A is assisting cities' initial stakeholder and public engagement, which will teach city officials and residents best practices for urban resilience while informing the 100RC strategic planning process. HR&A is working with 100RC and city officials to facilitate workshops with the goal of distinguishing citywide priorities spanning governance, physical and social well-being, economic stability, and infrastructural strength.

HR&A has led agenda-setting workshops in Los Angeles, CA; Norfolk, VA; Boulder, CO; El Paso, TX; and Boston, MA. HR&A and 100RC staff to gather direct input from senior officials and community stakeholders and learn from a diversity of perspectives about pressing resilience needs involving the city at large. HR&A advances workshop discussions and takeaways, in collaboration with each city's 100RC-sponsored Chief Resilience Officer and other senior officials. HR&A has commenced the strategy-building phase with Norfolk, Boulder, El Paso, and New Orleans, LA, and is assisting cities as they identify and expand high-priority projects for eventual implementation.

In May 2015, HR&A supported 100RC and the City of Boston to prepare and execute an agenda-setting workshop that will produce a base of local knowledge about Boston's resilience conditions. HR&A and 100RC convened an initial briefing of Boston officials and stakeholders to outline program milestones and begin the engagement process for contextualizing the City's resilience efforts. HR&A produced background workshop materials and exercises; recommended internal and external stakeholders for participation; and guided activities during the workshop. HR&A is now synthesizing workshop outcomes, takeaways, and next steps.



Strong Cities, Strong Communities National Resource Network | U.S. Department of Housing and Urban Development | 2013 – Present

HR&A is providing ongoing technical assistance to economically distressed cities within the nationwide Strong Cities, Strong Communities (SC2) Network, which was established by the U.S. Department of Housing and Urban Development in May 2013 with an initial funding commitment of \$10 million. In addition to lending direct advice to cities related to economic development, land use, redevelopment, and public administration, the initiative provides a national peer network for local officials and serves as the central federal source for forward-looking municipal and regional economic development. HR&A is collaborating on the initiative with Public Financial Management, Inc.; New York University Robert F. Wagner School of Public Service; Enterprise Community Partners; and the International City/County Management Association.



Talking Transition NYC & Washington D.C. | Open Society Foundations | 2013 – 2015

For a consortium of ten New York City foundations, HR&A managed and implemented the [Talking Transition](#) civic engagement initiative. The initiative activated residents through events, digital outreach, and canvassing to discuss policy issues and pose questions for the incoming mayoral administration. HR&A organized programming for a two-week open forum held on Canal Street, where visitors recorded input and participated in discussions on key policy issues. The team deployed “mobile tents” and a large canvassing campaign to continue the citywide discussion. Additionally, HR&A co-led the development of the [TalkNYC](#) data project that mapped over 70,000 public-opinion survey responses on topics like City services and quality of life issues across the city.

In 2014, HR&A managed the Talking Transition DC initiative to promote civil discourse during the District of Columbia’s mayoral transition. The team designed a public-opinion survey and identified innovative methods of delivery and deployment to engage a diverse sample of residents. After the survey was completed, the team identified key themes and policy issues from the survey data, and synthesized results for a public report and 21st-century Town Meeting.



New York Rising | New York Governor's Office of Storm Recovery | 2013 – 2015

For the New York Governor's Office of Storm Recovery, HR&A led a multidisciplinary team of engineers, architects, planners, and healthcare specialists through both rounds of the NY Rising Community Reconstruction Program. Over eight months, HR&A's team worked with residents and stakeholder representatives on Planning Committees to assist the team with thinking comprehensively about local conditions to invest \$188 million of federal Community Development Block Grant Disaster Recovery (CDBG-DR) funds in proposed physical, economic, and social resiliency enhancements.

The team collaborated with community members in Lower Manhattan; the Rockaway Peninsula, Howard Beach, and Broad Channel, Queens; Brooklyn's Red Hook, Canarsie, Bergen Beach, Mill Basin, and Marine Park; and the East Bronx waterfront. HR&A discussed real and projected risks with Committees to consider site-specific solutions. With committee input and feedback from residents, civic leaders, community groups, and elected officials, the team estimated costs, evaluated funding options, and proposed phasing and implementation strategies for potential projects and programs to receive State funding. Priorities included: comparing finances of owners' physical mitigation with flood insurance costs; designing low-cost loan programs for business and residential retrofits; educating owners; and creating policies to ease building owners' burden and increase access to programs and funding.

HR&A managed an extensive participatory process of 100 committee meetings and 40 large-scale public engagements to present proposals for community feedback. The team generated over 100 near-term, area-specific resiliency projects. In October 2014 Governor Cuomo announced the energy resiliency feasibility study, proposed by HR&A's team in collaboration with the Red Hook community, for the New York City Housing Authority's Red Hook Houses. In November the Governor awarded over \$12 million in federal funding to two business corridor improvement proposals by HR&A's team with two Rockaway Peninsula communities. Additional projects are under consideration by the U.S. Department of Housing and Urban Development.



Revitalizing Downtown Cincinnati and Over-the-Rhine | City of Cincinnati | 2004 – 2007

HR&A served as real estate and public policy advisor for Cincinnati's Downtown planning. With the City of Cincinnati, Downtown Cincinnati, Inc., the Cincinnati Business Committee, and a master planning firm, HR&A crafted a strategic investment plan addressing downtown planning and development and assisted with creating the Cincinnati Center City Development Corporation (3CDC). HR&A managed a national executive search for 3CDC's Chief Executive Officer; oversaw solicitation and selection of a retail developer; and examined financial feasibility and implementation of waterfront development. 3CDC has proven successful as a public-private partnership in advocating for Downtown's core assets.

HR&A guided the public-private development corporation to redevelop historic Fountain Square into an active public space and catalyze private investment. HR&A's recommendations included an innovative financing structure, programming strategy, and plaza redesign. In 2004 3CDC and the City initiated a two-year, \$49 million renovation leading to record visitation; \$125 million of additional private investment in the District; and new residential, retail, and restaurant development. HR&A and 3CDC won the 2009 IEDC Partnership Award in the Public-Private Partnership category for Fountain Square's economic revitalization.

HR&A strategized lifting the city's most troubled neighborhood, Over-the-Rhine, from residential and commercial disinvestment, few retail options, and entrenched crime. Recommendations targeted public sector investments including open space redevelopment; new parking; and rehabilitation of deteriorated multifamily housing, along with a public-private partnership for neighborhood reinvestment and revised design guidelines to inspire neighborhood identity by celebrating historic architecture. Now the center of Cincinnati's thriving arts community, Over-the-Rhine is nationally recognized for its successful turnaround. Renovated historic buildings offer housing and retail; new mixed-use projects surface; and crime has decreased substantially.



Lawn on D Interim Landscape Programming | Massachusetts Convention Center Authority | 2014 – Present

HR&A is currently supporting the Massachusetts Convention Center Authority (MCCA) as project manager in the program design and implementation of a comprehensive public programming plan for the award-winning Lawn on D, a 2.7-acre temporary outdoor event space at the Boston Convention and Exhibition Center (BCEC) on D Street in Boston. HR&A developed the overall programming concept plan and continues to provide comprehensive business planning, budget management, and program administration services for the project.

The Lawn on D, a flexible, vibrant open space, was recently recognized by the American Institute of Architects (AIA) and the Boston Society of Landscape Architects (BSLA) as a catalyst for innovative placemaking, neighborhood revitalization, and design excellence. Since its launch in August 2014, The Lawn on D has become a lively gathering space for the Fort Point, South Boston, and Innovation District neighborhoods as well as Greater Boston, offering free public festivals, spectacles, and events, as well as lawn games, iconic public art installations, concerts, free Wi-Fi, and regular food and bar concessions.

MCCA is planning a significant expansion of the Convention Center, including new hotels, convention and exhibit space, and retail space. Program planning and research at The Lawn on D will serve long-term goals for the planned permanent event space by providing a laboratory of event ideas, and a beacon of a new destination at the BCEC that is appealing to the area's diverse customer base of residents, workers, and conventioners.

More information about The Lawn on D can be found at: www.lawnond.com.



Strategic Plan to Reposition the Brooklyn Tech Triangle | Brooklyn Chamber of Commerce | 2012 – 2013

HR&A assisted with crafting a strategic plan for the “Brooklyn Tech Triangle,” comprising the neighborhoods of DUMBO, Downtown Brooklyn, and the Brooklyn Navy Yard, which have attracted tech and innovation economy tenants. The team proposed a working definition of the target tech and creative industry sectors; assessed tech and creative companies currently in the Triangle; and recommended changes in real estate policy, workforce development, transportation, open space, streetscape, and economic development to cultivate the industries locally. HR&A’s real estate and economic analyses motivated the final proposals for industry-supportive updates to real estate policy. In November 2013 the American Planning Association’s New York Chapter honored the plan with its annual “Meritorious Achievement” award citing its ambitious scale, offering a model for economic development in urban centers.



Downtown Austin Revitalization | City Of Austin | 2007 – 2009

HR&A has been extensively involved in revitalizing and transforming Downtown Austin, Texas, with particular attention to challenges of and opportunities for redevelopment and open space within the context of Austin's economic and political realities. As part of a team with McCann-Adams Studio, HR&A contributed to the Downtown Austin Plan ("the Plan") and facilitated public outreach and engaged with select public and private stakeholders. HR&A's rigorous analysis examined Austin's current policies, workforce needs, and residential market conditions. The team's analysis supported the Plan's critical Density Bonus Program to support public benefits and increase the affordable housing supply downtown as the district experienced unprecedented growth. Based on HR&A's recommendations, City Council adopted ordinance and guidelines supporting the program in June 2013.

HR&A determined that the City lacked an effective entity to facilitate the rapidly-maturing city's progress and recommended creation of a Downtown Development Corporation. To define the appropriate governance structure, HR&A assessed best practices of development corporations in comparable cities throughout Texas and nationwide that also implemented economic development plans. HR&A evaluated governance structures, authorities, funding sources, projects, and other key considerations for formation of an effective entity responsible for implementation.

Recognizing the significance of public space as an amenity to businesses and residents, the team placed parks at the center of the master plan concept. HR&A developed an implementation strategy for transforming Downtown parks by maximizing public revenues from concessions, events, and fees, as well as leveraging supplemental funding and management resources through a public-private and nonprofit partnership structure such as a BID, redevelopment authority, and/or conservancy. HR&A worked with the team and City to identify priority projects with the greatest potential economic impact and generate momentum for future park renovations.



Anacostia River Waterfront Initiative Framework Plan | District of Columbia Office of City Planning | 2005 – 2007

HR&A led the Anacostia Waterfront Initiative, a major planning and revitalization effort for a ten-mile stretch of the Anacostia River. The firm managed an interdisciplinary team comprised of six nationally renowned planning firms to create the Initiative's framework plan, including analysis of opportunities, challenges, and economic viability; consensus-building among public agencies; and coordination of public outreach. HR&A led an intensive public engagement process and coordinated 19 public meetings to ensure the plan aligned with community concerns and aspirations. HR&A oversaw creation of the Anacostia Waterfront Corporation's (AWC) business plan and guided development and planning of major transformational projects.

HR&A drafted a framework to create the Capitol Riverfront, a 350-acre neighborhood anchored by the new Washington Nationals baseball stadium. HR&A conducted feasibility assessments of locations for the new stadium; negotiated with select developers for "The Yards," a new development at the Navy Yard; and negotiated a PILOT agreement to relocate and redevelop the U.S. DOT headquarters at the Southeast Federal Center, while also generating proceeds for public infrastructure investments. To generate the last tranche of financing for the ballpark's completion, as well as funds for public infrastructure, open space, affordable housing, and other community benefits, HR&A recommended a Tax Increment Finance District for the development area.

HR&A recommended redevelopment, infrastructure, and open space planning along the Anacostia's Southwest Waterfront. "The Wharf" development broke ground in March 2014 and will generate 800 units of housing, retail, hotel, office, and cultural uses in addition to the existing marina and fish market to become an active waterfront esplanade unprecedented in the District. The Anacostia Waterfront Initiative Framework Plan won an AIA Honor Award for Regional and Urban Design and has catalyzed over eight billion dollars in private investment to date.



Turning The Tide: Planning for Community Resilience in South Brooklyn | Fifth Avenue Committee | 2015

HR&A advised the Fifth Avenue Committee (FAC), a nonprofit organization seeking to advance economic and social justice in South Brooklyn, on a tenant-led resilience planning initiative in public housing complexes in Gowanus and Red Hook, Brooklyn. HR&A provided technical assistance and produced a demographic profile of area public housing residents. HR&A also conducted a gap analysis of over 40 relevant recent and ongoing resiliency initiatives within the respective neighborhoods to review priorities and engagement efforts already conducted within each community, as well as to identify opportunity areas for outreach and planning. HR&A supported team partners to develop a community engagement strategy focusing on four priority areas: capacity-building and leadership training; economic opportunity and workforce development; housing stock resiliency; and district-wide resiliency. Finally, HR&A assisted the team in producing a plan document that summarized the process to date and laid out a future strategy for achieving progress in priority areas.



Industry City Development Advisory | Jamestown Properties | 2014 – 2015

HR&A is assisting the ownership of Industry City, a six million-square-foot industrial campus on Brooklyn's Sunset Park waterfront, with a broad rezoning and repositioning effort to support the growth of the City's innovation economy. The rezoning would facilitate a mix of uses, including academic, hotel, and retail, while still primarily accommodating innovation economy tenants. The campus would support more than 19,000 jobs, including over 13,000 direct on-site jobs at Industry City. HR&A analyzed the current tenancy and area market conditions to determine programmatic recommendations for repositioning the campus into an innovation district. Based on the proposed program, HR&A calculated the economic impacts of one-time and ongoing jobs and related economic activity, as well as the potential fiscal impact should the portfolio develop into an innovation hub. HR&A gauged the feasibility of campus repositioning in light of local capital needs – namely, investment to recover from significant damage from Superstorm Sandy, as well as building modernization – and developed a case for public support for programmatic changes and increased economic and fiscal impacts for Sunset Park and New York City. HR&A is currently providing real estate advice to Industry City and a multidisciplinary team preparing a rezoning application to the City of New York.



Center City Strategic Framework Plan | Centro Partnership and The City of San Antonio | 2011 – 2015

On behalf of Centro Partnership and the City of San Antonio, HR&A created a strategic framework plan for Center City’s long-term growth through investment in infrastructure, housing, and amenities in targeted growth areas. HR&A led community workshops for over 500 residents; conducted extensive stakeholder outreach; and worked closely with senior City staff, the Mayor, and City Council to prepare a guide for public and private efforts in Center City over the next decade. HR&A assessed challenges to achieving goals for Center City set forth in the ambitious “SA 2020 Plan” to increase housing and jobs and enhance quality of life with specific, catalytic projects and interventions maximizing redevelopment of Downtown and Center City neighborhoods.

HR&A contributed to a range of market analyses and site-specific efforts in the plan, including a retail market study and Downtown development strategy. HR&A benchmarked existing organizational and financial structures against those of other cities and crafted an implementation strategy considering incentive programs, funding sources, governance and project management structures, regulatory tools, and design guidelines to support the plan’s objectives. The Centro Partnership, a civic and business leadership organization dedicated to downtown revitalization, will oversee agenda and strategy execution for the plan, presented to City Council in December 2011 and adopted by the Partnership Board in February 2012. In 2014 HR&A conducted a market and financial feasibility analysis of municipal development incentives, created in the “SA 2020 Plan,” on current development within priority growth areas.

HR&A has also served as an on-call advisor for economic and market analyses in part stemming from the framework plan and involving Downtown groceries, residential and mixed-use projects, and a fixed rail and streetcar strategy. For a transportation plan, HR&A projected demographic and economic activity Downtown for modeling and supported traffic and transportation planning prioritizing growth through critical street, intersection, wayfinding, public realm, and parking system improvements. HR&A envisioned and projected Center City’s retail growth based on high-level qualitative analysis and developed a holistic growth strategy for a Downtown district between Market Square and the San Antonio River that is primed for redevelopment and can leverage demand to catalyze widespread retail activity. HR&A recommended retail tenants, marketing and recruitment approaches, physical interventions, and governance and financing mechanisms resulting from demographic, retail market, retail spending gap, and opportunity analyses.

Spurring Development in San Antonio’s East Side Promise Zone | San Antonio for Growth on the East Side | 2015

San Antonio for Growth on the Eastside, Inc. has engaged HR&A to lead a multidisciplinary team in developing a roadmap to catalyze real estate development in the San Antonio East Side Promise Zone, established to support financing and logistics supportive of economic growth and encompassing much of the city’s eastern quarter. The team will assess existing challenges to and opportunities for economic development within the Promise Zone; perform a market scan; catalogue underutilized and vacant properties; create a GIS-based scenario model of optimal development opportunities; perform a high-level development feasibility analysis; and ultimately generate an area Comprehensive Economic Development Strategy.

North Adams Economic Development | North Adams Partnership | 2013

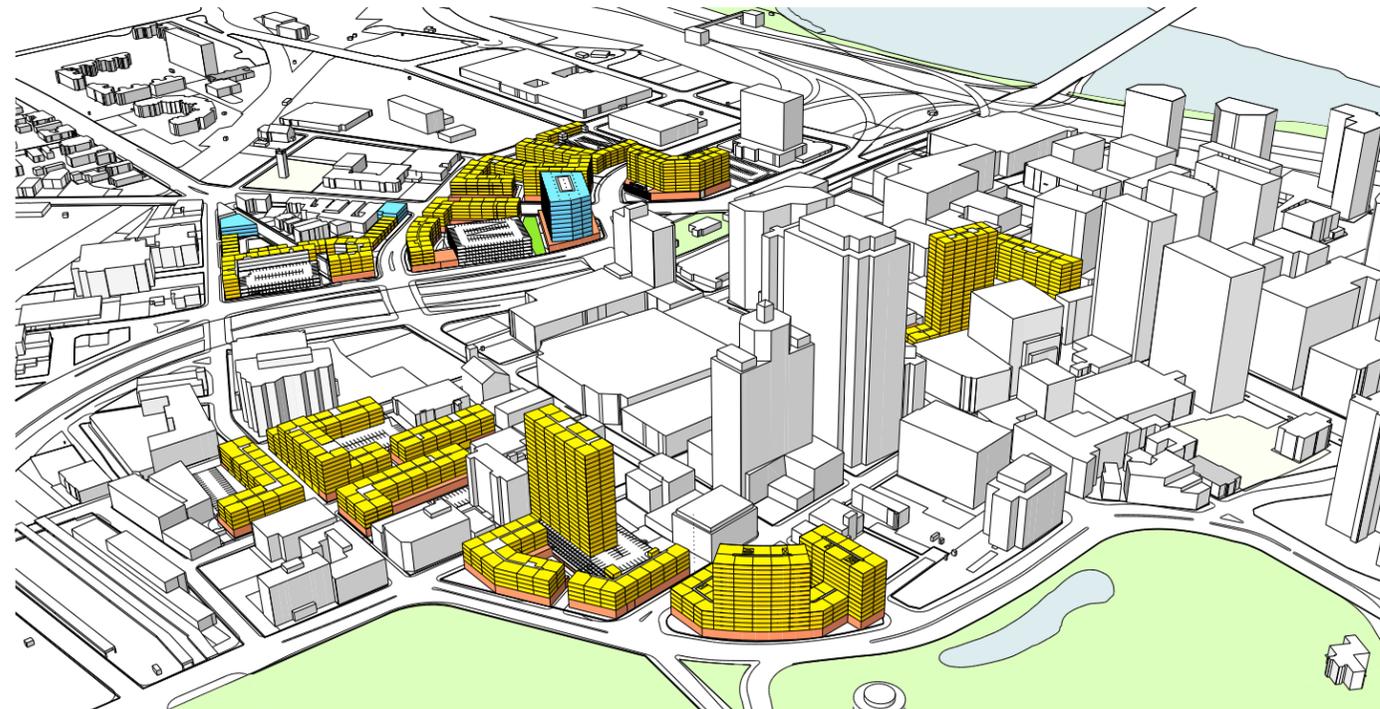
On behalf of the North Adams Partnership, HR&A and SHoP Architects created an action plan for economic development in the City of North Adams, MA, a once-vibrant community that struggled with industrial decline and which is home to several of the Berkshires’ cultural, educational, and touristic assets, including MASS MoCA and Williams College. HR&A engaged stakeholders and the Partnership to understand the city’s economic and institutional context and reviewed existing planning data for demographic and market trends. The team created a vision for North Adams’ economic and physical future based on stakeholder feedback and recommended priority projects to strengthen the connection of downtown to institutional and outdoor resources. HR&A tested projects’ financial feasibility to advise the Partnership on public and private funding strategies, and the team proposed an action plan for next steps, future redevelopment, and Partnership governance restructuring.

Hartford Downtown North/ Downtown West Hartford, Connecticut

Through a Department of Housing & Urban Development (HUD) Sustainable Communities Grant, the City of Hartford enlisted Utile to conduct an eight month planning process that resulted in a master plan integrating a district wide strategy for future development, infrastructure improvements, zoning recommendations and public realm design guidelines.

Through scenario test-fits, Utile provided a quick turn-around to help inform development and future zoning decisions for the City. The combination of providing a long-term vision for Hartford, while being nimble enough to respond to a changing development market, is at the core of Utile's planning approach. It is strategic planning at multiple scales.

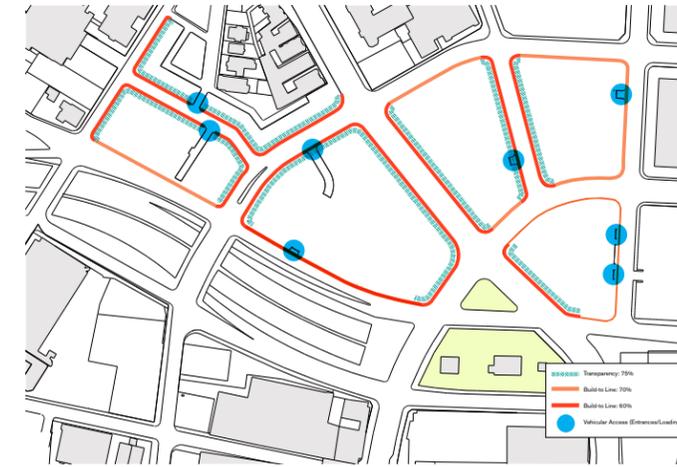
Parallel to the overall master plan assignment, Utile engaged in "real-time" planning with the City, as opportunities for targeted development parcels



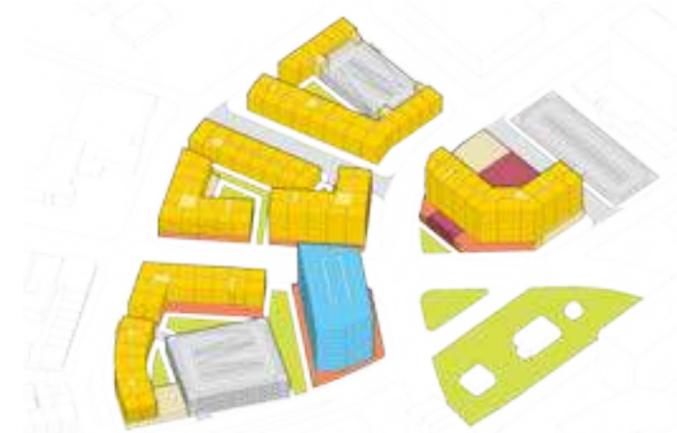
Five development districts were identified for Downtown Hartford. These massing scenarios represent contextual responses to the neighboring buildings, as well as responding to real estate market demand.

utile

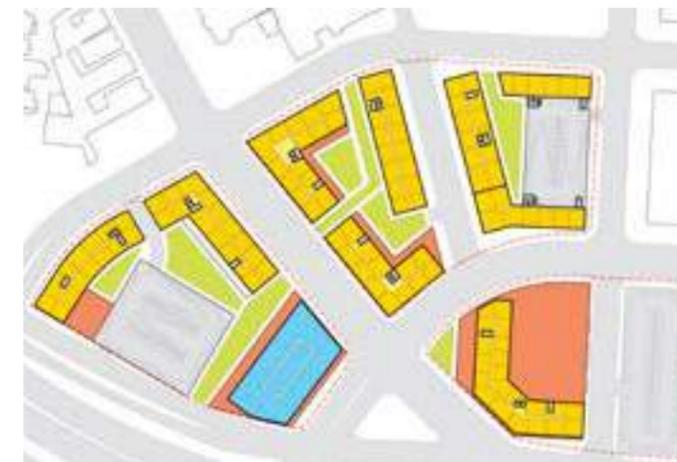
Client
City of Hartford, CT
Type
District Planning
Year/Status
2013
Scope of Services
Planning, zoning and design guidelines, streetscape
Key Collaborators
Ninigret Partners, Nelson\Nygaard, Stoss LU, FHI



Design guidelines for the building's orientation, scale and relationship to the public realm were developed.



The massing scenario for this district places higher densities at the 100% corner, while shifting down in height at the perimeter.



Undeveloped city-owned parcels are phased in over time.



A new public plaza will be the centerpiece of future development.



Main Street is transformed, eliminating multiple travel lanes and adding in a center median, cycle tracks and wider sidewalks.



A redesigned Wexford Park provides a hospitable connection to downtown with large lawn spaces and a new skate park.

Mill River District Planning Study New Haven, Connecticut

utile



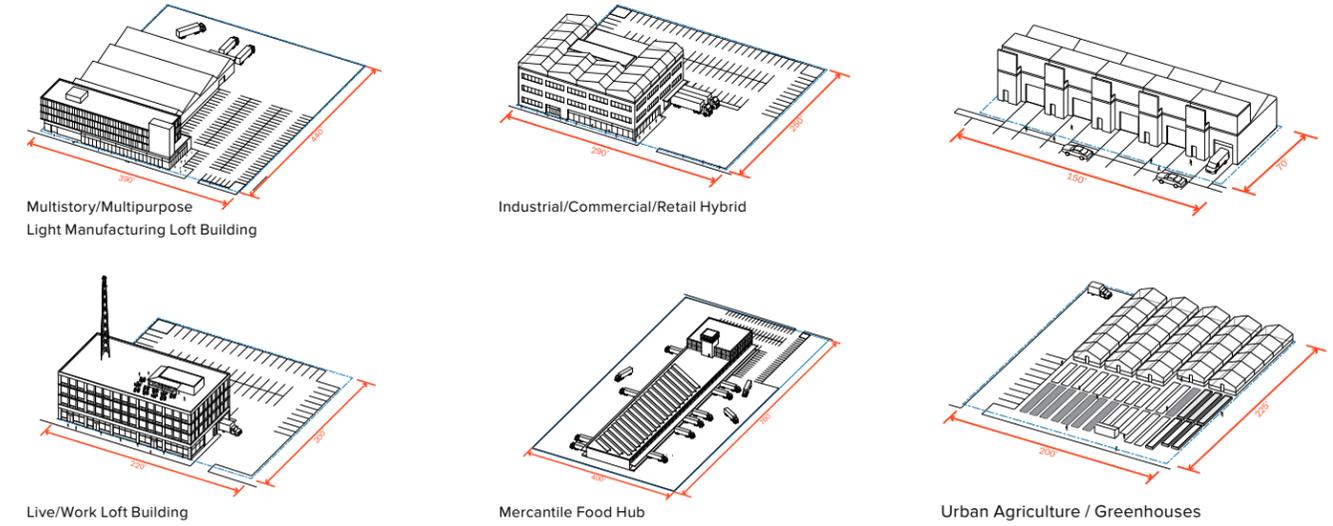
Home to a diverse mix of businesses including food processing and distribution, precision manufacturing, and design and construction support, the Mill River District is a vital part of New Haven's industrial economy. Working with the Economic Development Corporation of New Haven and the City of New Haven, Utile undertook a planning study of the area, investigating a comprehensive set of physical, regulatory and marketing strategies to enhance its economic vitality and

prepare it for future growth.

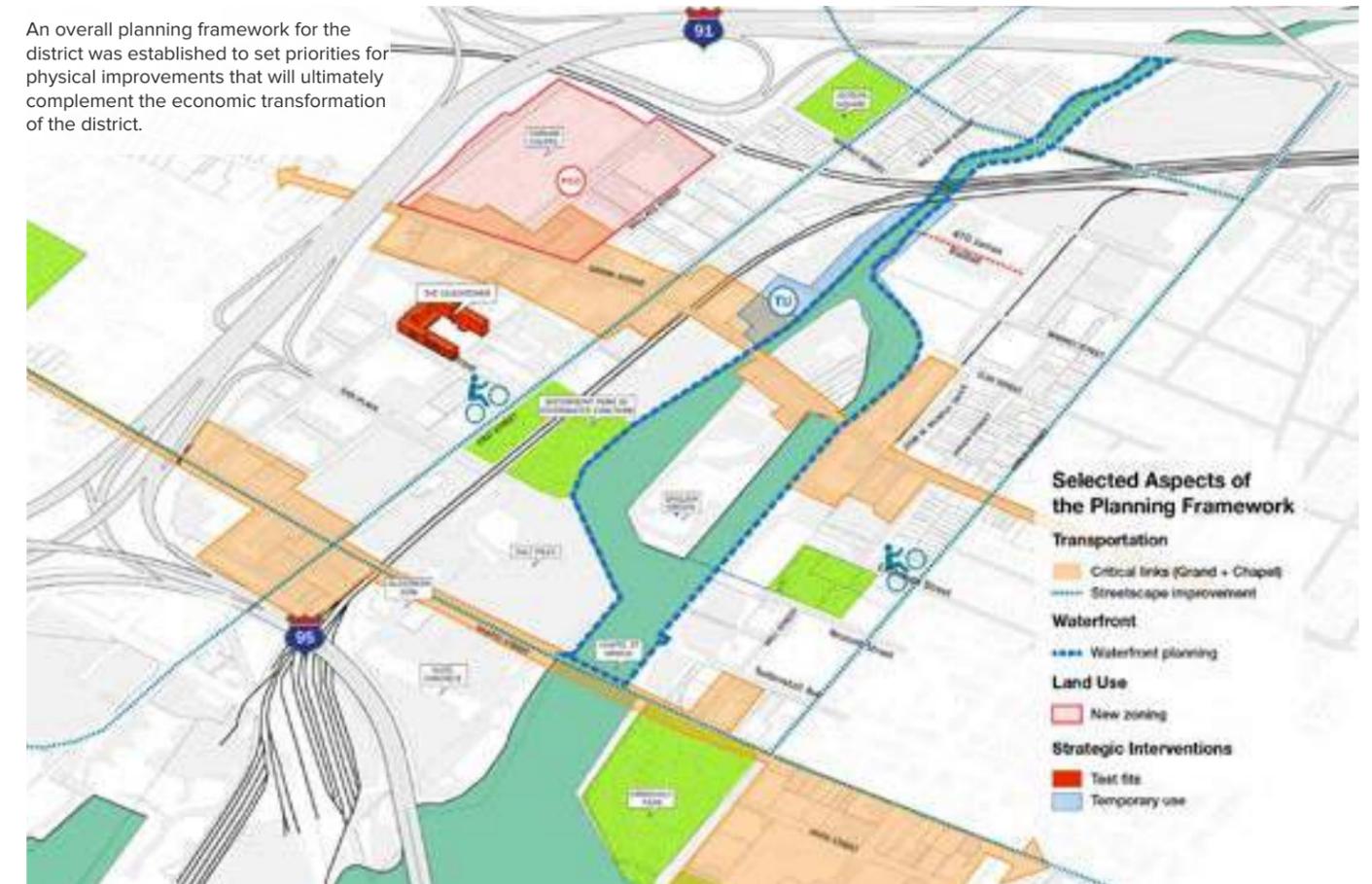
The vision includes consideration of pedestrians, cyclists and green space. Central to the plan is business retention, expansion and job growth. These ideas will provide a framework for redevelopment scenarios and streetscape improvements, and inform recommendations for land use changes, infrastructure improvements, and district-specific building prototypes.



Utile thoroughly mapped the Mill River District's physical, economic, social, and ecological context.



An overall planning framework for the district was established to set priorities for physical improvements that will ultimately complement the economic transformation of the district.



Client
New Haven EDC
Type
District Planning
Year/Status
2010–2013
Scope of Services
Planning, parcel planning, branding, development scenarios
Key Collaborators
Ninigret Partners, Stoss LU, Nelson/Nygaard

A series of industrial prototypes were developed for the Mill River District that move beyond traditional industrial models. Scenarios were developed to test the feasibility of these specific industrial building prototypes on select parcels.

Broadway Visioning Study

Long Beach, California

Broadway is one of Long Beach's key east-west corridors, connecting downtown to the residential neighborhoods, the home of families and the LGBT, and a few short blocks from the ocean. However, it lacks a clear identity and the sidewalks and streetscape is uneven in quality.

The City of Long Beach engaged Utile and RSAUD to reimagine Broadway. Utile and RSAUD identified five nodes with a critical mass of retail and restaurants as sites to enhance. The study recommended reducing the number of travel lanes from four to three, expanding the sidewalk zone at the key nodes, and introducing angled parking at places to increase the number of parking spaces.

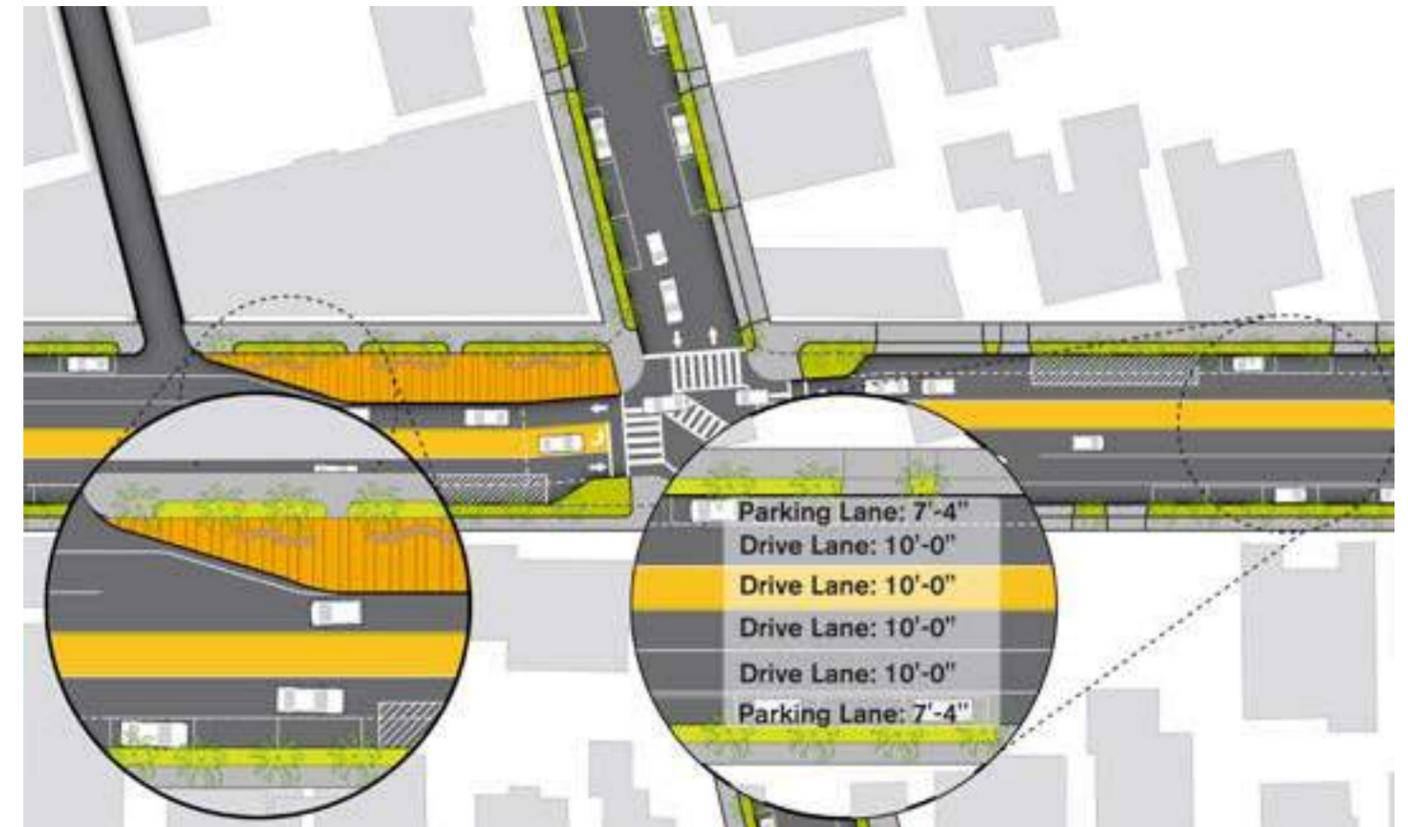
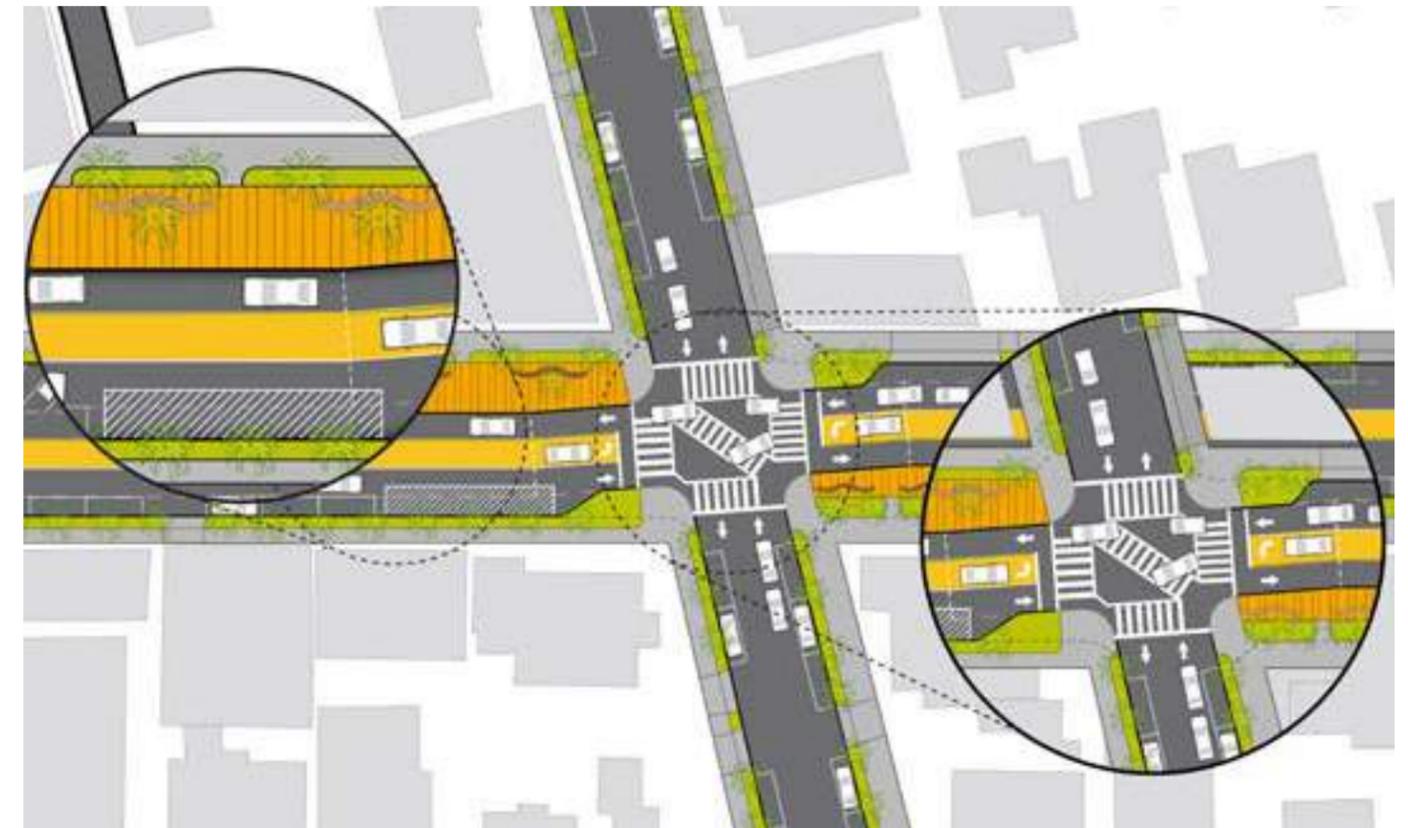
Client
City of Long Beach
Office of Councilwoman Suja Lowenthal

Type
Streetscape design

Year/Status
2014

Scope of Services
Urban design, on-call contract

Key Collaborators
RSAUD / Utile



The Temple Street intersection is recommended as the first project. Temple is a block away from where Broadway transitions from three lanes to four lanes, and it would be relatively simple to extend Broadway as three lanes to this intersection.

Downtown Boston Waterfront Planning Boston, Massachusetts

Client
Boston Redevelopment Authority
Type
Urban planning, urban design
Year/Status
2013-present

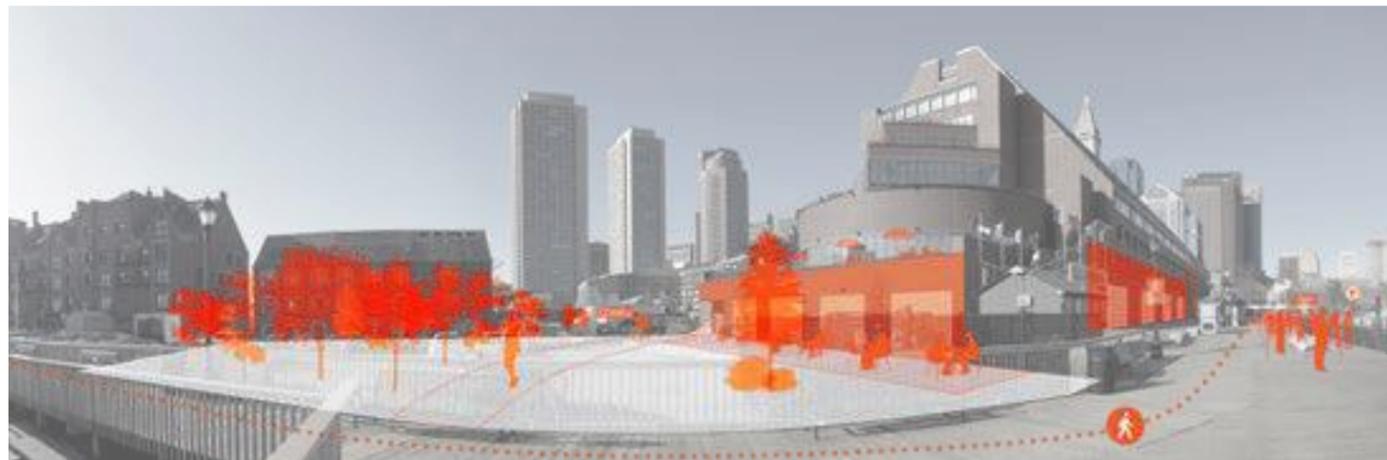
Study Area
42.4 acres (18.5M square feet)
Scope of Services
Public realm plan, regulatory plan, zoning recommendations
Key Collaborators
Noble & Wickersham, and Durand & Anastas Environmental Strategies

Utile is leading the Downtown Waterfront Planning Initiative and the Greenway Districts Zoning Analysis for the Boston Redevelopment Authority (BRA). Utile will develop a vision for creating and shaping redevelopment along the Downtown Boston waterfront, which is one of the most activated waterfronts in New England and has a rich diversity of destinations, public spaces, and water transportation options. The public realm and watersheet activation plan focuses on strategic interventions in the public realm to clarify wayfinding; strengthen connections with the Downtown waterfront, the Greenway, and the rest of the city; and improve public access to the clean-up Boston Harbor and the Boston Harbor Islands.



Following the public realm plan, Utile and its subconsultants will develop a Downtown Waterfront Municipal Harbor Plan, a state regulatory plan to allow development along the waterfront and ensure public access to the water.

Concurrently, the consultant team will build on Utile's Greenway Guidelines and develop zoning recommendations for all the Greenway Districts, including the Downtown Waterfront/Wharf District.



Connectivity

- Strengthening the connection to the North End is critical. This can happen through encouraging passing through the Marriott lobby, and improving the quality of the paths around the Marriott.
- The Walk to the Sea should be strengthened and promoted. Encouraging more to travel to the end of the wharf could relieve some of the pedestrian congestion during peak tourist season, and lead to a greater appreciation of the harbor and Boston's maritime history.
- The HARBORWALK should be strengthened to encourage north-south movement through the study area and to draw visitors to the ends of the wharfs.
- Gateway moments should be designed, such as one approaches the NEAq.

Legibility

- Signage should make clear both the HARBORWALK as well as HARBORWALK "shortcuts," such as around the Marriott. Overall maps of the HARBORWALK and the general district should be considered.
- Coordinated signage can also make clear the ferry locations and schedules. This will alleviate confusion in the area. The overall area can be improved through coordinating paving materials, signage, etc. This will help clarify the public realm and direct people to the key amenities and open spaces.
- Key landmarks, such as public art, large-scale signs, and digital displays, should be considered as navigation and wayfinding devices.

Activation and Programming

- Improving underutilized spaces, such as the hardscaped plaza between the Harbor Garage and the water, and parking lot and the end of Long Wharf, is a priority. Each should have a different character, ranging from quiet contemplative spots to very active.
- Activating the edges of buildings is key to drawing people to this area and distributing foot traffic.
- Expanding the water transit options, both in terms of destinations and regularity of service, is a key priority. Water transit can connect the Downtown Waterfront to other Boston neighborhoods, such as East Boston, as well as neighboring waterfront communities.
- The Harbor Islands would benefit from a permanent gateway on the wharf.
- The reconstruction of T Wharf and a reconfiguration of waterside on uses should be considered on the north side of Long Wharf.

DRAFT MARCH 20, 2014



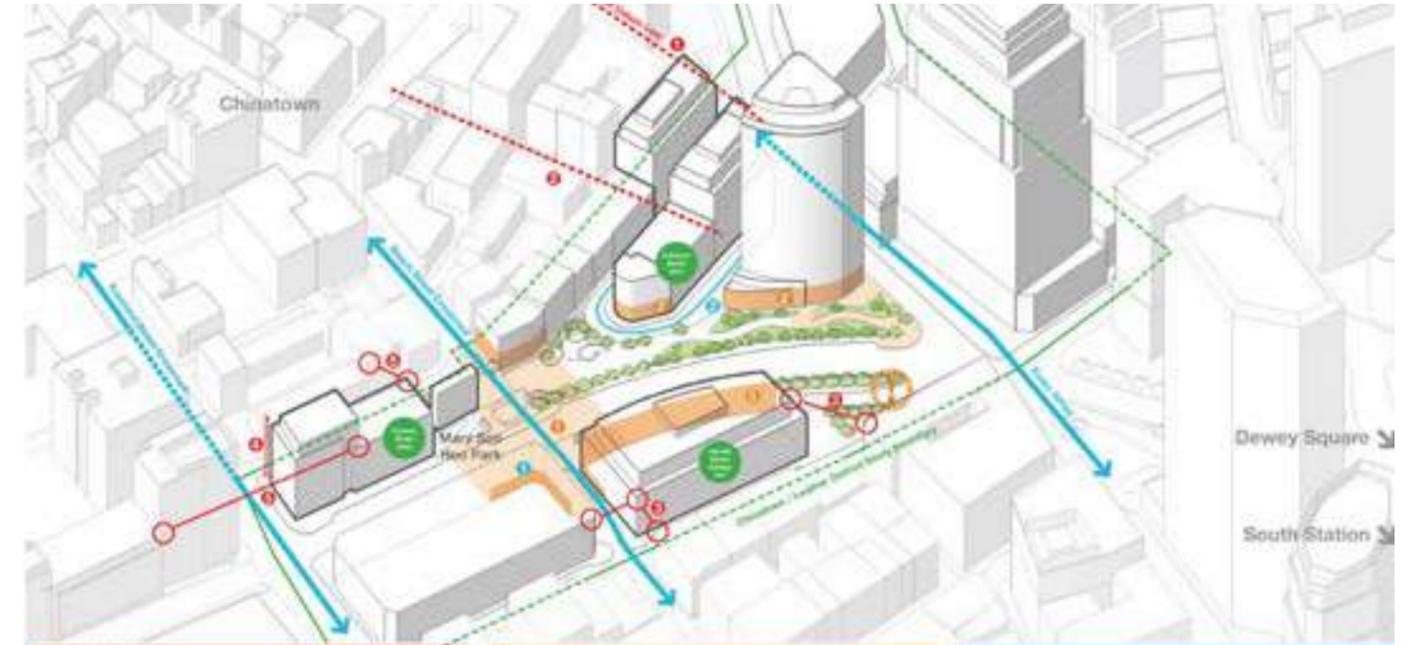
Greenway District Planning Study Boston, Massachusetts



Utile led an ambitious planning initiative on behalf of the Boston Redevelopment Authority that resulted in design guidelines for the real estate parcels that frame the Rose Kennedy Greenway in Downtown Boston. The guidelines were determined by testing development “what-if” scenarios on parcels most likely to be redeveloped as a result of the increased land values caused by the new linear park system. The study included an assessment of different levels of density and height both along the Greenway and on nearby open space resources. The guidelines identified and defined the mix of uses, height and density, and the particular configuration and functions at the ground plane, and included sustainable design goals framed by performance-based criteria. Utile’s work explored an innovative parking policy that reduces commuter

and special event car use downtown, achievable because the area is well-served by mass transit. Parking policy is being prioritized because three potential development sites within the study area are occupied by publicly accessible garages with a total capacity of 4,378 cars. The planning study was presented in an easy-to-understand graphic format to better communicate both the guidelines and their underlying logic to development teams, regulatory officials, and stakeholders. Utile worked with Nelson\Nygaard on the parking component of the study. In addition, Utile collaborated with Ken Greenberg, a Toronto-based urban designer, and HR&A, a Manhattan-based real estate and economic development advisory firm.

The map shows the variety of potential investment sites that Utile studied in order to assess opportunities for improving the Greenway’s edge conditions.



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| <p>Dimensional Criteria</p> <ul style="list-style-type: none"> 1. Chatham Street area - Maximum height 110'. Provide a 10' setback at a height aligning with the Colburn Place building (existing Green Street approximately 100'). 2. Chatham Street area - Step down in the existing height at the park-facing side to align with the step-down of the back side of Colburn Place and 70 Green Street. Encourage double street setbacks on Chatham and Kingston Streets in this location. 3. Market Street (Garage Site) - Height of street-level to align with adjacent buildings. 100' maximum. To align with 80 Market Street, it is limited by shadow impact on the park, with a 10' setback. 4. Market Street area - 120' maximum height on Exchange Street. 5. Market Street area - Step down to the height of the adjacent Chatham neighborhood scale and the low-rise portion of Parcel 24. Encourage double street setbacks on Market Street and the Surface Artery. | <p>Programmatic Goals</p> <ul style="list-style-type: none"> 1. Commercial and ground floor uses of the Market Street. Commercial orientation. 2. Provide transparent and active uses of park edge and create major building entries facing the park. 3. Mitigate the negative impacts on the pedestrian realm created by the 0.82 parking. Consider building over portions of it to bring active uses closer to Surface Artery. | <p>Connectivity</p> <ul style="list-style-type: none"> 1. The continuity of the Beach Street Greenway should be made more legible through the active use of active uses along its edges and at the Surface Artery intersection. 2. Pedestrian paths from the Financial District through Exchange and Kingston Streets should be enhanced for redevelopment on the Exchange Street area. 3. Elevated and linear plazas provide clear urbanism and western boundaries which delineate the District. These elevated thoroughfares also link the area to important public park East and West ends at the Common and South Station. |
|--|--|--|



Client
Boston Redevelopment Authority
Type
District Planning
Year/Status
2010
Scope of Services
Planning and design guidelines
Key Collaborators
Nelson\Nygaard, Ken Greenberg, HR&A

Utile worked with Toronto-based urban designer Ken Greenberg to identify urban challenges and opportunities for each segment of the Greenway. This analysis (above) grew out of an in-depth study of program, urban form, environmental conditions and economic considerations.

Utile explored development scenarios (below) for each potential investment site and then evaluated the scenarios in four categories: urban design, environmental impacts, program and activity, and economic viability.

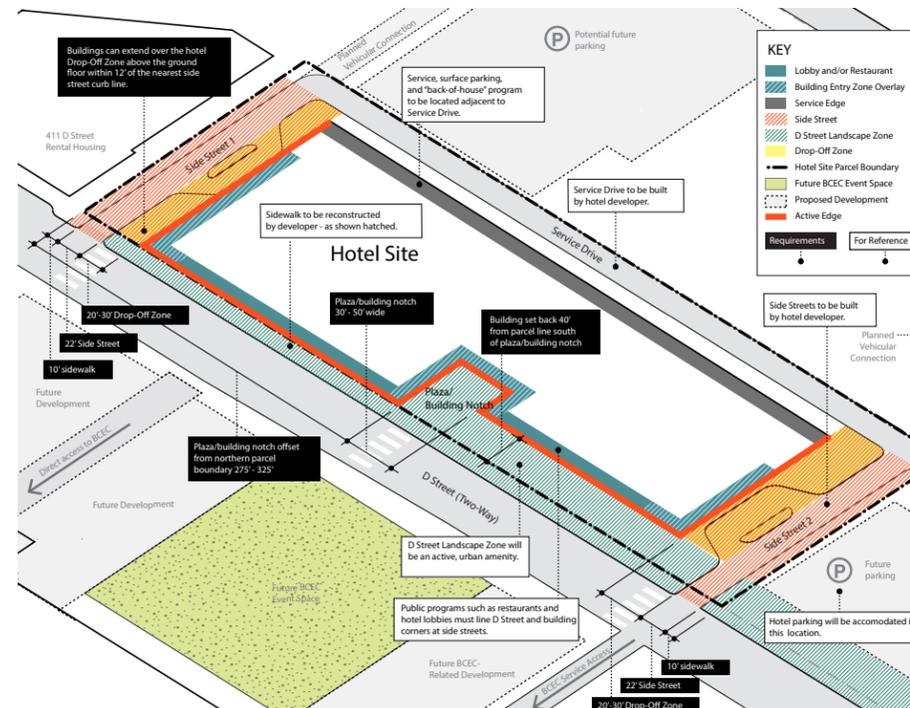
Boston Convention and Exhibition Center Planning Study Boston, Massachusetts

Utile teamed with Sasaki to create a comprehensive vision for underdeveloped land to the east and south of the Boston Convention and Exhibition Center (BCEC) in South Boston. The master plan, funded and managed by the Massachusetts Convention Center Authority, is focused on a re-positioned D Street corridor—imagined as a lively mixed-use urban neighborhood that includes a variety of open spaces, much-needed new hotels, restaurants and cafes, and innovative parking garages that will serve as multi-modal transportation hubs for the entire district. The district has been conceived to be both a nearby attraction for conventioners and a walkable infill neighborhood that will better link the traditional South Boston neighborhood with the emerging Innovation District on the South Boston waterfront.

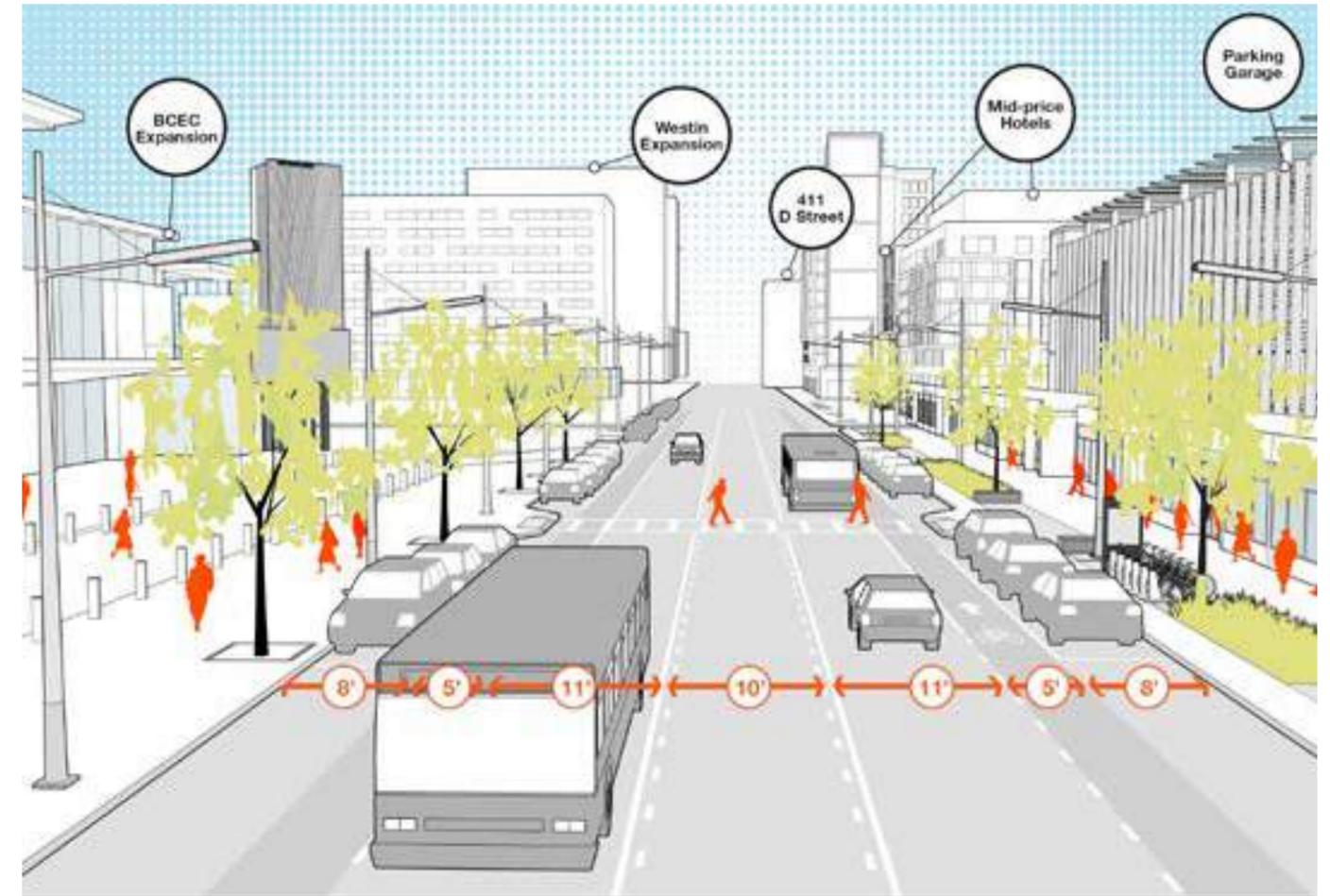


Client
Massachusetts Convention Center Authority
Type
Urban Planning, urban design
Year/Status
2012
Scope of Services
Urban Planning, urban design, streetscape
Key Collaborators
Sasaki

In addition to a vision plan and a phased land acquisition strategy, the Utile/Sasaki team created a suite of graphic design guidelines for the first phase of development conceived to inform the ground-level programming and massing configurations of two mid-priced hotels.

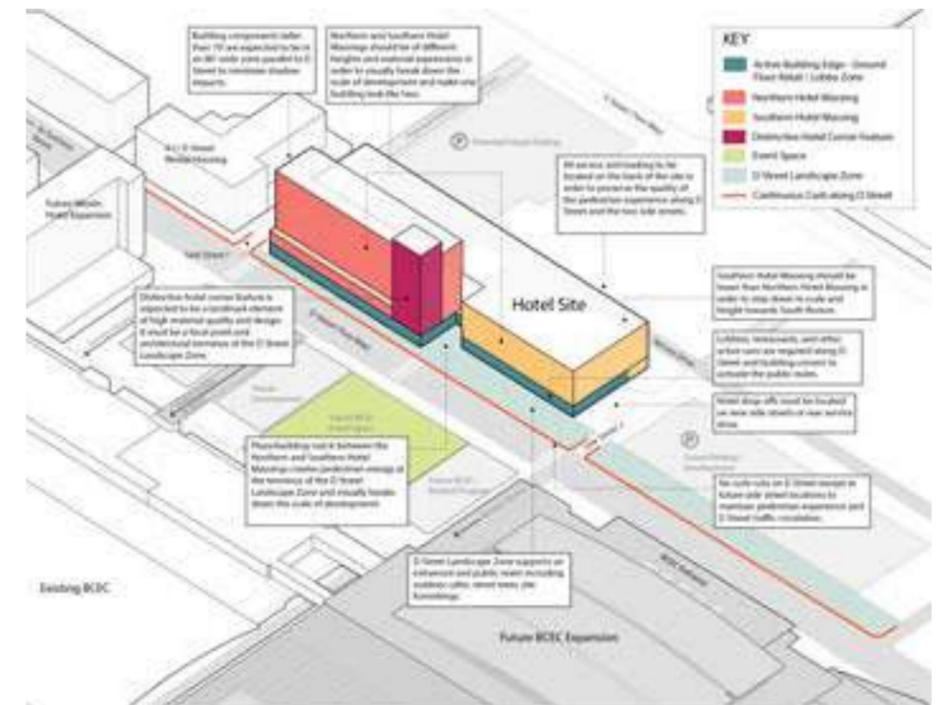


utile



The map (right) shows the variety of potential investment sites that Utile studied in order to assess opportunities for improving the Greenway's edge conditions.

The guidelines were designed to ensure that the first phases of the full build-out will set high expectations in terms of urban design and architectural quality. The guidelines were included as requirements as part of the larger RFP package. The design team will continue as consultants to the BCEC through the RFP submission review process, developer negotiation and selection, and the fine-tuning of the proposal once the development team is selected.



Boston Complete Streets

Boston, Massachusetts

Client
Boston Transportation Department

Type
Design Guidelines

Year/Status
2010-2012

Key Collaborators
Toole Design Group

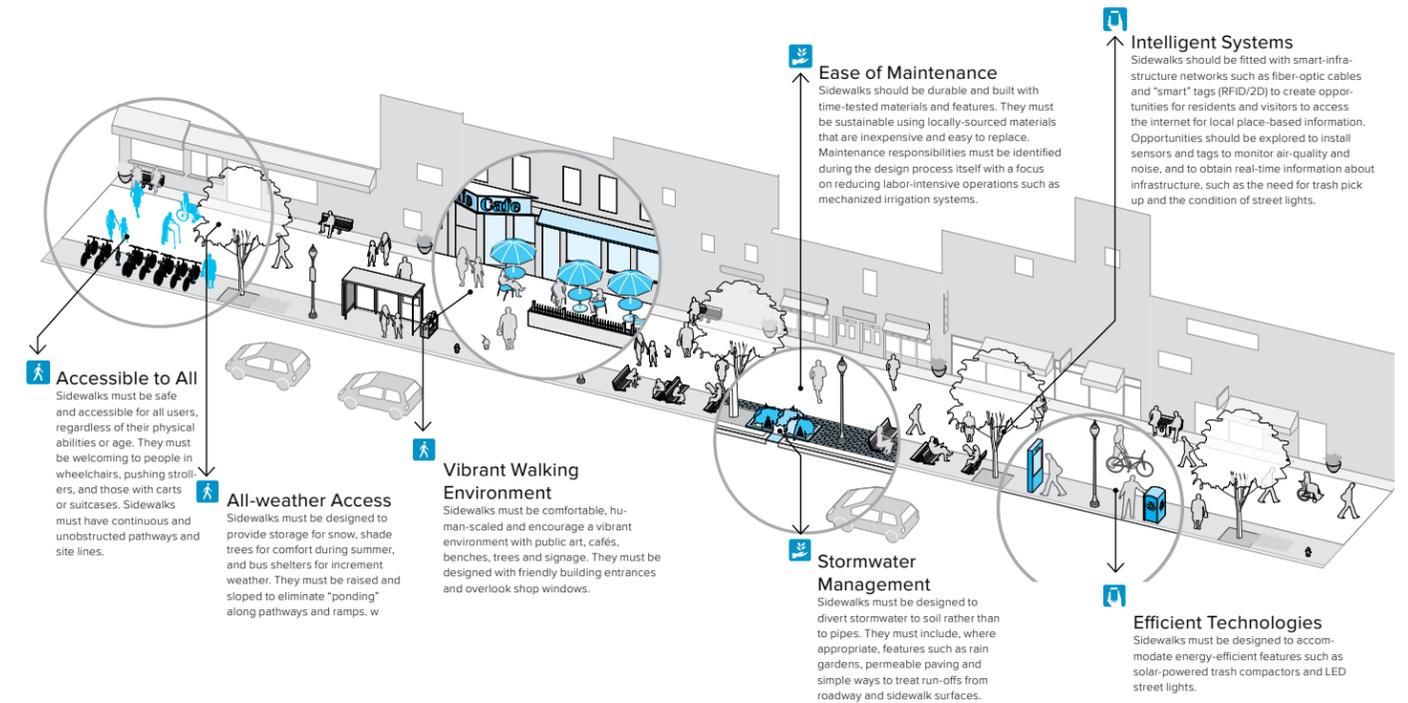
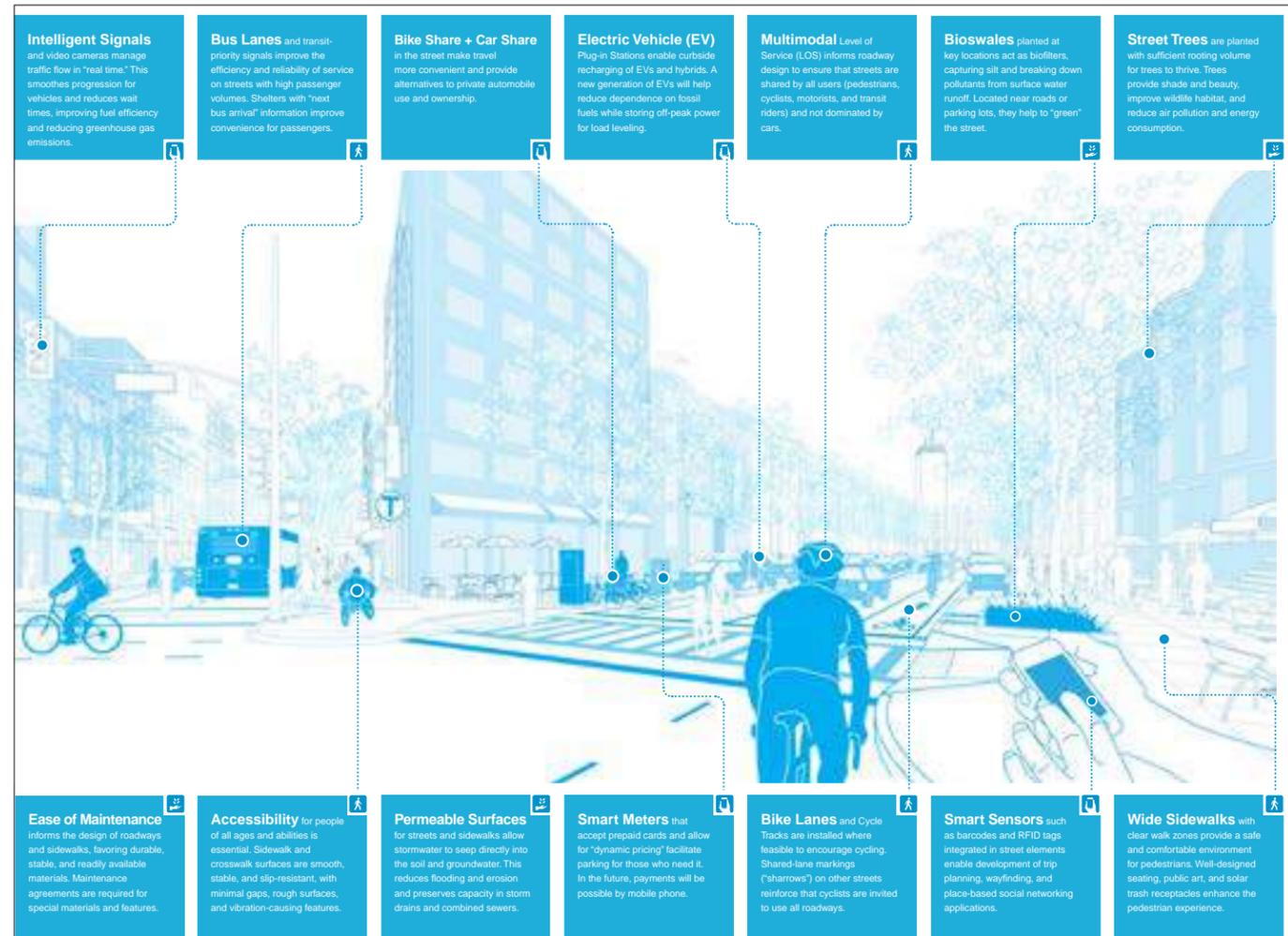
Awards
2015 APA National Planning Award for a Communications Initiative

As part of a larger effort by the City of Boston to develop a comprehensive set of new street design guidelines, Utile was brought in as an early-stage collaborator to develop an identity for the Complete Streets project, design the graphic content and layout for the Boston Complete Streets Manual, and develop a website. The manual—intended to reflect an ideological shift at City Hall in which the “car is no longer king”—will also function as an important reference document for government agencies, developers, engineers, architects, and other design

professionals. Working iteratively with the Boston Transportation Department, Toole Design Group, and a city-appointed task force, Utile created a versatile palette of perspective sections that clearly and effectively illustrate the new guidelines for roadway, sidewalk, intersection, and streetscape design—all against a carefully constructed backdrop of façades and street types evocative of Boston.

Below: Each chapter is illustrated with a range of graphics, from traditional axonometric views with dimensions, to more diagrammatic drawings that explain basic principles.

utile



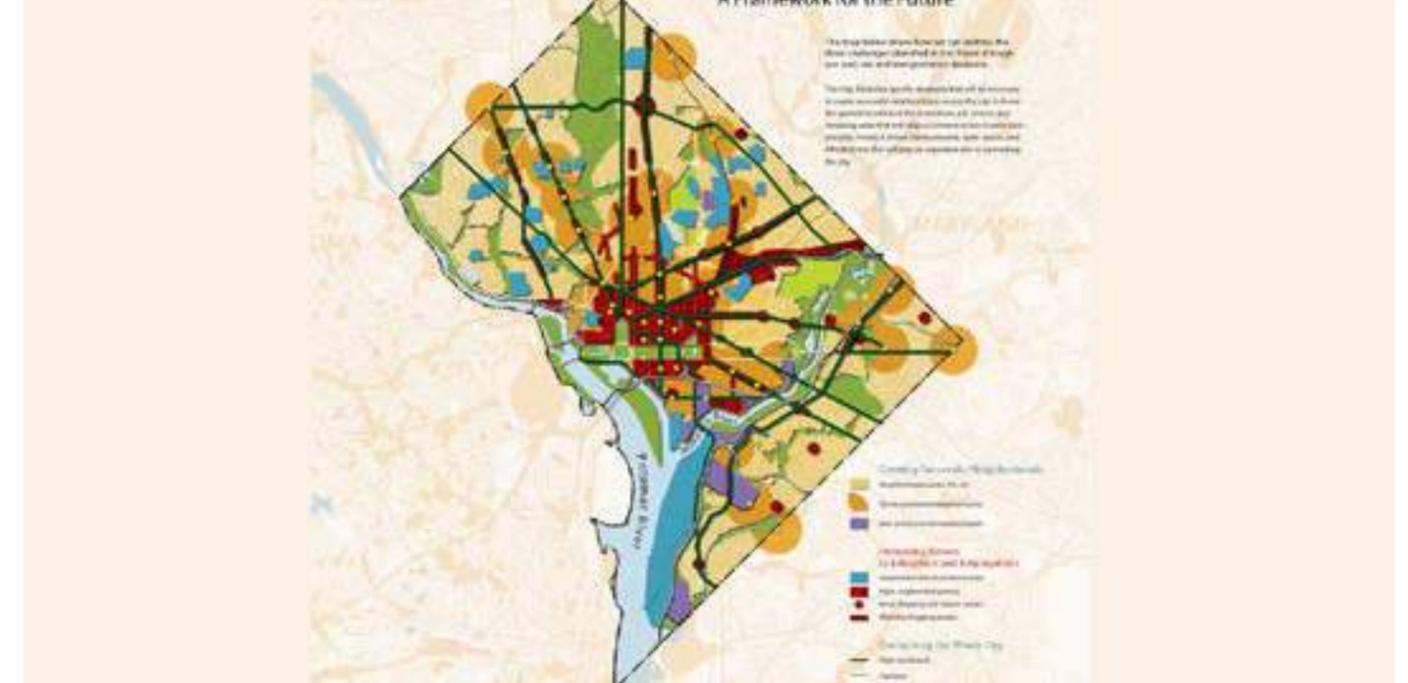
Utile developed prototypical street views that evoke the character of Boston streets. These are deployed throughout the manual to provide specific information about shared streets, neighborhood main streets, boulevards, buffered bike lanes, and so on.



Interim Chief Planner, Boston Redevelopment Authority | Boston, MA | 2005

In 2003, Mayor Menino and the Boston Redevelopment Authority (BRA) retained Ken Greenberg to advise on the optimal use of the “Big Dig” – the project that buried the elevated Central Artery and created the Rose Kennedy Greenway on newly available land – to expand Boston’s public realm and reunite the city both physically and socially. Ken worked with then-Chief Planner Rebecca Barnes, the BRA, and a number of other city departments to develop a vision for the lands surrounding the Greenway, extending north to south from the Charles River to the Massachusetts Turnpike, and east to west from the Boston Harbor to the downtown core and surrounding neighborhoods. The resulting Crossroads Initiative focused on twelve perpendicular streets, extending six miles, crossing the Greenway. The development concept integrated these streets into a public space network strengthening neighborhoods’ linkages with the Greenway, the extensive Harbor Walk extended along the water’s edge, and each other. Ken conceived these “crossroads” with 21st-century amenities – including enhanced pedestrian environments, way-finding signage and markers, and public art and performance programming – that would create a convenient, comfortable, information- and activity-rich environment and reinforce Boston’s identity as a leading contemporary city.

After developing Boston’s Crossroads Initiative, Ken Greenberg served as Interim Chief Planner in 2005 and 2006 in part to ensure the initiative’s continuity and progress. Project implementation is underway and incrementally funded through public-private partnerships. As Interim Chief Planner Ken also developed and directed comparable initiatives in other parts of the city, including the South Boston Waterfront and Fort Point Channel, and oversaw major projects citywide.



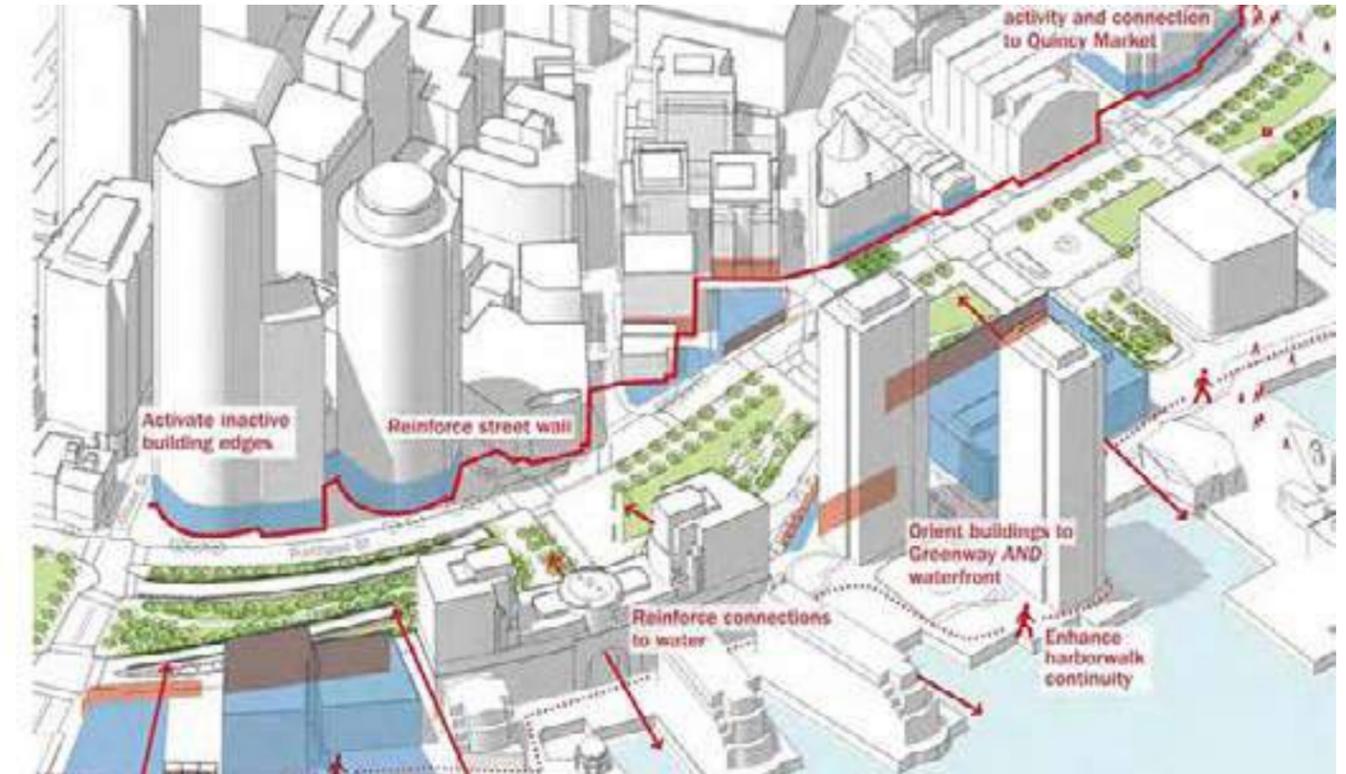
Vision Plan and Policy Framework for Washington D.C. | 2004

Ken Greenberg and Beyer Blinder Belle developed a vision plan and Policy framework for the District of Columbia in close collaboration with the District’s Office of Planning, a number of municipal and federal agencies, key stakeholder groups, and strong public input. The vision plan’s public presentation took place at the Convention Center with over 3,000 residents in attendance. The Plan provided direction for a major rewriting of the District’s Comprehensive Plan and set the course for a number of key strategic initiatives, including adding a substantial new residential population to the District’s neighborhoods. The overall goal of the Vision is to address current imbalances and create an inclusionary District with three underlying themes: restored health for all neighborhoods; access to education and employment; and connections among residents. The resulting “District of Columbia: Vision for Growing an Inclusive City” received the American Planning Association/National Capital Area Chapter Award for Outstanding Work.



Anacostia Waterfront Initiative MOU | The Anacostia Waterfront Initiative | 2000

On March 22, 2000, Mayor Anthony A. Williams, on behalf of the District of Columbia, and over a dozen Federal agencies signed the Anacostia Waterfront Initiative Memorandum of Understanding (MOU), creating partnerships that will govern the creation of a new vision and legacy for the Anacostia River and its waterfront communities. The Initiative envisions a new, energized waterfront for this millennium, one that will unify the diverse waterfront areas into a cohesive and attractive mixture of commercial, residential, recreational, and open-space uses. The Initiative will coordinate waterfront development and conservation, develop enhanced park areas, and provide greater access to the waterfront from neighborhoods on both sides of the river, as well as from the Mall, Capitol Hill, and Downtown. In association with HR&A and Beyer Blinder Belle, Ken Greenberg provided the Urban Design leadership for a multi-disciplinary team working on this initiative in the Southwest Waterfront for the National Capital Revitalization Commission and in the Near Southeast on the 55-acre Southeast Federal Center for the District of Columbia and the General Services Administration. The Southwest Waterfront Plan was the 2003 Recipient of the Places Magazine/EDRA Award for Planning The Southeast Waterfront Plan received The American Planning Association Outstanding Planning Award for a Plan 2004, for the Near Southeast Urban Design Framework, and the Anacostia Waterfront Initiative Framework Plan, prepared in collaboration with Chan Krieger & Associates, received the 2005 Boston Society of Architects /AIA New York Chapter Urban Design Awards Jury Special Citation for a Physical Plan.



Rose Kennedy Greenway District Study | Boston Redevelopment Authority | 2009

The Boston Redevelopment Authority retained Ken Greenberg with Utile Inc. in 2009 to prepare a Planning Study for the creation of a Rose Kennedy Greenway District in Downtown Boston to guide the extraordinary process of change surrounding the site of the Big Dig and the formation of the Rose Kennedy Greenway. The intention was to work with the BRA to develop zoning and development guidelines for the area intended to ensure that the Greenway District is the most sustainable downtown in the country with a primary emphasis on the built environment and the public realm. Two priorities emerged through this study. The first was to understand the potential impacts of new development on the Rose Kennedy Greenway to ensure that a new regulatory framework will conserve the environmental and social benefits of the open space network for future generations. The second was to understand and recommend new development that may enhance the Greenway and surrounding neighborhoods by mitigating wind conditions, creating new active built edges, and new constituencies for the parks including:

- The best mix of office, residential and hotel functions on the upper floors of buildings to ensure an active 24/7 Greenway District
- The accommodation of restaurants that can support outdoor cafes in development projects on the north side of the Greenway (to take advantage of south facing frontage)
- The accommodation of additional front doors (for both building lobbies and retail) along the Greenway to activate the edges of the parks
- The shaping of the ground level of new development projects to enhance existing pedestrian networks in terms of environmental quality and richness of experience
- Recommendations frame both a set of constraints that protect specific existing assets and opportunities to enrich and enliven the urban realm.

GREENBERG
CONSULTANTS INC.**Kendall Square | Lyme Properties | 1999**

The Kendall Square site is a ten-acre property in the heart of a district generally known as Kendall Square and framed by the MIT campus, the Charles River and the East Cambridge neighborhood. Lyme Properties, a prominent developer of Life Science Laboratories, retained Ken Greenberg (then a Partner in Urban Strategies) to lead the master planning effort to create a new vision for the site. Working in close consultation with the City of Cambridge and the local community, a plan was developed which was broadly endorsed and received final planning approval in 1999. The concept envisions a highly urban, mixed-use community comprised of biotech labs, a four-star hotel, residential, and a range of street-related amenities and retail uses intended to take advantage of the unique waterfront location and encourage pedestrian activity throughout the day and evening. Respecting the surrounding urban fabric, the 1.4 million square foot development on six urban blocks will reinforce connections to Kendall Square and the Charles River. The plan is being implemented; four international design competitions have produced an exceptional complement of architects and landscape architects and buildings and landscapes by Behnisch and Behnisch of Stuttgart, Stephen Erlich and Anshen and Allen of Los Angeles, and Michael Van Valkenburgh Associates of Cambridge. The plan has been built out including the LEED Platinum-rated Genzyme headquarters.

GREENBERG
CONSULTANTS INC.**Boston University Strategic Campus Plan | Boston University | 2006**

Boston University asked Greenberg Consultants, in association with CBT Architects, to create a new Vision and a Strategic framework for its campus in 2006. This strategic vision was to guide future campus development as well as identify specific solutions to address current needs. It would also involve representing the University with various groups of stakeholders and provide visions for specific geographic areas on the edges of the campus including the emerging Alston/ Beacon Yard Precinct; the use of Turnpike air rights for future expansion; Kenmore Square and the appropriate interface with neighboring institutions such as the Boston Red Sox and the Longwood Medical institution, relationship to the Charles River and emerging plans for the regional Urban Ring transportation project. Implementation of the plan is currently underway with new University Buildings and investments in the public realm and infrastructure within the campus.



Boston Waterfront Study | 2014

Ken Greenberg joined a team led by Michael Van Valkenburgh Associates in 2014 to undertake a foundation-funded high level examination of the potential for transformation of the Boston waterfront. The study will identify strengths and weaknesses of past practices, opportunities to build on and challenges to overcome. It will take into social, environmental, and economic factors in identifying opportunities for strategic planning and design interventions - short, medium and long term and improved policies and mechanisms for managing change and renewal of waterfront sites.



Pearl Street Feast Asian Arts Initiative | 2014

The Philadelphia Asian Arts Initiative wanted to work with their neighbors to activate the alley at their back door. How can all these diverse users come together to envision its future? Perhaps, we suggested, the Pearl Street Alley can become a site for a community feast. The area had been a manufacturing district, and so we designed furniture inspired by Philadelphia's historic Queen Anne and Chippendale chairs. Residents came together to assemble and paint the tables and chairs. Hundreds of guests arrived, and everyone sat together at the same table (or, rather, tables) and shared a meal. This event provided a space for visitors and residents to discuss the potential of graphic, sculptural, lighting, and planted interventions to transform the alley. Art brought people together to see how the Pearl Street Alley could be a connective, community space.



Pearl Street Galleries Asian Arts Initiative | 2013

Philadelphia is a city of alleys and Pearl Street is an alley in Philadelphia, which makes it simultaneously ordinary and extraordinary. In Philadelphia, alleys are more than access routes for waste-removal and deliveries; they take part in the urban and neighborhood identities and are sources of pride for residents. They form a network of byways and passages that nuance the major routes and street grid of the city. Research focused on understanding Pearl Street as an alley among others in Philadelphia. The social and physical contexts of the city inspired the concepts for the development of Pearl Street, which emerged from engaging historic and contemporary actors and spaces. We proposed a collection of possibilities that highlight the ability of small infrastructural changes to make big improvements in a space and in the lives of individuals. It then explores how making subtle changes to apparently banal and everyday objects and spaces can create the extraordinary experiences and connections that are required for building a community.



Greenprint Pittsburgh Parks Conservancy and Find the Rivers! Consortium | 2010

The Hill Greenprint in Pittsburgh, PA, looks at a community whose ecological and industrial context has created a new landscape. Even though the community is plagued by disinvestment and abandonment, the question arises: if the value of mid- to upper- class communities is directly related to its landscape context, why can't urban neighborhoods take advantage of their landscape setting, particularly now that densities are reduced and industries have been removed from these natural settings? "Sampling" landscape components from 19th and 20th century planned developments, the Hill's landscape structure emerges as a thick verdant edge with an open center. The plan re-envisioning of the Hill District's identity as a "Village in the Woods" reconnects to the landscape and strengthens social ties to adjacent neighborhoods. Several community events engaged residents in formulating the future of the Hill District, including neighborhood walks and model making.

INTERBORO



N. Fairmount Redevelopment Plan | City of Newark | 2008-2010

Interboro was commissioned by the City of Newark Division of Planning and Community Development to draft a Neighborhood Redevelopment Plan for the Northern Fairmount (West Market) Area of Newark. This was the first Neighborhood Redevelopment Plan of the Booker Administration. The Plan was approved by the City Council in Spring of 2010.

The project is notable for its invention of several new participatory planning tools. In an effort to engage a broader spectrum of the community, we developed two participatory tools that would help make connections with those residents who didn't attend planning meetings.

In collaboration with James Rojas of the Latino Urban Forum, we set up an interactive model of the neighborhood at a bus stop on Central Avenue. Asking passers-by to take a look and play with the model, we were able to communicate some of the planning issues on the table and also get residents' feedback on what they'd like to see in their community.

We also developed a collection of pre-paid postcards that were addressed to the City of Newark Division of Planning and Community Development. The cards had images on one side, and a request for a caption for the image on the other. The postcards were to be left in the neighborhood's beauty salons, beer stores, churches, and resident mailboxes. We found that when we saw something like "Mixed-use," residents saw something else: "too much trash," "drug den," "John's store."

With these efforts, we sought to "see" the neighborhood through the eyes and differing perspectives of its residents.

INTERBORO



Grassroots Regionalism | HUD's Rebuild by Design initiative | 2013

Grassroots Regionalism: Resiliency Building in Low- and Medium-Density Lowland Communities is a project for HUD's Rebuild by Design initiative, an initiative of President Obama's Hurricane Sandy Rebuilding Task Force and the U.S. Department of Housing and Urban Development, aimed at identifying the unique structural and environmental vulnerabilities Hurricane Sandy exposed in communities throughout the region. Rebuild by Design's goal is to develop innovative and implementable solutions as the region rebuilds to mitigate the impacts of future climate events.

Ten teams—selected from more than 140 around the world—were tasked with conducting extensive research and public outreach to examine the interdependencies and vulnerabilities throughout the region and come up with ideas to make communities stronger.

We presented four design opportunities—each based on a different coastal typology—that offer a menu of options for vulnerable, low and medium income, low and medium density communities in New Jersey, Staten Island, and Long Island.

INTERBORO



Holding Pattern | MoMA PS1 Young Architects Program | 2011

Holding Pattern is our project for the 2011 Young Architects Program. It is about recycling and strengthening connections between a large, powerful institution (MoMA PS1) and its neighbors.

The Young Architects Program invites architects to create a temporary environment for the celebrated Warm Up music series. To avoid designing and building something we would have to throw away when Warm Up was over, we ensured that all of the project's components would have a home when the project was deinstalled. We did this by making matches between things institutions in the neighborhood needed and things that would enhance the experience of the MoMA PS1 courtyard. We met with local institutions, asked them what they needed, selected items we thought were a good match, then designed and built them with the understanding that they would be “held” at MoMA PS1 during the summer. When Holding Pattern was deinstalled this past fall, we delivered 79 objects and 84 trees to more than 50 organizations in Long Island City.

Because we expanded our client base from one client (MoMA PS1) to over 50, Holding Pattern operated like an urban design project. The environment we created responded to different desires in ways that a fixed piece of architecture couldn't, and giving the neighborhood a stake in the design made locals more likely to patronize the museum.



Staten Island Storefronts | NYCEDC | 2013

Staten Island Storefronts was a contest that provided a unique opportunity for retailers, restaurateurs, service providers, and entertainment venues to get in on the ground floor of Downtown Staten Island's emergence as New York's next great retail neighborhood. Nearly 70,000 Staten Island Ferry riders pass through the neighborhood every day, more than 30,000 young New Yorkers are building strong artist communities, and more than a thousand new housing units are planned for the waterfront, along with new parkland and retail investments.

Considering the opportunities for growth alongside the need for small business development, HD MADE worked with NYCEDC to create a website that acted as the core communication about the contest while positioning Downtown Staten Island as New York's next great investment opportunity.

We approached the website with two goals in mind: Highlight Staten Island's unique value proposition as a place to locate a retail business; and create an easy and interactive way for potential retailers and investors to learn about the built and natural environment amenities available near Downtown Staten Island.

By considering the core user — a small business owner — first and foremost, we were able to distill the most relevant information for him or her. From there, we performed an audit on existing data regarding Staten Island's built and natural environment and, based on our findings, designed an interactive map that leverages existing datasets to present a holistic view of amenities that would be valuable for any business owner considering opening in Downtown Staten Island. The website was the bedrock for the communications strategy regarding the competition which resulted in 40,000 sq. feet of retail space occupied by business that would generate 100 jobs in Downtown Staten Island.



Coalition for the Homeless | 2014

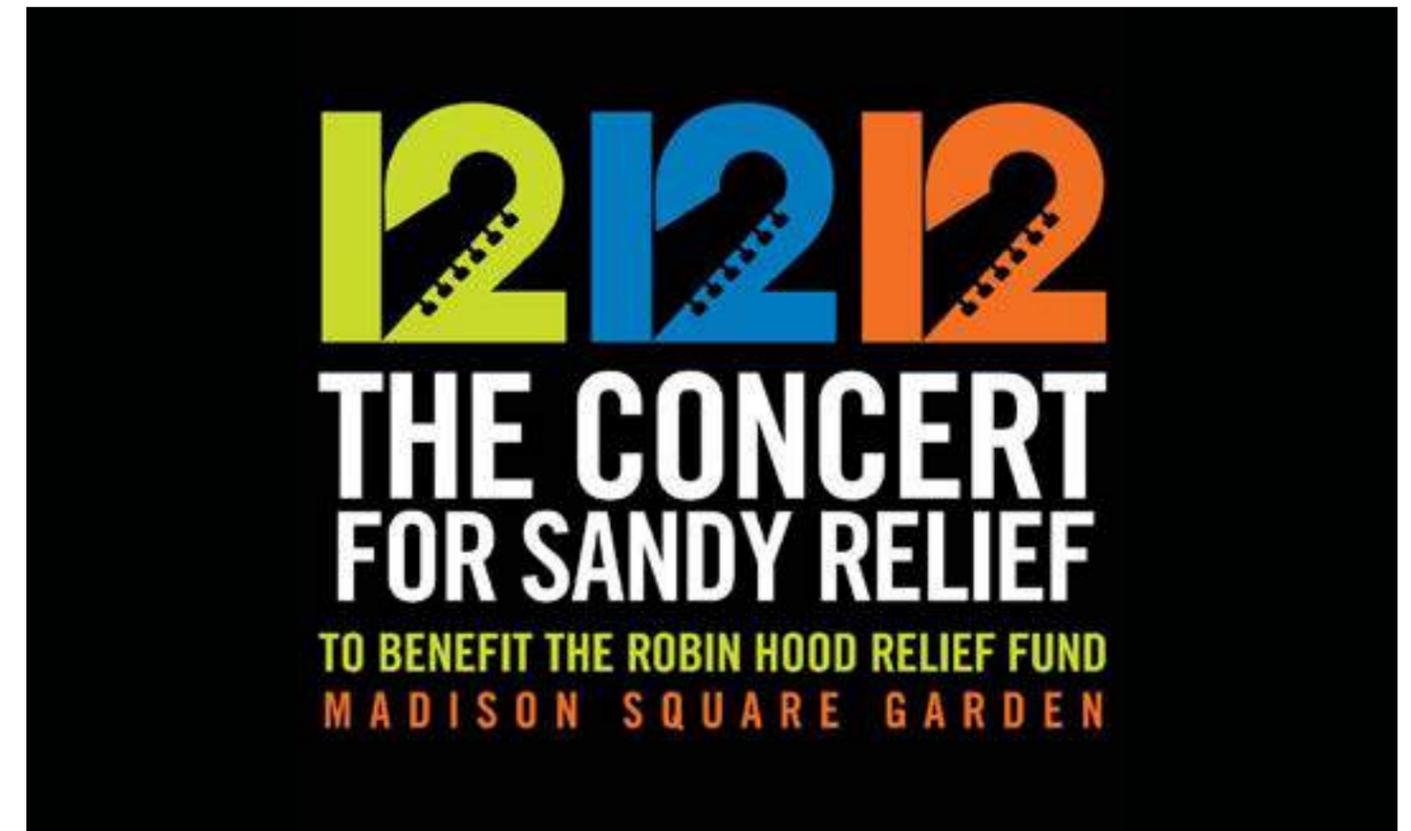
The Coalition for the Homeless is the nation's oldest advocacy and direct service organization that helps homeless men, women, and children in New York. The Coalition believes that every New Yorker deserves a home. Homelessness numbers are higher than ever before and The Coalition reached out to us to help redesign their website to convey this sense of urgency.

The main goals for the redesign was to:

- Help people understand how homelessness can be solved
- Provide tools for people to take action

We put CFH clients first and foremost with a global call to action to Get Help. The "Get Help" section of the website provides easily accessible contact and specific information to aid in a range of assistance. We also transformed their comprehensive catalogue of emergency services into a digital, mobileresponsive Resource Guide for homeless people to use. Additionally, we laid out ways advocates can gain a better understanding about homelessness and how to take action. One of them included an interactive chart of the number of homeless people in NYC shelters each night.

<http://www.coalitionforthehomeless.org/thecatastropheofhomelessness/factsabouthomelessness/>



121212 Concert for Sandy Relief | 2012

In October of 2012, Superstorm Sandy damaged hundreds of thousands of homes, forced people across the New York Metro region into shelters, and caused billions of dollars of damage to private property and public infrastructure. As New Yorkers began to clean up, we thought about the ways in which we could help. Based on our existing relationship with the Robin Hood Foundation, we worked together to create a website for the 121212 Concert for Sandy Relief that crowdsourced concert highlights to drive donations across multiple platforms.

This project required fast action — Sandy struck as fall was turning to winter in New York — so, in less than one month we designed and developed a responsive website that curated realtime highlights of the concert (and reactions to the concert) across Twitter, Instagram and Tumblr. In order to drive awareness, viewership, and traffic to the site and donation platform, we formed strategic partnerships with Facebook, Twitter and Foursquare. By crowdsourcing the highlights, we were able to convert the intimate emotions of people's reactions to Sandy into online donations for relief. The results were 2.2M visitors in 24 hours and more than \$50M raised for Sandy relief efforts (online, TV, and tickets combined).

ROSY GONZALEZ

Organizing Gubernatorial Campaign events in Communities of Color | 2014

Serving as former Governor Deval Patrick's political advisor, Rosy worked closely with Martha Coakley's gubernatorial campaign, the 2014 Democratic nominee for Massachusetts Governor. Rosy organized events for the governor to attend in African-American, Latino, and Asian communities. She collaborated with organizations such as the Chinese Progressive Association, the Latino Caucus, and the Black Ministerial Alliance of Greater Boston, to create substantial turnouts of over 100 attendees at each event. These community events helped the governor support communities of color, communicate on policy issues and important announcements, and deliver commemorations.

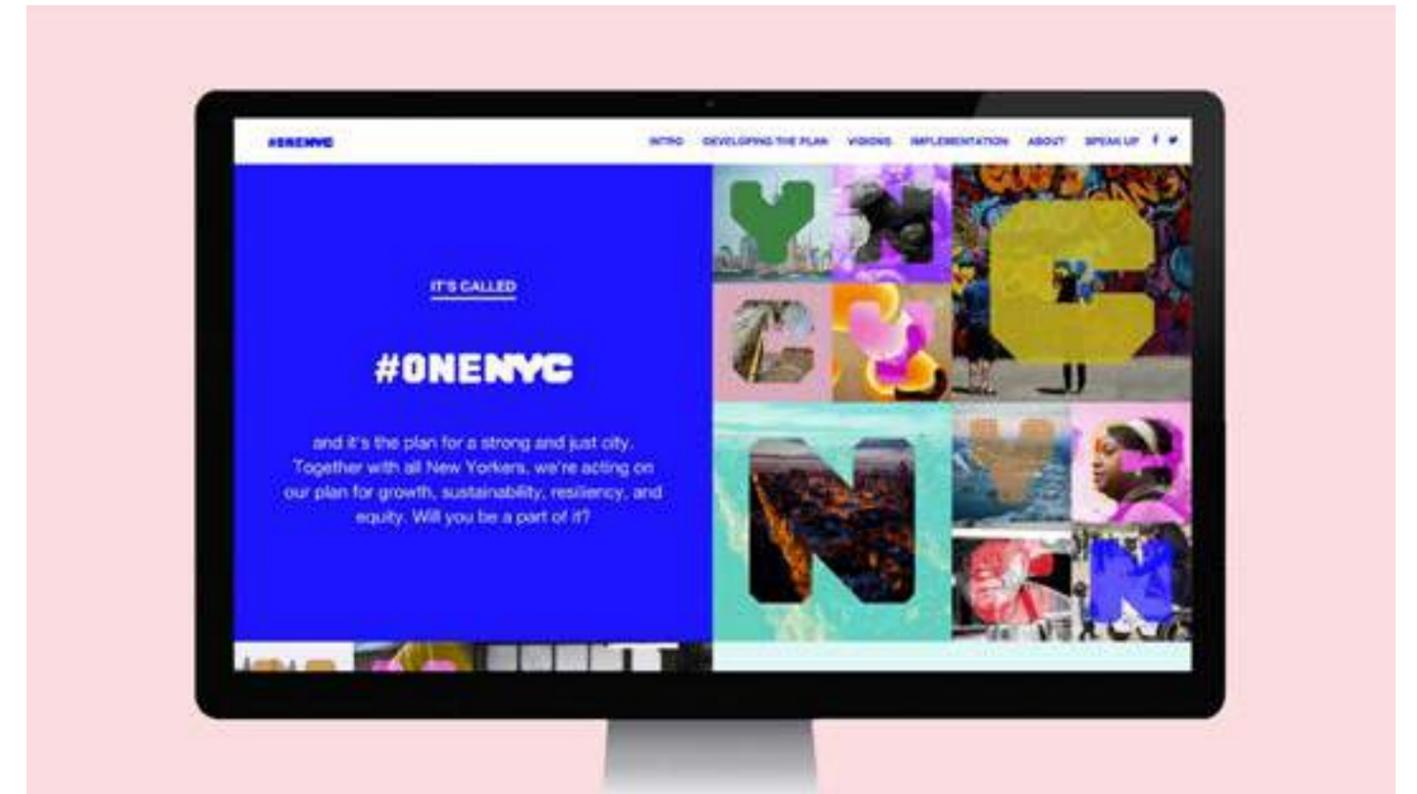
Get out the Vote | 2011-2015

For the past four years, Rosy has led grassroots donor and voter outreach operations for political campaigns during the critical "Get Out The Vote" efforts for: City Councilor Felix Arroyo (2011), Senator Elizabeth Warren (2012), Senator Ed Markey (2013), Mayoral Primary Candidate Felix Arroyo (2013), Mayor Marty Walsh (general election-2013), and Gubernatorial candidate Martha Coakley (2014). Each campaign required intensive community outreach, using multiple strategies to reach voters from all walks of life. Four out of the six campaigns that Rosy worked on led to the successful election of the supported candidate.

Community Organizing for an Egleston Square Development Project | Ongoing

On behalf of a private developer, Rosy created a neighborhood outreach program to inform residents and gather support for a proposed 76-unit building in Boston's Egleston Square neighborhood. She canvassed in homes and multiple public locations to reach a range of residents, including local coffee shops, bodegas, and video stores. The program achieved an astounding response rate, garnering 200 letters of support from Egleston Square residents, which were submitted to the Boston Redevelopment Authority (BRA).

The ongoing community outreach process is extensive – in a three month period organizers have held four community meetings and one meeting dedicated to Spanish speaking residents of the majority Latino Egleston Square neighborhood. Though the project has reserved 24% of units for affordable housing, the plan has faced controversy as housing advocacy groups have protested for 100% affordable units. Seeing a community need and concern for affordable housing in Egleston Square, Rosy has worked directly with the developer to increase the community benefits for the project, while continuing to facilitate an open dialogue with the community as the project continues through the BRA approvals process.



OneNYC: The plan for a strong and just city | The City of New York | 2015

In ten years, New York City will celebrate its 400th anniversary. Our fifth century will be one of enormous opportunity, if we are prepared to meet its challenges. The city's population is expected to hit 9 million by 2040; sea-level rise and climate change will impact our fragile coastlines; unpredictable economic forces will reshape job markets and commercial spaces; and aging infrastructure will need to keep up with the times.

Developed by the Mayor's Office of Sustainability, OneNYC is a comprehensive plan that establishes bold goals and specific targets for a strong, sustainable, resilient, and equitable city – 800,000 people out of poverty by 2025, Zero Waste, eliminating long-term displacement after future shock events, and much more.

City Hall asked Hyperakt to help bring the plan alive online so all New Yorkers can engage in a conversation about where we're headed. The site gives the public an accessible and engaging place to interact with the new content-rich plan for growth, sustainability, resiliency, and equity. This is our future. And it starts right now.

<http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf>



Measuring Progress for the New York Metropolitan Region | Regional Plan Association | 2014

The Greater New York Metropolitan area suffered decades of decline and neglect starting in the late 1950s. Hard times peaked when New York City approached bankruptcy in 1975 and heard Howard Cosell announce that “the Bronx is burning” in 1977. In recent years, we have seen dramatic improvements in job-growth, crime rates, and other indicators of economic success. These hopeful trends have not been spread evenly across the region, however, and suburban areas are now plagued with many of the same ills formerly visited upon the urban center.

The Regional Plan Association (RPA) is one of the oldest urban planning think tanks in the country. The non-profit has released sweeping reports about every 20 years since 1922, including systemic recommendations to improve quality of life in the tri-state area. RPA focuses on building equitable, sustainable economies to support diverse communities in all of the 51 counties of the metropolitan region.

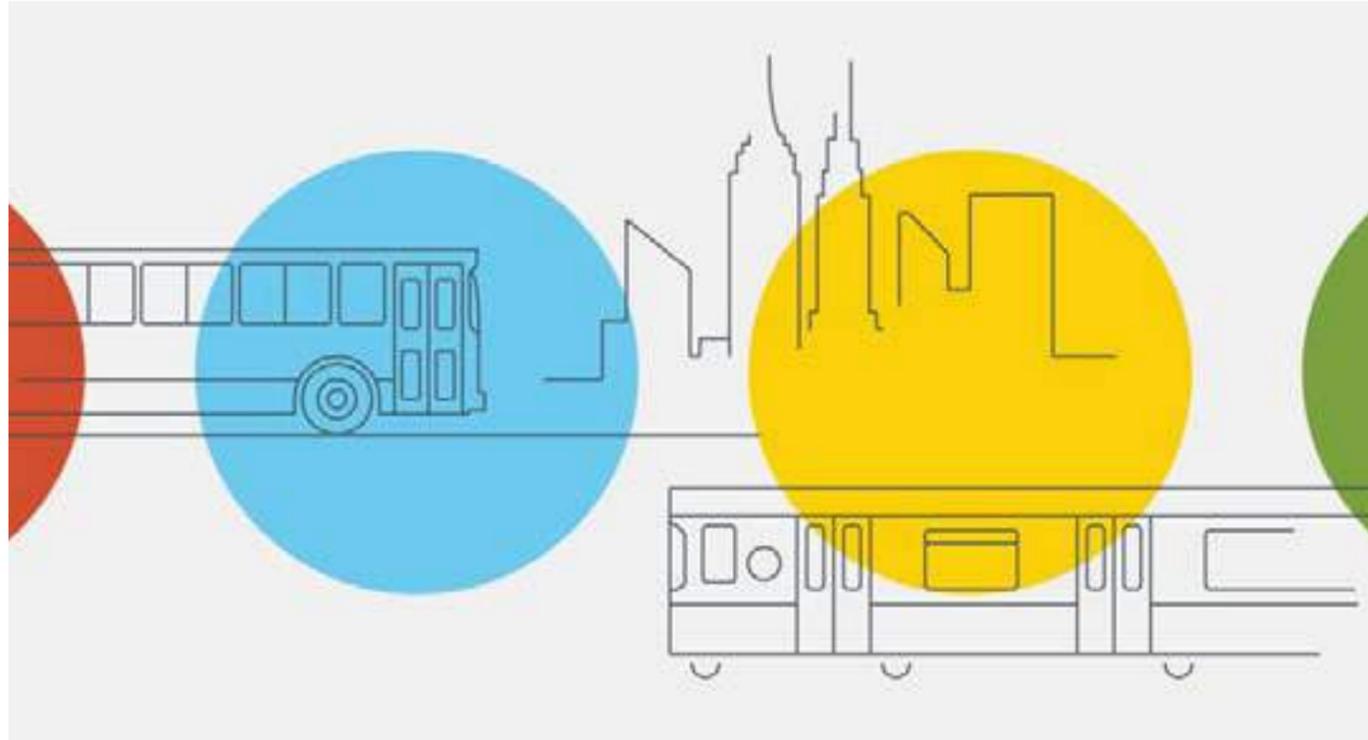
For the first time in its long history, RPA is releasing its 2014 report primarily online. “Fragile Success” is the preface to the report which will be released gradually over the next year. Hyperakt worked closely with the economists and planners at RPA to build an informative, layered web platform for the organization to explain its findings and propose its recommendations to voters and policy-makers. We also collaborated with the report’s authors to create 9 interactive maps. Investigating these maps yields insights about crucial indicators. We find that there is an inverse correlation between access to quality schools and income by neighborhood, that discretionary income varies steeply across the metro region, and that NYC has much greater job growth than its suburbs.



Inspiring innovation for every child | UNICEF | 2014

Each year, UNICEF’s flagship publication, The State of the World’s Children, examines key issues affecting children and mothers in developing countries. In 2015, for the first time in digital native format, UNICEF wanted to shine a light on innovation and technology that is inclusive of the needs of poor and marginalized children and families. The challenge was to design an interface that could formally present UNICEF’s perspective, give voice to a dozen real-life stories of innovation, and to invite the public to share their own social innovations.

Hyperakt worked with UNICEF to define a clear content strategy that revolved around the core pillars of information: an institutional report, forty essays from child and expert innovators, and an interactive map. These three sections defined three levels of interaction, allowing the viewer to, respectively, observe, discover and share. Through consistent taxonomies and iconography, we linked the three sections together to provide a richer experience. We pushed the UNICEF brand to allow for a big and impactful visual experience to showcase the young voices of innovation.



Keeping New York on Track | Urban Land Institute & PCAC | 2014

New York City is served by one of the oldest and grandest public transit systems in the world. The Metropolitan Transit Authority is the largest in the nation, with an annual ridership of 4 billion, more than the next 16 largest American transit networks combined. The subway, buses and commuter rail network don't just get New Yorkers of all stripes to work; they help make the city the vibrant hub of culture and commerce that it is.

The Urban Land Institute is an international NGO dedicated to studying and sustaining urban communities worldwide. The Permanent Citizens Advisory Committee coordinates and funds the three riders councils formed by the New York State Legislature to give users a say in the management of the Long Island Railroad, the Metro-North Railroad and NYC transit.

ULI and PCAC jointly commissioned HR&A Advisors to examine the MTA capital program, a four-year \$32 billion system expansion. Hyperakt was asked to organize and illustrate HR&A findings for an online report. The result is a clearly articulated explanation, available to all New Yorkers, of how capital campaign funds will be used. It makes the case that it is vitally important for the well being of our vibrant region that we continue investing in our transit system, and illustrates the shortcomings we'll be faced with if the capital campaign isn't fully funded by politicians. Using a rich mix of video, photography, original infographics and interactive elements to accompany key findings, the site explores the history and the future of the transit system New Yorkers depend on day in and day out.

<http://www.pcac.org/wp-content/uploads/2015/02/executive-summary-FINAL-20150206.pdf>

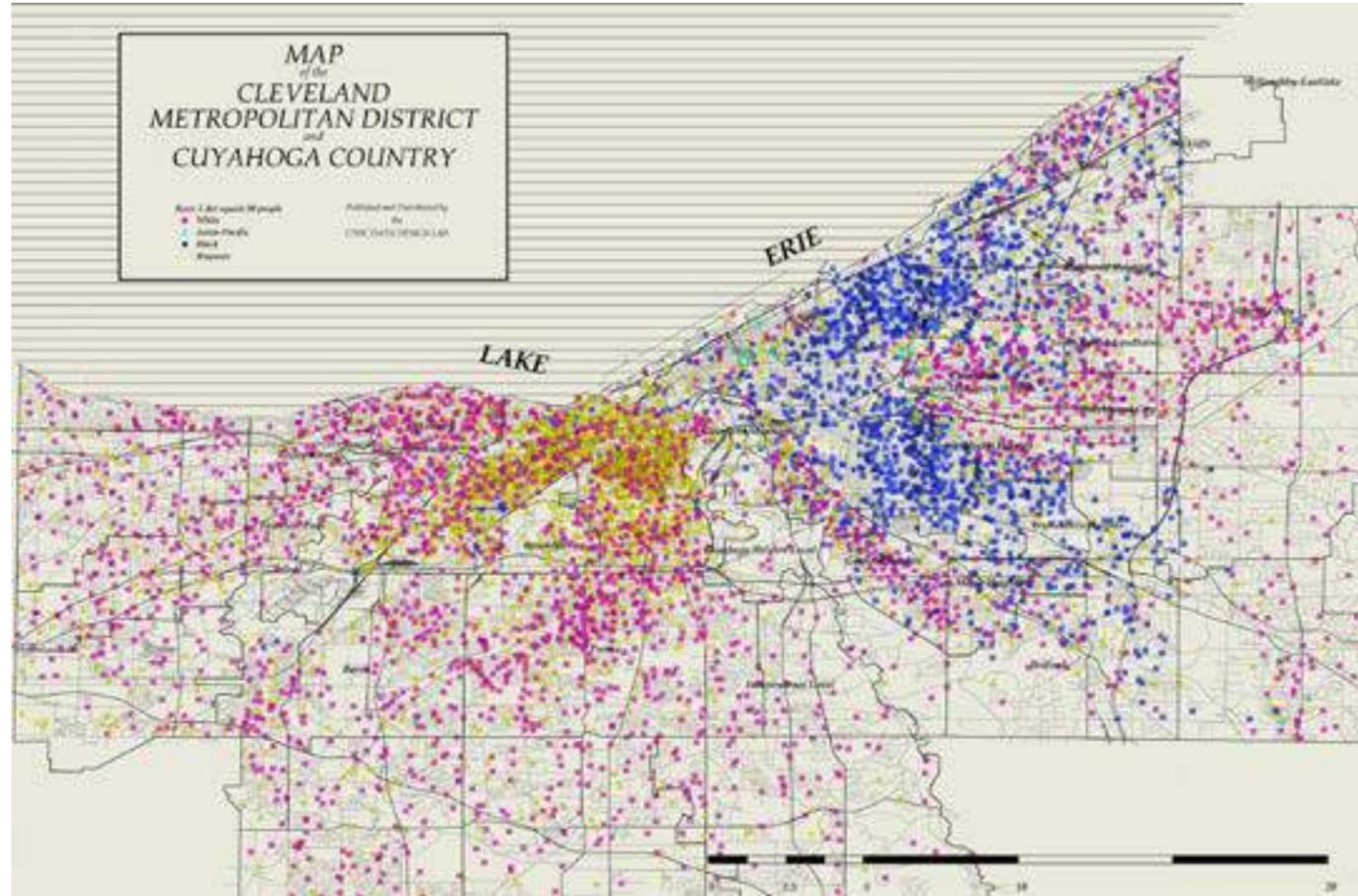
SARAH WILLIAMS



City Digits | 2012–2015

Data literacy, the ability to work with, analyze and make arguments with data, is essential for individuals to engage with social and civic issues. City Digits aims to develop and pilot test innovative tools that support high school students' learning of mathematics, while enhancing their ability to investigate their local environment. A collaborative project of MIT's Civic Data Design Lab, the Center for Urban Pedagogy (CUP), and CUNY's Brooklyn College, City Digits is designing the last of two place-based curricular modules. Both modules incorporate geo-spatial technologies that enable students to explore their local urban landscape, collect field data, and organize and visualize patterns. Our first module, Local Lotto, introduced students to the statewide lottery system. Piloted in April 2013, students learned and investigated the impact of the lotto in local neighborhoods while learning mathematical concepts such as data analysis and probability. The second module, Cash City, will allow students to explore the role and local impact of alternative financial institutions, such as pawnshops and check cashers. In addition to exploring ethical questions, students will learn how to calculate interest. Cash City is currently being developed, and will be piloted in Bushwick School for Social Justice in November 2014.

SARAH WILLIAMS

**Data-Action Project | 2015**

The Data Action Project develops and prototypes examples of how data visualization can be used to influence debates on civic issues and ultimately affect policy. The unprecedented growth of data has generated excitement in popular media and press for its ability using it to reshape the dynamics of everyday life. However, big data does not act on its own and does not change the world unless it is collated and synthesized into tools that people can acquire and use. The Data Action Project develops data visualizations on current events to provide examples for how anyone can use data to to expose hidden patterns and ideologies to audiences inside and outside the policy arena to encourage civic change.

<http://data-action.github.io>

SARAH WILLIAMS

**Mapping America | 2012–2014**

The Mapping America exhibition attempts to visualize the complexity of the American election and electorate through a collection of infographics. The Civic Data Design Lab curated the exhibition with Kessels Kramer, a graphic design firm based in Amsterdam, with an office in London. The exhibition premiered November 7, at KK Outlet in London. As co-curators, CDDL provided selected artist with data to creatively represent. The lab team also developed their own data visualization to explain the electoral system, including developing Cartograms for all elections since 1968. The Cartograms highlight the current divide in American politics while also explaining the impact of the electoral college of election results.

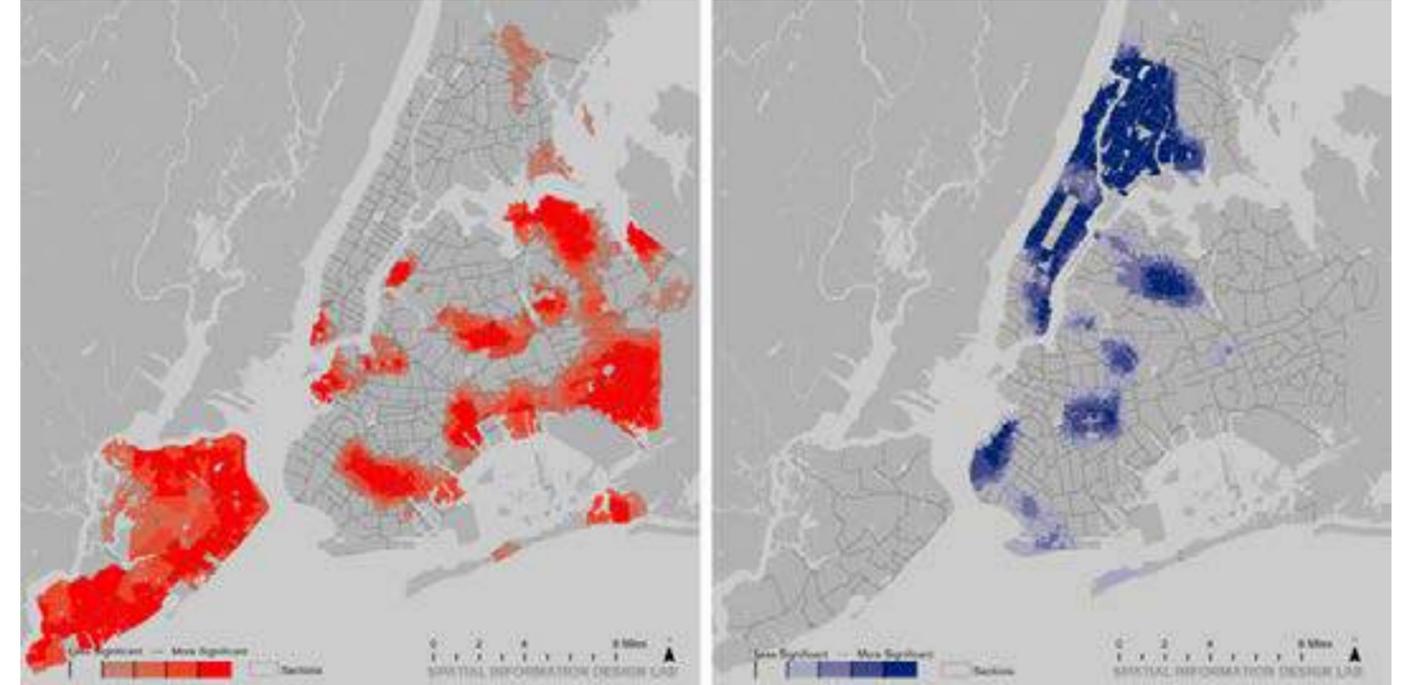
<http://www.kkoutlet.com/exhibitions/2012/mapping-america>

SARAH WILLIAMS

**Cypress Hills Air Quality | 2012–2013**

A collaborative effort between CDDL, Cypress Hills Local Development Corporation, the Cypress Hills P.S. 89 after school program, and innovators at Public Laboratory, this project raises awareness of environmental risks associated with poor air quality in Cypress Hills, New York. Local youth catalogued environmental air pollutants by working with portable air quality measurement kits. MIT graduate students in Sarah Williams' Crowdsourced City course then used this data to do a baseline analysis of the neighborhood, decide on air quality testing sites, and make maps of air quality readings. The work was then presented on an informative website for students and community members. In addition, Public Laboratory used the information to teach educational workshops youth groups in monitor creation, data testing, collection and analysis.

SARAH WILLIAMS

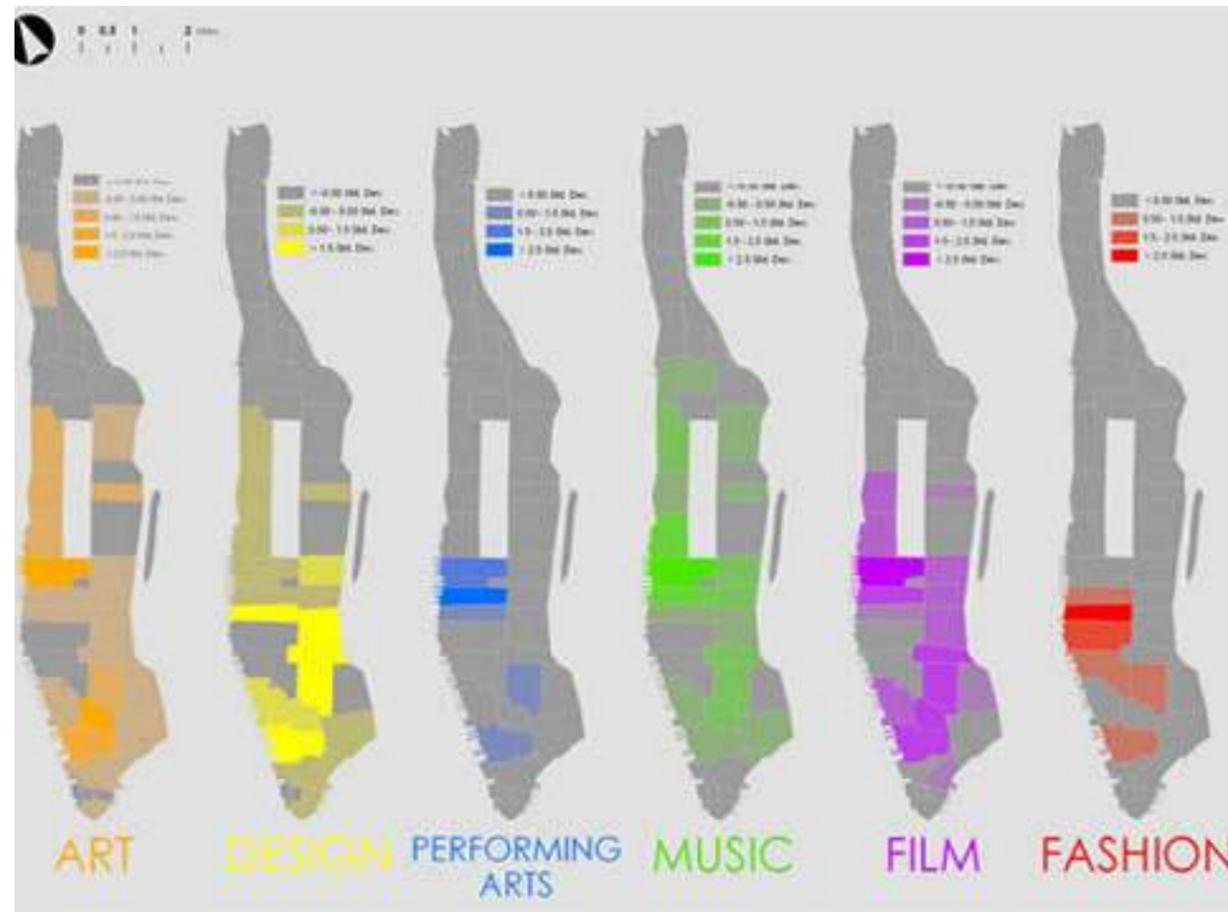
**CIVIC DATA MANAGEMENT: 311 SANITATION COMPLAINTS | 2011**

In 2003 New York City introduced the 311 call system, the “phone number for government information and non-emergency services”. The 311 system has increased citizen knowledge and improved their ability to provide feedback on municipal services such as trash pick-up. The 311 program provides New York City’s Department of Sanitation (DSNY) with the ability to create new statistical analysis techniques on their complaint data.

With this sort of information, DSNY has a novel opportunity explore the impact and quality of their services spatially. DSNY also benefits from 311’s advertising campaign because it has widened the amount of people who are aware that they can call 311 about trash collection. The combination of the geographic location information and the new 311 system has caused DSNY to review how they evaluate their complaint data. It has also created a heightened awareness about using the data to look at the spatial relationship between high complaint areas and socio-demographic

This study looks at the spatial patterns of DSNY missed pick-up complaints. It also analyzes whether there is a relationship between spatially clustered complaints and neighborhoods with low density housing, people living in poverty, and minority status.

SARAH WILLIAMS



Art Clusters: the Pulse of the City | 2013

A collaboration with Elizabeth Currid at the University of Southern California, this project aimed to understand the spatial dynamics of the arts and culture industry in New York City and Los Angeles. The study showed that these industries (art, design, performing arts, music, film, and fashion) tend to cluster more so than other Advanced Service Industries (finance, professional services, etc.). More importantly, we found that arts and culture industries have similar spatial patterns in cities that have divergent urban forms, suggesting that cultural industries tend to seek out and cluster around particular types of high-value infrastructure (theaters, museums, recording studios, film set, etc). These types of infrastructure become a focus for cultural industry development and therefore key to the success of these industries. These finding could transform arts-based economic development strategies which currently tend to focus on providing for the consumption of art products rather than provisions for their production.

MICHAEL VAN VALKENBURGH ASSOCIATES



Connect Kendall Square Open Space Plan | 2014–2015

Over the past decade the rapid development of Kendall Square, just north of the MIT campus in East Cambridge, has seen the area emerge as one of the most vibrant research and development clusters in the world. MVVA's proposal for the Connect Kendall Square Opens Space Plan begins with the idea that a playful state of mind is essential to creativity and discovery, and that the remarkable creative activities in Kendall Square, which currently go on largely behind closed doors, will be boosted dramatically by a playful, connected public realm of memorable new landscape experiences.

MVVA started with a detailed inventory of existing public open spaces and landscapes, and then proposed a series of new places that would provide the missing pieces of program and experiences. The idea of newly created places to complement the existing in character, scale and program led to the creation of a new neighborhood park, an adventure playground, a large central commons, an urban meeting place, and a sculptural landmark. Looking beyond the immediate neighborhood, MVVA then proposed connecting Kendall Square to Boston through a series of new landscapes, islands and bridges across the Charles River.

MICHAEL VAN VALKENBURGH ASSOCIATES



Brooklyn Bridge Park Master Plan And Implementation, Brooklyn, NY | 2003–Ongoing

The 85-acre Brooklyn Bridge Park is long and narrow, extending 1.3 miles along the shore of the East River. Like many post-industrial waterfront sites, it was cut off from the surrounding residential neighborhoods, in this case by the Brooklyn-Queens Expressway. The new park overcomes this lack of connectivity by creating highly programmed “urban junctions” at key locations, serving as a lifeline to the surrounding neighborhoods.

Careful attention to the site’s rich history and its extraordinary built and natural features was an intrinsically sustainable approach to transforming the industrial waterfront into a diverse and welcoming public landscape. The park design includes a variety of salvaged materials and repurposes existing marine infrastructure, simplifying engineering solutions and reducing ongoing maintenance costs of the marine edge.

The Brooklyn Bridge Park 2005 Master Plan received a 2009 Waterfront Center “Excellence on the Waterfront” Award, a 2009 ASLA Analysis and Planning Honor Award, a 2011 Municipal Art Society of New York Brendan Gill Prize, a 2014 American Planning Association’s National Planning Excellence Award for Urban Design, and a 2014 Municipal Art Society of New York MASTERwork Prize for the Best Urban Landscape.

MICHAEL VAN VALKENBURGH ASSOCIATES



Lower Don Lands Master Plan, Toronto, On, Canada | 2007–Ongoing

Major world cities such as Toronto are in transition and many need to integrate post-industrial landscapes while also transforming their relationship with the natural environment. The 280-acre Lower Don Lands project is unique among these efforts by virtue of its size, scope, and complexity. In the MVVA team’s design, the engine of transformative urbanism is a dramatic repositioning of natural systems within the urban environment. The project adopts a sustainable approach to flood control, river hydrology, and landscape making as the symbolic and literal center around which a new neighborhood will be constructed.

The Lower Don Lands Master Plan was selected as one of 16 founding projects for the Climate Positive Development Program, a project of former U.S. President Bill Clinton’s Climate Initiative and the U.S. Green Building Council. The Lower Don Lands plan also received the 2011 Excellence in Planning Award from the Ontario Professional Planners Institute (OPPI), the 2010 Institute of Transportation Engineers Transportation Achievement Award, the 2009 BEX International Award for Best Futuristic Design, the 2008 Royal Architectural Institute of Canada (RAIC) Special Jury Award for Sustainable Development, a 2008 ASLA Analysis and Planning Honor Award, and a 2007 Toronto Urban Design Award.

MICHAEL VAN VALKENBURGH ASSOCIATES



THE 606, Chicago, IL | 2008–2014

Stretching 2.7 miles through four Chicago neighborhoods, the 606 elevated railroad line was transformed into a linear park and multi-purpose bicycle trail, providing a unique new community connection. Initially as co-authors of the Framework Plan, and now as the lead park designers on the project, MVVA has worked with The Chicago Department of Transportation, the Chicago Park District, the Department of Housing and Economic Development, the Department of Cultural Affairs and Special Events, The Trust for Public Land, and the community to establish a set of guidelines to design, implement, and manage this new neighborhood amenity.

The 606 provides important new public space for Chicago’s northwest side. Its unique construction, raised landscape, and inspiring views are the foundation for a park unlike any other in the city. The Framework Plan builds on the potential for uninterrupted travel within the city through designated bike lanes. The slower pedestrian experience of the trail is supported through perimeter plantings and generous seating and viewing opportunities. The park feels unified along its length, but also offers a diverse range of experiences that reflect local context and communities.



Rebuild by Design: BIG U, Bridgeport Resilient and the Blue Dunes research
New York, NY and Bridgeport, CT

Client

The U.S. Department of Housing and Urban Development (HUD)

Contact

Henk Ovink
Former Principal for Rebuild by Design
U.S. Department for Housing and Urban Development
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Contract Duration

2013 – Present

Key ARCADIS Staff

Peter Glus
Piet Dircke
Edgar Westerhof

Rebuild by Design is an initiative from the Hurricane Sandy Rebuilding Task Force and the U.S. Department of Housing and Urban Development, and addresses structural and environmental vulnerabilities exposed by Hurricane Sandy in communities throughout the New York region. The federal design competition aims to develop fundable, sustainable and innovative solutions to better protect residents, businesses and infrastructure from future climate events. The results are ground-breaking and highly acclaimed, and the outcome has the potential to reshape the resiliency landscape in the wider NYC region by pushing sustainable, innovative and cost beneficial solutions, bridging inter-agency challenges and connect strategies with grassroots wishes of local stakeholders. ARCADIS is the prime engineering consultant on 3 teams, including the winning BIG team:

- West8/WXY with the Blue Dunes offshore constructed landscapes;
- WB Unabridged with Yale with Bridgeport Resilient (\$10M funding);
- BIG team with the BIG U for protection of Lower Manhattan (\$335M funding);



The Big U is a protective system around Manhattan, driven by the needs and concerns of the communities but also driving the sustainable development of a greener Manhattan waterfront. Stretching from West 57th Street south to The Battery and up to East 42th Street, the Big U protects 10 continuous miles of low-lying geography that comprise an incredibly dense, vibrant, and vulnerable urban area.



Resilient Bridgeport is a prototype for the region’s coastal cities that consists of a resilience framework and specific design proposals. The design focuses on how to protect Bridgeport against climate change and flooding caused by storm surge and rainfall, while stimulating environmental restoration, economic development, and neighborhood revitalization.



The Blue Dunes is an ambitious academic investigation of a new form of designed off shore coastal protection that would mitigate risk for life, economy and property within coastal zones and create new vast natural reserves on new build barrier islands. The research focused on the “Building with Nature” type of construction and the hydrodynamic and financial effects of large scale constructed offshore landscapes.



Client
New York City Health and Hospitals Corporation

Contact
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Contract Duration
April 2013 – Present

Key ARCADIS Staff
Peter Glus
Carly Foster
Tommy Horton
Hazel Remo
Edgar Westerhof

NYCHHC Damage Assessments and Flood Mitigation Alternatives: Coler, Bellevue, Coney Island, and Metropolitan Brooklyn and New York, New York



In October 2012, Superstorm Sandy caused extensive damage to several New York City Health and Hospitals Corporation (HHC) facilities. Coney Island Hospital (CIH) was severely impacted, with inundation of the cellar by sewage and contaminated sea water ultimately requiring evacuation of all patients and staff. Bellevue Hospital Center (Bellevue) was also severely impacted, with inundation of the cellar by sewage and contaminated sea water ultimately requiring evacuation of all patients and staff.

ARCADIS performed damage assessments and risk analyses for all four HHC facilities, and developed comprehensive mitigation designs in order to protect Bellevue, Coney Island, Metropolitan and Coler Hospitals from future flood risk.

ARCADIS has developed innovative solutions that protect each facility at both a master-plan and critical asset level, incorporating the principle of multiple lines of defense. At all four facilities, Critical Mechanical, electrical and plumbing systems will be strategically elevated or hardened against floodwater, while the buildings will be protected by perimeter defenses that integrate into the surrounding urban environment. At Bellevue and Coney Island Hospitals, the Emergency Department will be elevated to maintain critical emergency services to New York City even during severe floods.



The ARCADIS team continues to work closely with HHC, FEMA, and regional stakeholders and provide documentation, analysis, negotiation support, and strategy necessary for the pursuit and management of federal mitigation grants.

ARCADIS is also providing ongoing technical and management expertise to HHC as it navigates the Federal funding process to secure federal Hurricane Sandy Recovery and mitigation grants through FEMA, as well as long-term campus wide mitigation strategies for all four facilities. In all ARCADIS is helping HHC to pursue over \$200 million in restoration and over \$800 million for mitigation projects at the four facilities.

Key components of ARCADIS' work include:

- Damage assessments to CIH as a result of Hurricane Sandy
- Site-Specific flood risk analysis and surge modeling
- Designs for both long-term and interim flood hazard mitigation
- Grants management

Project Management: ARCADIS provided HHC with an agile and adaptable project management plan. The nature of this project necessitated a rapid "100-day" mobilization to complete detailed damage assessments, to develop interim stabilization strategies for HHC's facilities, and inform conceptual designs for long-term mitigation. ARCADIS leveraged its global expertise and ability to rapidly scale-up staffing levels to meet client needs within a short timeframe. ARCADIS acted as an advocate during FEMA negotiations, not only for HHC but also diverse internal and external stakeholders.

Quality Control: Broad and deep in house expertise at ARCADIS allowed us to provide diverse project deliverables with a high level of oversight. ARCADIS was able to maintain strong working relationships with subcontractors and the client, who relied on us as trusted advisors, a privilege that allowed us a high level of control over our work.

Cost Control: In house capability allowed ARCADIS to harness a wide range of expertise in a timely and cost-effective manner, without over-reliance on contractors or subconsultants.

Completed On-Time and within Budget: ARCADIS has consistently outperformed the project goals and timeline for HHC. The project is currently 87% complete, and remains well within budget with six months remaining in the contract.

**Client**

New York City Economic
Development Corporation

Contact

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212.618.5730

Contract Duration

2013 - 2014

Southern Manhattan Coastal Protection Study: Evaluating the Feasibility of an MPL

New York, New York



The New York City Economic Development Corporation (NYCEDC) selected ARCADIS to perform a feasibility study for a potential multi-purpose levee (MPL) on the East River in Southern Manhattan. This option was recommended for further study as one of the 257 recommendations from Mayor Bloomberg's "A Stronger, More Resilient New York" report following Hurricane Sandy. The MPL concept not only protects the eastern edge of Southern Manhattan from the risks of SLR and storm surge, but also creates development opportunities which, over time, accommodate the city's growth and make the MPL infrastructure self-financing.

The Feasibility Study focused on an approximately 1.3-mile span of the eastern edge of Manhattan, from the Battery Maritime Building to Pier 35 (the "Study Area"). The Feasibility Study also analyzed adjacent areas that would be integral to a comprehensive flood protection solution for Southern Manhattan. Through the Feasibility Study, ARCADIS identified and assessed flood protection options for resiliency, taking into account physical, infrastructural, environmental, legal, and financial and other implementation considerations for the development of large scale flood protection infrastructure along the East River waterfront.



In testing the feasibility of different flood protection options and MPL configurations, ARCADIS led the hydrodynamic modeling efforts. Modeling was performed to test the capacity of an MPL to protect the eastern edge of Southern Manhattan from the risks of SLR and storm surge. In addition, a tidal conditions impact assessment was conducted in an effort to begin to quantify the impacts to the East River, including effects on velocities and whether there would be a rebound effect, or increase in water surface elevations outside the Study Area, in other areas of Southern Manhattan or Brooklyn.

The team's findings were published in May of 2014 and describe a preferred alternative consisting of 500 feet of land reclamation, up to 20 million square feet of new residential, commercial and community facility space, as well as new roadways, waterfront esplanades and open space. The final report also describes variants of the preferred alternative demonstrating the implications of creating a large, contiguous park between the Manhattan and Brooklyn Bridges, additional affordable housing mandates and various means of permanently preserving the South Street Seaport Historic District while meeting the project's flood protection goals.



Project: PANY/NJ, Brooklyn - Rotterdam Waterfront Exchange

period: 2009 - 2012
 Contact: Edgar J. Westerhof
 edgar.westerhof@arcadis-us.com

In 2010 the Port Authority of New York and New Jersey (PANY/NJ) and the Ministry of Foreign Affairs, the City of Rotterdam agreed to a mutual exchange of knowledge regarding waterfront expertise and the sustainable redevelopment of harbor areas in New York and The Netherlands. Experts of ARCADIS have led workshops and excursions in Rotterdam and New York.



The Result

The high level exchange has identified new approaches for redevelopment of waterfront areas in response to needs to adapt to climate change and sea level rise.

The studied concepts relate to:

- The study and development of floating structures in NYC waterways
- The beneficial re-use of dredged materials for measures related to climate change adaptation;
- Identification and organization of student exchanges between Rotterdam University and NY universities.



CITY OF ROTTERDAM CLIMATE PROOF

Supporting the City's ambitious program on sustainab



client/owner:

City of Rotterdam, the Netherlands

cost/size/completion:

€ 500,000 (fee)
 2008-2010 and ongoing

our role:

Mostly Prime but also and in cooperation with different Dutch firms, public parties and knowledge institutions

- The city of Rotterdam, a port and delta city comparable in many ways with New Orleans is developing and executing an ambitious climate adaptation program. RCP, Rotterdam Climate Proof program, focuses on making Rotterdam climate proof in 2025. KvK, the National Dutch Knowledge for Climate research program focuses on the development of urban water management knowledge and climate adaptation tools and Rotterdam is one of the National so called "Hotspots". Rotterdam, aware of the global impact of climate change on delta cities is also aiming at sharing this ambitions and knowledge with other major delta cities in the world including New Orleans, in the CDC Connecting Delta Cities network. ARCADIS supported and still supports the city to realize its ambitions in a number of ways:
- KvK Safe and multifunctional urban levees. Development and conceptual design of multifunctional levees, and flood protection in in dense urban fabric with space for landscape and multifunctional use to protect areas below sea level in the heart of City of Rotterdam
- KvK Research for adaptive building strategies for areas outside the flood defenses. In the heart of the city and in old port areas there are residential areas protected by the Rotterdam Barrier but outside dikes. This study determines how areas can cope with the impact of sea level and be resilient communities also in the future.
- KvK Urban water strategy. Climate change will result in more frequent and more intense storm events and rainfall. How can the urban water system deal with this challenge? Increased water storage and pump capacity are just two of the options. How do local communities look at this problems and what are their suggestions? What do people expect from the Municipality?
- CDC Connecting Delta Cities: project secretary and author and (co)editor role for the two books produced in 2009 And 2010
- NWC National water Center; Rotterdam has been appointed by the Dutch water Sector to become the National front portal, experience- and knowledge center and living showcase to show the World the Dutch experience and capabilities on water management. ARCADIS is one of the major stakeholders and wrote the winning bidbook and the business case for the center.
- ARCADIS prepared and co-organized the 2008 Rotterdam City of water Conference and the 2010 Rotterdam Deltas in times of Climate Change conference.
- Rotterdam Flood Control 2015: ARCADIS in cooperation with IBM and the Rotterdam University is investigating smart ways for Rotterdam to deal with future floods including serious gaming and state of the art decision support systems.



Rebuild By Design - BIG



Client: US Department of Housing and Urban Development

Location: Lower Manhattan, New York City

Size: 8 mile perimeter around Lower Manhattan

Collaborators: Bjarke Ingels Group, Buro Happold, Starr Whitehouse, James Lima Planning, Arcadis; Olin, PennDesign, HR&A, MacLaren Engineering.

Services: Resiliency Planning, Integrated Flood Protection

In response to Superstorm Sandy, the worst natural disaster ever to hit the New York region, the federal government allocated over \$50B for rebuilding and enhancing long term resiliency in Sandy-affected areas. The ReBuild by Design competition was launched out of this environment, bringing together 10 international teams to propose ideas for preparing the New York region for future storms.

Working in collaboration with Bjarke Ingels Group, Buro Happold, Starr Whitehouse, and James Lima Planning, LEVEL was part of a team that secured a \$335 federal award to fund construction of their BIG U proposal-- a 10-mile protective perimeter around Lower Manhattan to shield the area during future flooding. Their proposed physical infrastructure also lends itself to cultural and social uses: it expands public space to display local artwork, showcases environmental educational initiatives, and facilitates commerce in a proposed local market.

LEVEL's role in the collaboration included resilient infrastructure planning advice including flood protection design proposals, water and energy planning schemes, and suggestions for alternative financing structures.

The BIG U has won numerous planning awards most notably the APA National Planning Excellence Award for Urban Design and the Holcim Global Design Excellence Award.



Hudson Square Sustainability District



Client: Trinity Real Estate

Location: Lower Manhattan

Size: 25 block district

Collaborators: SHoP Architects; HR&A Advisors

Services: Carbon Emissions Inventory, District Energy Planning, Sustainable Stormwater Management, Solid Waste Management Planning

The Hudson Square Sustainability District project was a pilot project to demonstrate how PlaNYC's carbon emissions reductions, stormwater management, and open space targets could be implemented in high-density, mixed-use neighborhoods in New York City. An effort orchestrated by development titan and stakeholder Trinity Real Estate, the project sought to study how the district could meet PlaNYC's ambitious 30% carbon emissions reduction goal by 2030.

While at a previous employer, Byron Stigge led the sustainability, energy, and carbon reduction modeling, investigating dozens of energy efficient initiatives and comparing their cost savings. The implemented initiatives included green-streets measures such as bioswales, LED street lighting, district energy co-generation concepts, green roof strategies, and lighting retrofits.

LEVEL INFRASTRUCTURE

*Princeton Master Plan*

Princeton University is engaged in a long-range planning effort to envision how the campus will evolve and expand over the next 30 years. The planning assignment includes evaluating the evolution of real estate assets; the applicability of growth, density, transportation and mixed-use planning principles; schemes to reduce carbon output; and the relationship between land use planning and academic pedagogy.

As a core member of a planning team led by Urban Strategies, LEVEL is spearheading the sustainability aspects of the two-year planning assignment. LEVEL is collaborating to integrate innovative and sustainable design practices into every component of the planning process. By leading the discourse on university-wide issues of sustainability and resilience, LEVEL is ensuring that goals are embedded and holistic visions are aligned throughout the entirety of the long-range planning effort.

Client: Princeton University

Location: Princeton, New Jersey

Size: 300 acres

Collaborators: Urban Strategies Architects and Planners

Services: Sustainability Planning, Resilience Strategy

LEVEL INFRASTRUCTURE

*Research Triangle Park*

Research Triangle Park is a 7,000 acre master plan in Raleigh-Durham, NC that transforms one of the world's oldest technology parks into a dynamic, walkable, mixed-use. Originally constructed on a mid-20th century suburban, auto-dependent development model, the Park must evolve to meet the challenges of the 21st century— evolving worker preferences, competition from newer, larger technology parks, and demand for flexible office space.

To facilitate the Park's transition into the new century, Byron Stigge served as the project's sustainability advisor. He worked intimately with the planning team to ensure the site's transformation would serve as a catalyst for attracting a new generation of world-class and environmentally-conscious scientists, knowledge workers, and businesses.

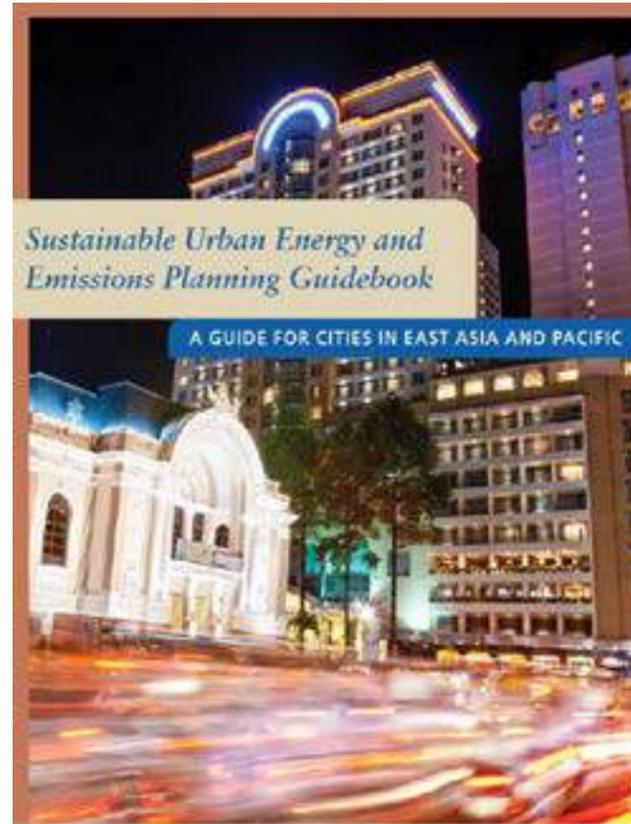
Client: Research Triangle Park Foundation

Location: Raleigh - Durham

Size: 7,000 acres

Collaborators: Cooper Robertson & Partners, HR&A Advisors, VHB

Services: Sustainability Consulting, Energy Planning, Stormwater Management, Solid Waste Management



The Sustainable Urban Energy and Emissions Planning (SUEEP) Guidebook was designed to build capacity for energy planning and low-carbon growth principles for cities in Southeast Asia. The Guidebook outlines a 17-step process for developing institutional systems to improve energy and emissions performance across all city agencies involved in development planning. The process emphasizes the importance of stakeholder engagement by municipal governments to gain alignment with the private sector. It includes a Toolkit with templates for reports, calculations, analysis, research references, and concludes with a list of high-priority energy efficiency programs. The SUEEP process was created to help municipal governments align over arching city goals for economic growth and inclusivity while addressing both energy and greenhouse gas emissions concerns.

The Guidebook was field-tested in Cebu, Philippines, DaNang, Vietnam, and Surabaya, Indonesia. In each city a current year Greenhouse Gas inventory along with projections for GHG growth. The pilot testing included stakeholder engagement, interviews with all relevant city agencies, data and background collection, and presentations to Mayors on the results of the work.

While at a previous employer, Level's Founder, Byron Stigge, led the creation of the SUEEP framework process, oversaw the Guidebook and Toolkit development, and led the pilot city missions in Surabaya, Indonesia, and Cebu, Philippines.

Client: World Bank Group; AusAID

Location: Surabaya, Indonesia; Cebu, Philippines; DaNang, Vietnam

Collaborators: Happold Consulting, Sustainable Energy Partnerships

Services: Carbon Emissions Inventory, Stakeholder Engagement, Low Carbon Development Planning, Local Government Capacity Building



LEVEL INFRASTRUCTURE

100 Resilient Cities



Pioneered by the Rockefeller Foundation, 100 Resilient Cities is an initiative that seeks to help cities develop the capacity to prepare for the increasing shocks of the 21st century. The organization defines resilience as “the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.” Simply put, resilience enables people to bounce back stronger after tough times, and live better in good times.

In collaboration with HR&A, LEVEL contributed to resilience planning for 4 cities in the 100RC network. Through participation in the Resilience Workshops and the City Resilience Plan outputs of the 100RC program, LEVEL is providing technical support to the resilience diagnostic and risk assessment aspects of the planning assignment. LEVEL also contributed to the development of customized tools that help each city understand its respective risks and opportunities.

Client: Rockefeller Foundation

Locations: Boulder, CO; El Paso, TX; Norfolk, VA; Los Angeles, CA.

Collaborators: HR&A Advisors

Services: Resiliency Planning

Boston, MA

Go Boston 2030

Boston is a world class city, an old city, and in many ways, still an adolescent city. The Boston region is home to some of the most innovative brains in technology that have ever lived – Facebook, Bridj, and Zipcar were all born here. And yet the city struggles to manage the narrow, winding streets of its medieval stronghold. A city with some of the oldest transit lines has not prepared them for the newest sea level rises. Gritty industrial waterfronts bump up against glamorous new high rises.

The city faces a number of challenges: How can it marry new technologies with old infrastructure to maintain the mobility demanded by all? How can the city build a bold future, when climate change may knock it all down? How can a city known for working class neighborhoods and Ivy League alumni continue to provide a place, and opportunities, for all? What role can transportation play in the future?

These are among the many questions at the heart of the GoBoston 2030 initiative. A planning process like none other in the history of Boston, GoBoston is a grassroots up, sky-high down planning initiative. The plan builds from ideas generated in Boston’s most innovative and inclusive public engagement strategy – the “question campaign,” which created direct input from over 5,000 unique members of the Boston region who broadened planners’ perspectives, established new City goals, and challenged political leadership in new ways. By focusing on the values of the traveling public rather than the capacity of known infrastructure, Go Boston 2030 is charting a new course for engaging the mobility revolution. Supported by an unrivaled database of trips across all modes – including shared cars and shared bikes – cross-tabulated with detailed demographic sets from the Dukakis Institute, Nelson\Nygaard is not only documenting Boston’s mobility in cutting-edge ways, we are inserting community-based values directly into the mobility networks of the future. In this manner, Nelson\Nygaard can model how the technological “disruptors” that will change how transportation is planned, accessed and delivered will affect the region in the near term (five years) and in the next generation (15 years).

Nelson\Nygaard is serving as the lead planners for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of “big data” to inform both current patterns and future conditions.

GoBoston is, at present, a work in progress. It is, however, one of the visionary planning efforts that asks the right questions to ensure that we are investing in ways that solve the problems of tomorrow rather than outmoded approaches to address the issues of today.

Project Duration:
2014 – Ongoing

Total Budget: \$1.2M

Nelson\Nygaard Budget: \$399,000



Boulder, CO

Transit Master Plan



The City of Boulder stands out as one of the most progressive cities of its size in terms of transportation, smart growth, and climate change policy. Since the inception of its Community Transit System (CTN) in the early 1990s, the City of Boulder has provided frequent, community-oriented transit service to visitors, employees, and residents alike. The CTN has helped Boulder achieve an impressive 64% citywide non single-occupancy vehicle mode share for all trips.

The City has an aggressive mode share target of 75% non single-occupancy travel for all trips in the community by 2025. Over the last several years, transit mode share has been stagnated and the city is not on course to meet its mode share goal. In 2012, the City hired Nelson\Nygaard to develop the transit element of its Transportation Master Plan Update. The project is helping develop a renewed vision for transit in Boulder to help the City meet its aggressive mode share target and develop strategies for an ever-growing in-commute to Boulder from regional communities. The renewed vision is grounded in an extensive community outreach process including:

- An innovative “Design Your Transit System” tool (shown below). Community members prioritized investment in real-time information, enhanced regional service, and a subsidized pass program.
- A highly legible “State of the System” report that informed the work of community and technical steering committees.
- An outcomes-based analysis of future scenarios for transit system development in Boulder and surrounding communities. An example graphic (shown below) depicts one approach to the transit vision that was developed based on the analysis.

Project Duration:
2012-Ongoing

Total Budget:
\$324,586

Nelson\Nygaard Budget:
\$263,307

For more information:
City of Boulder
P.O. Box 791
Boulder, CO 80306-0791

Contact:
Micki Kaplan
Senior Transportation Planner
303.441.4139
kaplanc@bouldercolorado.gov



Washington, DC

Long Range Multimodal Plan



moveDC is Washington DC's Long Range Transportation Plan to determine modes, projects, and policies for every street within the city for the next 30 years. The Plan will set the long-term vision and implementation actions as DDOT continues to build a world class, sustainable transportation system in a growing and evolving city. In addition to important regional connections, the entire transportation network of the District of Columbia will be considered during the moveDC plan. Each mode of transportation will be evaluated and considered as a part of the development of the multimodal transportation plan, in order to accommodate significant projected growth in population and employment without negatively impacting residents', employees', and visitors' ability to travel around the city and best meet Washington DC's goals of livability, environmental sustainability, and economic competitiveness.

Nelson\Nygaard is leading the pedestrian, bicycle, transit, parking, and Transportation Demand Management elements of the plan, as well as authoring the plan's policy guide. The moveDC draft plan was recently released for public review and can be reviewed at www.wemovedc.org.

moveDC was awarded a National Recognition Award in the American Council of Engineering Companies 2015 Engineering Excellence Awards competition. The project also won America Planning Association's National Planning Excellence Award for Transportation Planning in 2015.

Project Duration:
2012-Ongoing

Total Budget:
\$1,200,000

Nelson\Nygaard Budget:
\$538,404

For more information:
Washington DC Department of Transportation (DDOT)
55 M Street, SE, Suite 400
Washington, DC 20003

Contact:
Sam Zimbabwe
Associate Director
(202) 671-2542
sam.zimbabwe@dc.gov



Boston, MA

MBTA Key Bus Route Improvement Program



The Massachusetts Bay Transportation Authority (MBTA) designated 15 of its busiest and most frequent routes as Key Bus Routes. These routes travel along densely populated transit corridors and are heavily used, but were often plagued by delays and poor operating environments. With \$10 million in American Recovery and Reinvestment Act funds, MBTA sought to enhance passenger accessibility, reduce travel times, and improve operations and reliability along each of these important routes.

MBTA retained Nelson\Nygaard to serve as project manager and develop comprehensive improvement plans for several of the key routes. Route improvement plans focused on stop locations and the interaction between bus operations and general corridor traffic. Proposed improvements included a new stop location plan, and longer and more accessible stops that would support bus shelters, benches, and street furniture. Traffic improvements such as queue-jump lanes, along with signal timing and phasing changes, were also recommended. Curb extensions and other amenities to enhance the overall bus experience were additional key elements of the plan. Nelson\Nygaard also led the community-involvement process for individual routes, as well as coordination with host municipalities.

The Key Bus Route Improvement Program was designed to address both bus routes and the physical environments in which they operate in a comprehensive manner. By implementing a series of changes that saved up to 20 seconds each in bus operations, the cumulative outcome saved upwards of 10% of the overall route time, while enhancing the quality, reliability and accessibility of service on MBTA's busiest routes. Following the completion of the community-involvement process, implementation of the improvement program took place in summer 2011. For more information on the Key Bus Routes Improvement Program, go to: www.mbta.com/keybusroutes



Project Duration:
2010-2012

Total Budget:
\$200,000

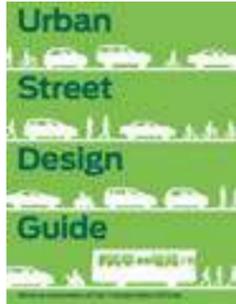
Nelson\Nygaard Budget:
\$25,000+

For more information:
Massachusetts Bay Transportation Authority
45 High Street
Boston, MA
www.mbta.com

Contact:
Erik Scheier
Project Director-Operations
617-222-3214
Escheier@mbta.com

Nationwide

Urban Street Design Guide



The National Association of City Transportation Officials (NACTO), founded in 1996, aims to provide an urban perspective on street design, helping create both safer streets and streets that support vibrant neighborhoods.

Nelson\Nygaard was hired by NACTO to develop national street design guidelines relevant to cities. The guide, available online and for purchase, is a blueprint for designing 21st century streets where people can walk, bike, drive, park, take transit, and socialize. Divided into six chapters, it focuses on types of streets; street design elements including lane widths, sidewalks, and curb extensions; interim design strategies such as parklets and temporary street closures; types of intersections; intersection design elements such as crosswalks and pedestrian islands; and design controls, the criteria used to measure a street's success. The guide provides examples throughout the country as well as the tools to implement these tactics to create public spaces that people will cherish.

The Urban Street Design Guide, said NACTO President Janette Sadik-Khan, is “a permission slip for people to innovate” and a “new DNA for city streets.” The Association of Pedestrian and Bicycle Professionals said that the guide is “likely to change how street infrastructure in U.S. cities is planned, designed, and modified.”

Project Duration:

2012-2013

Total Budget:

\$300,000

Nelson\Nygaard Budget:

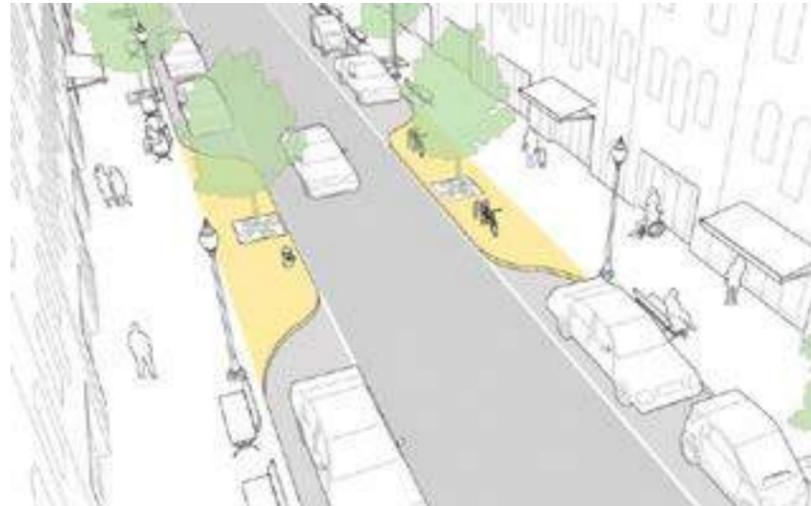
\$207,000

For more information:

National Association of City Transportation Officials
55 Water Street, 9th Floor
New York, NY 10041
212-839-6421
www.nacto.org

Contact:

Matthew Roe
Director, Designing Cities Initiative
646-324-8352
matthew@nacto.org



Santa Monica, CA

Santa Monica Land Use and Circulation Element



Nelson\Nygaard crafted the Circulation Element of Santa Monica's 2008 General Plan Update, steering it through an intense public process, including over a dozen public workshops as well as planning commission and city council hearings. The plan broke through the city's notorious anti-growth politics by using new development to fund a package of community benefits, including new bicycle lanes, more gracious sidewalks, more frequent transit, and stringent transportation demand management programs. More importantly, the plan commits to capping peak period vehicle trips as part of Santa Monica's dedication to reducing greenhouse gases, air pollution, and regional traffic.

The Circulation Element is carefully integrated into the Land Use Element, focusing almost all new growth in the city around its major transit nodes, including a light rail extension from downtown Los Angeles. In addition to paying new impact fees, development will be required to meet stronger trip reduction requirements, including universal transit passes and parking fees or parking cash-out for all new residents and employees. The plan also provides incentives for existing residents and employees to reduce their trips, through both better transportation choices and more services within walking distance.

To help implement the plan, Nelson\Nygaard was brought back to develop a Bicycle Action Plan, zoning ordinance, Transportation Impact Fee, and specific plans for the downtown and Bergamot Station areas.

The plan withstood an anti-growth citizens' initiative in the November 2008 elections and was adopted in July 2010.

The California Chapter of the American Planning Association (APA) gave this project the Outstanding Comprehensive Planning Award for a Small Jurisdiction in 2010.



Project Duration:

2007-2010

Total Budget:

\$310,000

For more information:

City of Santa Monica
Transportation Management Division
1685 Main Street, Room 115
Santa Monica, CA 90407-2200
www.shapethefuture2025.net

Contact:

Eileen Fogarty
Former Planning and Community Development Director
310-570-6724
efogarty@fogartygroup.net



Project Title: Metropolitan Boston 3D Model
Clients: Boston Redevelopment Authority, City of Cambridge
Project Lead: Paul Cote / pbcGIS
Term: June 2013 – Present

pbcGIS developed information architecture and maintenance procedures for an infinitely scalable three dimensional model for the metropolitan area of Boston. The model has been populated with detailed terrain and planimetric groundplan and 3D models of each building in the city. The metropolitan model management system serves as a systematic repository for improved models of buildings, bridges, past present and future.

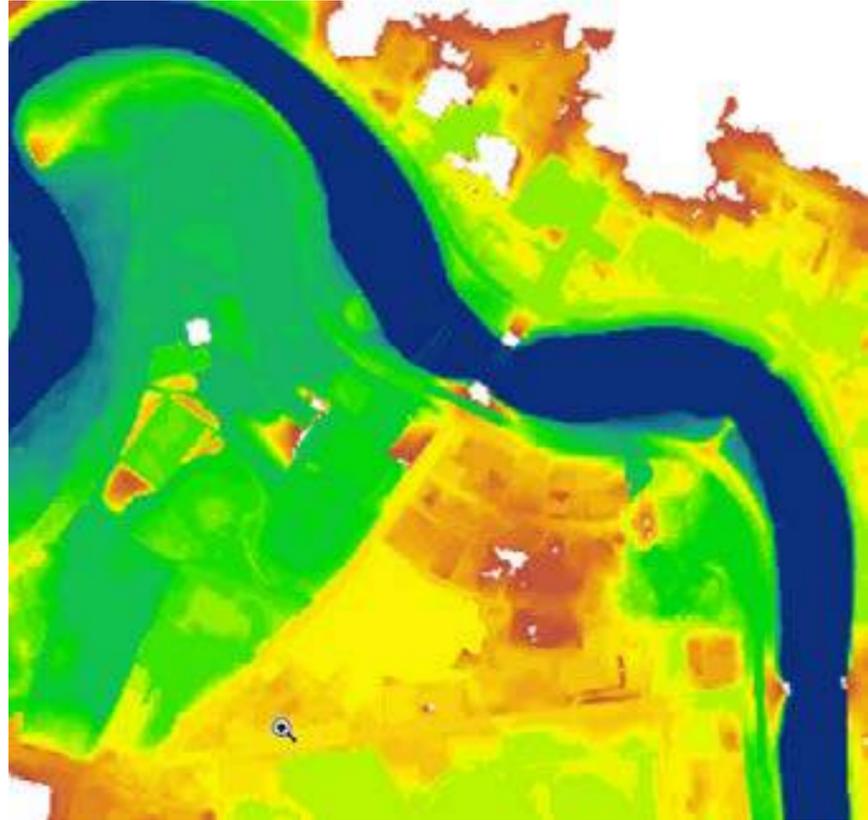
Our current work involves working with GIS staff and in-house design and development analysts to develop best practices for exchanging data between GIS and design tools. As we move forward, we will be working with private sector designers and developers toward the formatting of models of design proposals.



Project Title: Buildout Scenarios for Transit Oriented Development in Providence Rhode Island
Clients: City of Providence Planning and Development Department
Project Lead: Gamble and Associates
Term: January – May 2013

As part of an application for funding from the U.S. Department of Transportation, staff of the Providence Design and Development department chose nine neighborhoods to be the focus for transit oriented development along proposed enhanced bus rapid transit lines. City staff identified soft parcels within each neighborhood and specified specific floor-area targets for residential, commercial and retail development with parking ratios associated with each type of use. pbcGIS was responsible for creating three dimensional models for each neighborhood to be used for scenario planning. To facilitate the work of meeting the specific targets, we developed a Sketchup plugin that automatically creates an Excel spreadsheet that summarizes the floor area and parking balance for each use type for alternative design schemes. Our models took into account zoning and FEMA flood hazard areas.

David Gamble developed the site concepts as sketches, and we modeled the scenarios in SketchUp and created the reports. The SketchUp plugin saved hundreds of hours of work and allowed us to share design data and tools with City staff who were able to make their own adjustments.



Project Title: Allston Flood Analysis
Clients: Harvard University Planning and Project Management
Project Lead: pbcGIS
Term: January 2014

Harvard Planning and Project Management needed a detailed analysis of flood stages for their property in Allston. The requirement was to use Harvard's very detailed terrain mesh to model the areas that would flood as the water level in the Charles River was raised in one foot increments. pbcGIS developed a custom GIS program that took into account corridors and barriers in the landscape that would lead to some areas to be protected from flooding even if they were for some period below the elevation of a given flood stage.



Project Title: Spatial Analysis and Cartography Toolkit
Clients: Harvard University Graduate School of Design and Others
Project Lead: Paul Cote
Term: 1993 to Present

Over the course of 19 years as lecturer and GIS specialist at the Harvard University Graduate School of Design, I developed a handbook for organizing information for large multidisciplinary research projects and a collection of well-documented toolkits for evaluating zoning buildout, accessibility analysis, open-space planning and social justice.

HR&A

OneNYC

Anthony Shorris, Deputy Mayor
Office of the Mayor of New York City
City Hall
New York, NY 10007
(212) 788-3191
ashorris@cityhall.nyc.gov
PROJECT VALUE: \$3,000,000

New York Rising

James Rubin, Commissioner,
New York State Homes and Community Renewal
25 Beaver St
New York, NY
(212) 480-3715
jrubin@nyshcr.org
PROJECT VALUE: \$6,970,000

National Disaster Resilience Competition Capacity Building Initiative

Nancy Kete, Managing Director of Resilience
The Rockefeller Foundation
420 Fifth Avenue
New York, NY 10018
(212) 869-8500
nkete@rockfound.org
PROJECT VALUE: \$3,000,000

Utile

Boston Convention and Exhibition Center Planning Study

Howard Davis, Director of Capital Projects
Massachusetts Convention Center Authority
415 Summer Street
Boston, MA 02110
(617) 692-0728
hdavis@massconvention.com
PROJECT VALUE: \$726,000

Hartford Downtown North/Downtown West

Thomas E. Deller, AICP-Director
Department of Development Services
250 Constitution Plaza, 4th Floor
Hartford, CT 06103
(860) 757-9076
tdeller@hartford.gov
PROJECT VALUE: \$238,000

Mill River District Planning Study

Anne Gatling Haynes, former director
New Haven Economic Development Corporation
195 Church St # 1401,
New Haven, CT 06510
(617) 694-9306
ahaynes@massdevelopment.com
PROJECT VALUE: \$80,000

Ken Greenberg

Great River Park Saint Paul

Patrick Seeb, Executive Director
Saint Paul Riverfront Corporation
25 West Sixth Street
Saint Paul, MN 55102-1303
(651) 293-6861
seeb@riverfrontcorporation.com
PROJECT VALUE: \$500,000

Boston University Strategic Campus Plan

Robert Brown, President
Boston University
Office of the President
One Sherborn Street, 8th Floor
Boston, MA 02215
(651) 293-6861
rabrown@bu.edu
PROJECT VALUE: \$300,000

Lower Don Lands

John Campbell, CEO
WATERFRONToronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
(416) 214-1344 x227
jcampbell@waterfrontoronto.ca
PROJECT VALUE: \$300,000

Hood Design

GreenPrint

Susan Rademacher, Parks Curator
Pittsburg Parks Conservancy
45 South 23rd Street, Suite 101
Pittsburgh PA, 15203.
(412) 682-7275 ext. 212
srademacher@pittsburghparks.org
PROJECT VALUE: N/A

Interboro

Holding Pattern

Barry Bergdoll, The Philip Johnson Chief Curator of
Architecture and Design
The Museum of Modern Art
11 West 53rd Street
New York, NY 10019
(212)708-9547
barry_bergdoll@moma.org
PROJECT VALUE: \$150,000

Northern Fairmount Neighborhood Development Plan

Toni L. Griffin
Professor of Architecture
Director, J. Max Bond Center
Spitzer School of Architecture, The City
College of New York
141 Convent Avenue
New York, NY 10031
PROJECT VALUE: \$65,000

Living with the Bay: Rebuild By Design

Henk Ovink, Special Envoy International Water
Affairs
Kingdom of the Netherlands
(316) 150-17826
henk.ovink@minienm.nl
PROJECT VALUE: \$125,000

HDMADE

Robin Hood Foundation Website

Harish Bhandari, Director, Former Digital
Engagement & Innovation
Robin Hood Foundation
826 Broadway, New York, NY 10003
(212) 227-6601
harishb@gmail.com
PROJECT VALUE: \$250,000

NASDAQ Tumblr Presence

Frank DeMaria, Former SVP of NASDAQ
One Liberty Plaza, 165 Broadway New York, NY
10006 USA
212 401 8700
fdemaria@social360monitoring.com
PROJECT VALUE: \$50,000

Markle Foundation Website & Branding

Lisa MacSpadden
Director of Communications, Markle Foundation
10 Rockefeller Plaza, New York, NY 10020
(212) 713-7600
lmacspadden@markle.org
PROJECT VALUE: \$250,000

Sarah Williams

Digital Matatus

Benjamin de la Peña, Director of Community and National Strategy
Knight Foundation
200 S. Biscayne Blvd. | Suite 3300
Miami, FL 33131-2349
P: 305-908-2655
E: delapena@knightfoundation.org
PROJECT VALUE: \$150,000

City Digits

Christine Gaspar
Executive Director, The Center for Urban Pedagogy
232 Third Street #D201
Brooklyn, NY 11215
P: (718) 596-7721
E: Christine@anothercupdevelopment.org
PROJECT VALUE: \$150,000

Made in Midtown

Jerome Chou, Director of Competitions
The Van Alen Institute - Formerly of The Design Trust for Public Space
30 West 22nd Street
New York, NY 10010
P: 212 924 7000 Ext. 20
E: jchou@vanalen.org
PROJECT VALUE: \$30,000



William Francis Galvin
Secretary of the
Commonwealth

The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

September 17, 2007

To Whom It May Concern:

I hereby certify that the records of this office show that

HR&A ADVISORS, INC.

a corporation organized under the laws of New York on April 2, 2007 was qualified to do

business in this Commonwealth on July 13, 2007 under the provisions of the General Laws, and

I further certify that said corporation is still qualified to do business in this Commonwealth.

I also certify that said corporation is not delinquent in the filing of any annual reports required to date.



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

William Francis Galvin

Secretary of the Commonwealth

Processed By sam

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06/18/2015

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. THE CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCTS Doug's Deli, 125 E 14th Street, 11th Fl Bklyn E. Chaparral Rd, Suite 230 Socorro, AZ 85750	CONTACT NAME: PHONE: (A.C. No. Ext. (480) 951-1177 FAX: (A.C. No. (480) 951-4256 E-MAIL: ADDRESS:
INSURER American Zurich Insurance Company	INSURER 1: INSURER 2: INSURER 3: INSURER 4: INSURER 5:

COVERAGE **CERTIFICATE NUMBER: 151160524013** **REVISION NUMBER:**

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TYPE OF INSURANCE	ADD. SUBS.	POLICY NUMBER	POLICY EFF.	POLICY EXP.	LIMIT
COMMERCIAL GENERAL LIABILITY [] FIDELITY AND SURETY [] OTHER					BODILY INJURY AND PROPERTY DAMAGE (per occurrence) \$ MEDICAL EXPENSES (per person) \$ PERSONAL AND ADVERTISING INJURY \$ CONTRACTS, AGREEMENTS \$ PRODUCTS/COMMODITIES \$ DEFENSE COSTS \$
AUTOMOBILE LIABILITY [] AUTO [] NON-AUTO [] OTHER					COMBINED SINGLE LIMIT (per accident) \$ BODILY INJURY AND PROPERTY DAMAGE (per person) \$ MEDICAL EXPENSES (per person) \$ PROPERTY DAMAGE (per accident) \$
UMBRELLA [] PERSONAL [] BUSINESS					BODILY INJURY AND PROPERTY DAMAGE (per occurrence) \$ MEDICAL EXPENSES (per person) \$
WORKERS COMPENSATION AND EMPLOYERS LIABILITY [] MANDATORY [] NON-MANDATORY		WG 27 58-000-44	07/01/2013	07/31/2016	PER STATUTE [] OTHER [] BODILY INJURY AND PROPERTY DAMAGE \$ 2,000,000 MEDICAL EXPENSES \$ 2,000,000 DISABILITY BENEFIT LIMIT \$ 2,000,000
Location Coverage Period: 07/01/2013 07/31/2015 Elenk1 1028-NY					

DESCRIPTION OF OPERATION - VEHICLE ADDRESS, ADDRESS NUMBER THROUGH WHICH IT IS BEING COVERED TO BE COVERED
 HR&A Advisors, Inc.
 99 Hudson Street 3rd Floor
 New York, NY 10013

ENDORSEMENTS 35 days after contract notice 10 days before policy expiration

CERTIFICATE HOLDER HR&A Advisors, Inc. 99 Hudson Street 3rd Floor New York, NY 10013	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED OR THE EXPIRATION DATE THEREOF, NOTICE SHALL BE DELIVERED IN ACCORDANCE WITH THE OBJECT PROVISIONS. BY INSURER REPRESENTATIVE
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Analysts: Advisors, Inc.
 99 Hudson Street, 3rd Floor, New York, NY 10013-2815
 T 212-907-5597 F 212-907-6202 www.hr&aadvisors.com

HR&A ADVISORS, INC. FINANCIAL STABILITY STATEMENT

HR&A Advisors, Inc. (HR&A) is a financially stable professional services corporation that has been in continuous operation for more than 35 years. HR&A Advisors, Inc., formerly the New York and Los Angeles offices of Hamilton, Rabinovitz & Alschuler, Inc., has been in business since 1976 in Los Angeles and in New York since 1984. HR&A maintains offices in New York, Los Angeles, and Washington DC with 65 employees. Our gross revenues for the fiscal year ended December 31, 2014 were \$23 million. HR&A has lines of credit available in the approximate amount of \$2 million through our banking institutions.

HR&A does business with the following banks at their listed addresses:

HSBC Bank USA, N.A.
 110 Williams Street
 New York, NY 10038
 917-340-5544

Capitol One
 1680 Capital One Drive
 McLean, VA 22102-3499
 (703) 720-2500

Eric Rathman, President
 HR&A Advisors, Inc.

July 2, 2015

Date

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 1 | GOAL SETTING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	7
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	14
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	11
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	25
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	17
	Senior Analyst	Comprehensive Planning & Economic Advisory		11
	Analyst	Comprehensive Planning & Economic Advisory		11
	Research Analyst	Comprehensive Planning & Economic Advisory		7
			TOTAL	103

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	17
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	6
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	42
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	43
Utile / Senior Urban Planner		Urban Planning & Urban Design		43
Utile / Urban Planner		Urban Planning & Urban Design		42
Utile / Urban Designer		Urban Planning & Urban Design		16
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	12
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	16
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	11
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	5
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	3
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	21
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	39
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	0
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	0
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	8
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	1
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	2
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	2
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	2
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	2
			TOTAL	333

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 2 | LEARNING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	7
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	23
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	14
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	46
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	30
	Senior Analyst	Comprehensive Planning & Economic Advisory		28
	Analyst	Comprehensive Planning & Economic Advisory		44
	Research Analyst	Comprehensive Planning & Economic Advisory		53
			TOTAL	245

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	23
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	8
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	58
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	61
Utile / Senior Urban Planner		Urban Planning & Urban Design		61
Utile / Urban Planner		Urban Planning & Urban Design		58
Utile / Urban Designer		Urban Planning & Urban Design		22
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	12
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	16
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	11
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	51
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	34
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	84
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	156
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	0
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	0
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	20
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	7
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	34
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	23
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	23
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	23
			TOTAL	786

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 3 | VISIONING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	21
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	68
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	62
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	150
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	90
	Senior Analyst	Comprehensive Planning & Economic Advisory		84
	Analyst	Comprehensive Planning & Economic Advisory		131
	Research Analyst	Comprehensive Planning & Economic Advisory		80
			TOTAL	686

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	53
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	18
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	133
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	139
Utile / Senior Urban Planner		Urban Planning & Urban Design		139
Utile / Urban Planner		Urban Planning & Urban Design		133
Utile / Urban Designer		Urban Planning & Urban Design		50
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	31
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	43
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	42
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	120
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	80
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	32
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	128
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	33
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	35
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	60
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	7
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	23
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	23
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	23
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	34
			TOTAL	1379

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 4 | PRIORITIZING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	10
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	23
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	15
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	40
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	30
	Senior Analyst	Comprehensive Planning & Economic Advisory		33
	Analyst	Comprehensive Planning & Economic Advisory		44
	Research Analyst	Comprehensive Planning & Economic Advisory		44
			TOTAL	240

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	47
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	16
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	62
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	62
Utile / Senior Urban Planner		Urban Planning & Urban Design		62
Utile / Urban Planner		Urban Planning & Urban Design		47
Utile / Urban Designer		Urban Planning & Urban Design		16
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	46
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	32
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	32
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	34
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	23
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	4
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	16
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	16
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	18
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	20
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	3
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	6
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	6
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	6
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	6
			TOTAL	578

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 5 | DEFINING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	13
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	27
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	16
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	47
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	35
	Senior Analyst	Comprehensive Planning & Economic Advisory		39
	Analyst	Comprehensive Planning & Economic Advisory		51
	Research Analyst	Comprehensive Planning & Economic Advisory		52
TOTAL				279

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	60
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	20
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	80
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	80
Utile / Senior Urban Planner		Urban Planning & Urban Design		80
Utile / Urban Planner		Urban Planning & Urban Design		60
Utile / Urban Designer		Urban Planning & Urban Design		20
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	31
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	32
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	14
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	17
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	11
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	3
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	17
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	0
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	0
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	0
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	0
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	0
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	0
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	0
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	0
TOTAL				526

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 6 | PLANNING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	30
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	61
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	64
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	133
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	101
	Senior Analyst	Comprehensive Planning & Economic Advisory		60
	Analyst	Comprehensive Planning & Economic Advisory		68
	Research Analyst	Comprehensive Planning & Economic Advisory		47
TOTAL				565

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	57
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	19
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	76
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	76
Utile / Senior Urban Planner		Urban Planning & Urban Design		76
Utile / Urban Planner		Urban Planning & Urban Design		57
Utile / Urban Designer		Urban Planning & Urban Design		19
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	46
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	32
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	32
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	34
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	23
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	20
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	180
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	65
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	70
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	40
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	3
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	17
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	11
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	11
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	11
TOTAL				975

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 7 | REFINING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	29
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	53
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	43
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	80
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	90
	Senior Analyst	Comprehensive Planning & Economic Advisory		70
	Analyst	Comprehensive Planning & Economic Advisory		118
	Research Analyst	Comprehensive Planning & Economic Advisory		122
			TOTAL	605

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	40
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	13
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	53
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	53
Utile / Senior Urban Planner		Urban Planning & Urban Design		53
Utile / Urban Planner		Urban Planning & Urban Design		40
Utile / Urban Designer		Urban Planning & Urban Design		13
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	31
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	32
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	14
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	51
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	34
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	20
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	180
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	33
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	35
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	40
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	3
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	11
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	6
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	3
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	3
			TOTAL	763

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 8 | DRAFTING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	17
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	38
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	23
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	50
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	63
	Senior Analyst	Comprehensive Planning & Economic Advisory		51
	Analyst	Comprehensive Planning & Economic Advisory		91
	Research Analyst	Comprehensive Planning & Economic Advisory		74
			TOTAL	407

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	67
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	22
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	89
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	89
Utile / Senior Urban Planner		Urban Planning & Urban Design		89
Utile / Urban Planner		Urban Planning & Urban Design		67
Utile / Urban Designer		Urban Planning & Urban Design		22
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	15
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	16
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	7
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	0
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	0
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	2
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	18
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	0
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	0
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	0
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	0
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	0
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	0
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	0
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	0
			TOTAL	503

STAFF PLAN WORKSHEET

Martin, J. Walsh, Mayor
 Timothy J. Burke, Chairman, BRA Board
 Brian P. Golden, Director, BRA

TASK 9 | RATIFYING CONSULTANT

NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & TOTAL YEARS EXPERIENCE	NUMBER OF JOB-HOURS
John Alschuler	Chairman	Comprehensive Planning & Economic Advisory	31 / 42	27
Jamie Torres Springer	Senior Principal	Comprehensive Planning & Economic Advisory	9 / 14	53
Jee Mee Kim	Principal	Comprehensive Planning & Economic Advisory	1/20	60
Connie Chung	Director	Comprehensive Planning & Economic Advisory	2 / 8	84
Kyle Vangel	Director	Comprehensive Planning & Economic Advisory	4 / 7	56
	Senior Analyst	Comprehensive Planning & Economic Advisory		98
	Analyst	Comprehensive Planning & Economic Advisory		85
	Research Analyst	Comprehensive Planning & Economic Advisory		73
			TOTAL	535

SUBCONSULTANTS

FIRM / NAME	TITLE	DISCIPLINE	YEARS WITH FIRM & YEARS EXPERIENCE	NUMBER OF JOB-HOURS
Utile / Timothy Love	Principal-in Charge	Urban Planning & Urban Design	12 / 30	70
Utile / Matthew Littell	Principal	Urban Planning & Urban Design	12 / 18	23
Utile / Meera Deean	Project Manager	Urban Planning & Urban Design	5 / 10	93
Utile / Jonathan Evans	Senior Designer	Urban Planning & Urban Design	3 / 10	93
Utile / Senior Urban Planner	Designer	Urban Planning & Urban Design		93
Utile / Urban Planner	Designer	Urban Planning & Urban Design		70
Utile / Urban Designer	Designer	Urban Planning & Urban Design		23
Greenberg Consultants / Ken Greenberg	Principal	Urban Planning & Urban Design	14 / 45	0
Hood Design / Tim Mollette-Parks	Principal	Landscape Architecture	4 / 7	0
Hood Design / Walter Hood	Principal	Landscape Architecture	23 / 34	0
Interboro / Daniel D'Oca	Principal	Urban Planning	13 / 17	0
Interboro / Georgeen Theodore	Principal	Urban Design	13 / 22	0
HD MADE / Dan Chiu	CEO	Digital Strategy	5 / 16	4
HD MADE / Michael Martin	Place-Based Innovation Lead	Urban Planning/Digital Strategy	2 / 7	36
Sarah Williams / Sarah Williams	Director	GIS/Digital Mapping	3 / 15	0
Sarah Williams / Juan Francisco Saldarriaga	Senior Staff	Data Analytics & Web Mapping	6 / 6	0
Rosy Gonzales / Rosy Gonzales	Consultant	Public Outreach	1 / 5	40
Hyperakt / Deroy Peraza	Principal & Creative Director	Communication Design	14 / 14	3
Hyperakt / Sruthi Sadhujan	Design Strategist	Communication Design	1 / 7	6
Hyperakt / Radhika Unnikrishnan	Designer	Communication Design	3 / 4	6
Hyperakt / Eric Wang	Developer	Communication Design	2 / 9	6
Hyperakt / Jeanne Henry	Project Manager	Communication Design	1 / 6	6
			TOTAL	572

EXHIBIT 3 : NON-COLLUSION AFFIDAVIT OF PRIME BIDDER	Martin J. Walsh, Mayor Timothy J. Burke, Chairman BRA Board Brian P. Golden, Director BRA
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State of _____;

), ss.

County of _____)

Jamie Dang, BEING FIRST DUTY

SWORN DEPOSES AND SAYS THAT:

1.0 He/she is (owner, partner, officer, representative, or agent) of HR&A Advisors, Inc., 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 said Bid;

3.0 Said Bid is genuine and is not a collusive or sham Bid;

4.0 Neither the said Bidder nor any of its 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 said 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) [Signature]
 Chief Administrative Officer
 Title

Subscribed and sworn before me this 2 day of July

20 15

[Signature]
 Notary Public
 Title
 My commission expires _____



EXHIBIT G: CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE	Martin J. Welsh, Mayor Timothy J. Burke, Chairman BRA Board Brian P. Golden, Director BRA
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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, Jamie Dang

(Name)

Chief Administrative Officer of HR&A Advisors, Inc.

(Title)

(Name of Consultant)

whose principal place of business is located at: 99 Hudson Street, 3rd Floor
New York, NY 10013

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 3 day of July, 2015

Federal Identification Number 20-8767681 (Name) HR&A Advisors, Inc.

By: [Signature]
Title: CAO