

Citywide Plan:

IMAGINE | BOSTON 2030

Boston Redevelopment Authority Proposal to Provide Planning Services

July 20, 2015

nbbj

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

Dear Ms. Polhemus,

“The creation of the city’s first Citywide Plan in 50 years demands a deep understanding of the context that is specific to this work. . . . [but] these issues are not unique to Boston.”

The statement above, from the RFP, inspired the formation of our core team.

The team is led by the Boston office of NBBJ (formerly Chan Krieger Sieniewicz) whose principals have been active in Boston’s planning, architecture and scholarly enterprise on Boston history for nearly 40 years. We are partnered with MORE Advertising, a minority-owned Boston-based business whose creativity in the realm of communication have helped many local organizations as diverse as the Boston Red Sox, the Departments of Mental and Public Health, and the Massachusetts Housing Partnership.

In addition, two outstanding non-Boston based organizations known for innovative urban design and community outreach complete our team: Miami-based DPZ, an internationally regarded planning & design firm that has been at the vanguard of America’s turn towards urban values and places, and Denver-based Place Matters, a pioneer in public outreach strategies, with appreciative clients as diverse as the cities of Denver and Houston, non-profits such as the Partnership for Sustainable Communities, and HUD, among other federal agencies.

This core team will direct the overall effort, supported by a distinguished ‘brain trust’ of supporting consultants as described towards the end of Section 2 of this proposal.

In combining such local and national talent the sensibility of ‘around the corner, around the world’ imbues our approach. Thus, we believe that our team demonstrably meets each area of the RFP’s stated evaluation criteria:

NBBJ’s project manager (Alan Mountjoy) and principal-in-charge (Alex Krieger) have extensive local experience, having devoted much of their long professional careers to Boston-based projects. Both are principals, as are the designated team members of each of the other three core firms. In addition to extensive Boston experience the core team has successfully worked on major plans for American cities as diverse as Dallas, Detroit, Houston, Louisville, Miami, New Orleans, Pittsburgh, San Francisco, Seattle and Washington, DC. The lessons learned from this broad experience will be invaluable, and are key to our process of combining deep immersion in Boston culture and precedents, while incorporating insight from other places having recently gone through comprehensive planning processes. Our public outreach approach will similarly involve direction by an eminent citizen engagement organization, Place Matters, overseeing a group of Bostonians knowledgeable of particular neighborhoods or interest groups. In addition, the staffs at NBBJ,

MORE and DPZ also have extensive public engagement experience and will lend appropriate assistance. There is overlap in the expertise of our core team members, quite intentionally, so that team members perform as a team, not as specialists isolated by narrowly prescribed responsibilities.

Lastly, in embarking on so ambitious and rare an undertaking as a comprehensive plan for a major city, national urban reinvestment trends—by individuals seeking urban lifestyles and by companies and institutions thriving amidst collegial enterprises—must be understood. America's urban revival remains relatively modest, in need of nurturing, innovative catalysts and sustained stewardship. This is where a proper—tactical—plan will help extend current investment in the City, assuring today's period of prosperity will not be a temporal phenomenon. There are those who still recall when Boston wasn't regarded so attractive a place to call home, as there remain many who have yet to see how they and their families can fully partake of this period of relative prosperity.

A key to a more sustainable and urbane future is coming to a sober understanding of those forces in business, commerce, culture, environmental concern, changing national and regional demographics, and life aspirations that are attracted by and are in support of city renewal. Then, determine how well the infrastructure, building fabric, amenities, special places, and regulatory framework welcome and accommodate these forces, using these to prepare for an even more prosperous but more equitable future.

As a firm, and with our partners, we have learned the importance of initiating a plan with ample community involvement committed to demonstrable early successes. We are also aware of the limitations of pinning hope on vision alone. Vision, image, local pride, memorable design and identifiable development opportunities must emerge as seamlessly as possible during a planning process, thus maintaining proper balance between brilliant conceptual leaps and the pragmatics of execution. And if progress becomes apparent, consensus building around something more than the lowest common denominator is possible to forge. Reaching consensus in Boston on specifics is never easy, so an approach that seeks agreement on broad principles tied to public accountability (in regulatory processes) and indices for evaluating success is what this team will strive for.

The well-being of American society, as it progresses further in this century, is much dependent on the health, prosperity and wise stewardship of its great cities, Boston being a celebrated exemplar of these. I know that I speak for each of us who call Boston home: no more welcome a professional assignment, nor more intellectually stimulating engagement awaits or appeals to us. We are excited about the prospects for Boston, so would be genuinely honored to assist the City in this enterprise. We look ahead to your response.

Sincerely,



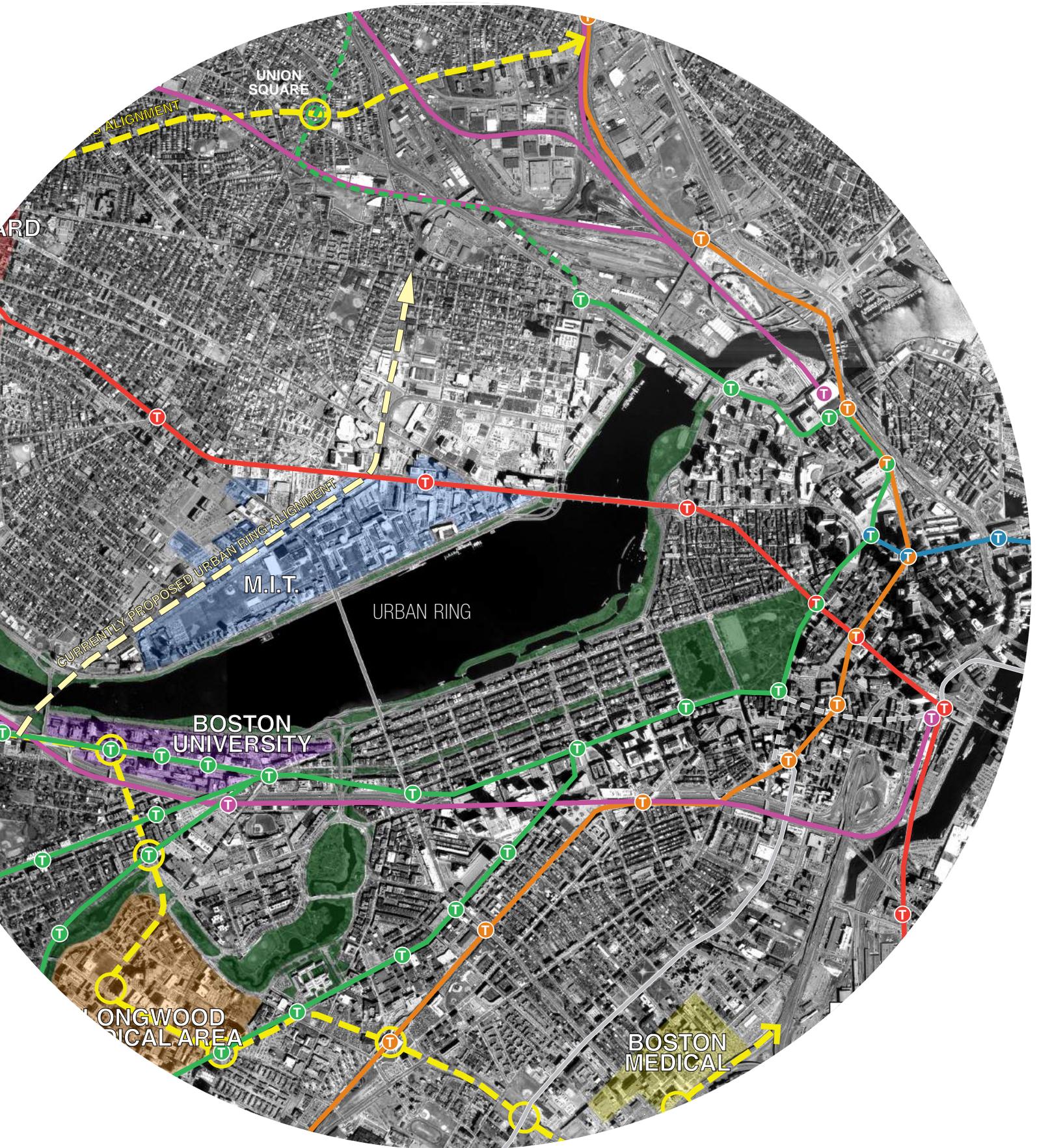
Alex Krueger, FAIA

Principal NBBJ

Professor of Urban Design, HGSD

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Philosophy



Planning Philosophy

NBBJ and our entire team is committed to urban stewardship, believing that the civic aspirations of cities are often best expressed through the quality and variety of their neighborhoods. With that in mind, our planning philosophy stresses issues of policy that advances the wellbeing of citizens, both economically and socially. Of course that also requires innovative design thinking and mechanisms for implementation.

POLICY

Urban health in the 21st century will increasingly depend on wise stewardship, both of our natural and human environments. We pride ourselves in becoming dedicated students of the places in which we participate as consultants, immersing ourselves in that city's historic evolution, culture and current public policy agendas. We are committed to maintaining—and enhancing—the spirit of the contexts in which our projects are set. We are constantly concerned about the impression that a plan makes relative to citizens' expectations of what a good place to live is, and how best to convey this.

PUBLIC

The aura of a city resides and endures within the character of its individual communities. An essential part in establishing a singular master plan for a city comprised of such unique neighborhoods is gathering the will and enthusiasm that builds upon early, identifiable success. Equally important is empowering communities to advocate for their own interests and benefits, and equipping them with tools to ensure their engagement in long-term implementation of a plan.

DESIGN

As Americans seek to recover the virtues inherent to city living, of values and places semi-abandoned or forgotten during a century of suburbanization and industrial obsolescence, a city's neighborhoods, adjacent open spaces, and waterfronts lure us more than ever, and for a broader array of reasons. Within

such spaces it seems possible to accommodate the changing needs of today's urban dweller. For cities to thrive, these areas must be accessible and viable places to live not only for the young and affluent, but must be available and desirable to residents of all ages, income levels, and abilities. That is our goal for the city of Boston.

IMPLEMENTATION

The success of our work will not be measured by the crafting of well-reasoned and well-designed master plan documents. Ultimately, it will be measured by actually seeing these plans pursued to action; by the creation of even finer, more resilient neighborhoods and great civic places, achieved via the most appropriate balancing of private and public investment. Identifying the areas in which public investment and regulatory encouragement will unleash the most beneficial private investment will be key. This must occur not just in the downtown, but throughout the neighborhoods as well. Imagine Boston 2030's goals and objectives, therefore, must be clear, challenging, and measurable—based on a comprehensive baseline understanding of existing conditions, responsible parties identified, and established quantifiable targets that can be audited on a recurring basis.

Establishing and monitoring the achievement of goals, however, is only one aspect of implementation. A second key is identifying early wins and pilot projects: strategic investments in urban areas that build momentum for ongoing implementation. What is often a minor investment can represent the type of long-term commitment required to change perceptions about redevelopment areas and attract additional investment. We also know that a balanced approach can require private funding of some public infrastructure systems and public spaces, if properly negotiated and incorporated into a larger plan.

Such a premise should be fundamental for Imagine Boston 2030: to effect a fair and reasonable structure that will attract public and private investment as part of a longer term sustainable development strategy. We also know that existing incentive programs may not necessarily be the most effective in incentivizing the type of development that is most critical. Our team has extensive experience in creating innovative, fiscally responsible mechanisms that more closely relate to the community's need.

As we move well into the 21st century the question of what central cities are for is worth asking when embarking on so ambitious an undertaking as Imagine Boston 2030. More than 2,000 years ago the Greek philosopher Aristotle provided a remarkably contemporary answer. He observed that people first came to cities for security. That they stayed for economic opportunity (such as jobs). But he predicted that that they would ultimately remain in cities for what he called "the good life." Such a concept of what cities are ultimately for should underlie our efforts. At mid-20th century the notion of "a good life" sent nearly three hundred thousand Bostonians, and millions of Americans, searching for a better life in the suburbs. What we are witnessing today is that an even better life can be fashioned—if creatively and equitably planned—precisely in cities such as Boston.

Principles of Public Engagement

Our unique approach to public engagement involves four overarching principles:

- **Empowering proactive change**

Many communities are reactionary, responding to changes and challenges that happen to them. The most successful communities take charge of their futures, proactively articulating what they want to be and then making it happen. Our approach to engagement starts with informing people about planning and community development and empowering them to create the future they want for their city. It also means working with more than one local organization or agency to adequately reach the different neighborhoods, cultures, demographic groups, and communities within the city boundaries. As a non-profit dedicated to creating thriving, equitable, and resilient places through empowered, informed, and engaged planning processes, we focus on partnerships and capacity building rather than trying to take on all the outreach and engagement activities ourselves.

- **Data-driven decisions**

Our engagement processes emphasize listening: going to people where they are, hearing their desires and concerns, and truly understanding their motivations. Just as importantly, we emphasize data-driven decision-making. Values and feelings must be balanced against sound data and informed positions. We use a unique combination of high-tech and “high-touch” tools to help people understand complex information and effectively make informed decisions.

- **Connecting the dots**

Cities have thousands of moving pieces: plans, departments, neighborhoods, conditions, challenges and opportunities. We see engagement as a critical opportunity to connect those dots, helping people to understand how conditions and decisions are related to each other and to what matters most in their lives. We also strive to connect the dots between many different policies and documents, competing interests within and outside of government, and the balance between local and city interests. And we are committed to connecting the dots between constituent groups: helping people from different neighborhoods, cultural groups and social circles interact, share, and find common ground.

- **Making it last**

Good planning processes yield good plans and a list of actions. Great planning processes build enthusiasm and the momentum for change. It's not easy to keep people interested for months and hold off “process fatigue.” We address that from the start by helping to build a long-term culture of engagement and community empowerment that keeps people interested and positions them to take action. We do this by making planning fun and celebratory, by building the capacity for engagement among local leaders, by connecting planning to what matters most for people, and by ensuring that community input truly matters and leads to impacts on the ground. At the end, there's not only a good plan and a list of actions, but the foundation for long-term improved civic dialogue and participation.



BOSTON CITY HALL PLAZA
COMMUNITY ARCADE

Core Team Qualifications + Experience





nbbj

Core Team Qualifications + Experience

NBBJ

PROJECT MANAGEMENT, HISTORIC LOCAL KNOWLEDGE AND PLAN VISIONING

NBBJ's Boston studio, on the strength of a nearly four-decade history (practicing until 2010 as Chan Krieger Sieniewicz) of involvement with complex urban design, architecture and permitting work, has generated substantial goodwill at the various levels of local governance. This is a result of many projects undertaken around the city: from early work on the Big Dig project; to air-rights studies for the Turnpike Authority; to master planning for substantial portions of the Commonwealth Flats (now "Innovation District") section of South Boston for Massport; to re-design efforts for the Government Center / City Hall Plaza area of the city which produced the Community Arcade and soon a new T station. We have also completed a number of Institutional Master Plans for Boston's leading educational institutions, including Northeastern University, Suffolk University, Mass General, Brigham & Women, and Beth Israel Deaconess Hospitals. As planners and as architects we have successfully realized a major building for each of these healthcare institutions, including the recently completed Lunder Building at Mass General, one of the very first healthcare buildings to achieve LEED Gold designation.

We are often asked to assist a project through the city's arduous Article 80 design review process, and have had many detailed interactions with the Boston Landmarks Commission, Department of Public Works, Boston Transportation Department, Inspectional Services, Boston Water & Sewer Commission, Public Improvements Commission, Boston Civic Design Commission, the BRA Board, and the Boston Zoning Commission.

In short, the variety and diversity of NBBJ's experience in advocating, master planning, designing and permitting projects over the course of many years are testament to our effectiveness at working with City agencies. This experience will enable us to make cogent recommendations for adjustment to regulatory review processes. This too will be essential to a successful comprehensive plan.

TEAM LEADERS

Alex
has lived in
Boston since
1975



Alex Krieger, Principal in Charge • Noted Harvard professor and expert on the historic development of Boston. He is considered a leading authority on the history of Boston's physical evolution, including producing a seminal history of the city, **Mapping Boston**, published by the MIT Press. In 2012, he was appointed by President Obama to the **U.S. Commission of Fine Arts**. Alex has led the planning efforts of Boston's major institutional entities such as Brigham and Women's, Mass General, Beth Israel Deaconess. These institutions drive the innovation economy in Boston and a deep understanding of their needs is essential to any citywide planning effort. Alex was a founding member of the **Boston Civic Design Commission**, helped lead the seven-year planning process for the **Trust for City Hall Plaza**, and co-authored the Boston 2000 Plan, the earliest and most influential plans for the Central Artery redevelopment (now the Rose Kennedy Greenway). Alex marshaled several prominent urban design interventions in Boston, including the **Walk to the Sea**, a series of markers narrating the historic path from the State House to Boston Harbor, and **the park at Central Wharf a key open space link between the Greenway and the harbor**.

Alan Mountjoy, Project Manager • Alan's resume includes numerous planning projects in major American cities such as Washington D.C., Pittsburgh and Dallas. His most notable Boston project was the **Commonwealth Flats Strategic Master Plan** for Massport's holding at the Seaport which, over the course of a dozen years, has emerged as one of the city's most successful and vibrant waterfronts and a new neighborhood in its own right. Alan is currently working with the Boston Transportation Department (BTD) on a citywide initiative, **Boston Greenlinks**, a plan to reconnect Boston's neighborhoods to legacy open spaces and regional green spaces with new low-stress and safe routes. Alan has led NBBJ's three recent civic volunteer efforts including a plan for the redevelopment of the **Beacon Yards** in Allston, sponsored by the BSA, an entry for **Living with Water** competition for the 100 acres at Fort Point Channel that received the only honorable mention in the competition as well as a BSA and Livable Streets-sponsored ideas competition for **Greenway Links** in the greater Boston area. Alan's experience in community engagement—particularly low income communities—includes planning projects in the west side of **Detroit**, the **Southeast Washington D.C.**, the Buckeye neighborhood of **East Cleveland**, Fair Park in **South Dallas**, **South Greensboro**, NC, and Southeast **Newport News**, VA. In each of these communities transparent and honest engagement with and building trust with local residents and leaders led to successful planning outcomes.



Alan
commutes
by one-speed
bicycle year
round

Kelly
walks or
runs 15,000
steps a day



Kelly Lynema, Urban Planner and Assistant Project Manager • Kelly Lynema is a senior planner and project manager, with an additional ten years of professional experience in *communications, writing and design*. She has been

involved in planning assignments for a number of cities in New England and the Midwest, and is currently engaged in the **Boston Greenlinks** plan and the **City of Portsmouth Master Plan**. Her career also includes substantial experience in the areas of community advocacy and participatory planning. Kelly's primary interest lies with community planning, specifically with deriving methods to engage stakeholders throughout a planning process in ways that support their own primary interests while remaining open to broader city-wide goals and aspirations. Kelly

has served as a facilitator for the New Cities Foundation "Purpose City" event in Dallas in 2014, participated as a planner on the award-winning **Boston Greenway Links Plan** for Columbia Road and served as project manager for the 100-Acre District Plan for **Boston's Living with Water** competition.



Cheng
explores Eastie
in his free time
with his young
family

Cheng Ha, Project Urban Designer • Cheng brings an international perspective to his work. He has experience working in both the U.S. and China on various large scale urban and architecture projects. In addition to urban design and planning work, Cheng has contributed to projects in the civic, sports, commercial, and education markets. Fluent in both English and Mandarin, Cheng will lead the urban design

scenario building process to help communities evaluate various build-out opportunities and assess the visual and quality of life impacts. As a resident and homeowner, raising a young family in East Boston he well understands citizens' concerns about the city's high cost of living.

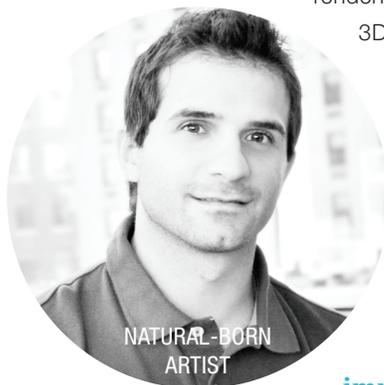
Brandon Cuffy, Data Visualization • As a **digital practice leader**, Brandon works closely with teams to communicate technical ideas and developing complex building models. Additionally, he develops computational design tools that aid NBBJ projects in managing design metrics, environmental analysis, and data visualization for institutional and public clients. He has worked on projects for **Suffolk University, Northeastern University**, and **Brigham and Women's Hospital**.



Brandon
whips up genius
graphics using
statistical
data

Pablo Licari, Design and Simulation/Visualization • Pablo Licari is an Urban Designer at NBBJ with a special expertise in architectural visualization. Highly skilled in creating photorealistic renderings, Pablo is fluent in an array of visualization tools such as 3DS Max, Sketch Up, AutoCAD, Revit, Rhino, and Photoshop.

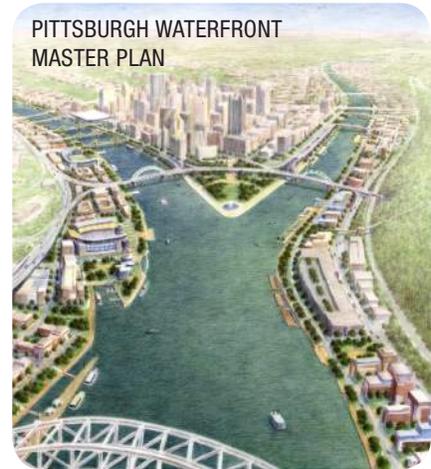
His strong interest in photography and design fuel his ability to create emotional images that evoke a sense of place. Pablo is currently exploring virtual reality visualization as a way to create immersive experiences for clients. Pablo is fluent in Spanish and is a native of Argentina.



Pablo
illustrates
immersive worlds
by hand and 3D
programs

NBBJ FEATURED PROJECTS

In addition to NBBJ's extensive Boston experience, introduced above and fully illustrated in the Appendix, we identify below several of our master planning experiences in other American Cities that may be of help for Imagine Boston 2030.



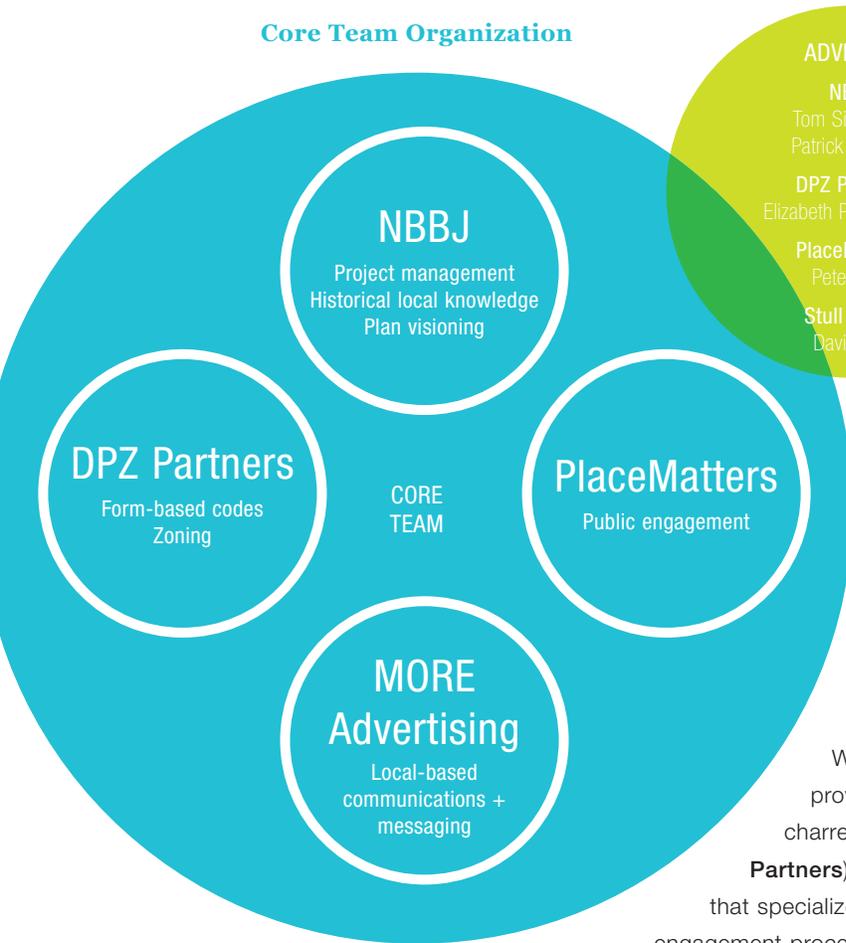
...and one international example, the Shanghai Bund Master Plan:



Our Core Team

We have assembled a team that complements NBBJ's local understanding and knowledge of Boston (along with our own national experience) with our core team colleagues' expertise in

Core Team Organization



Comprehensive Planning and Zoning, Public Engagement and Communications, both in New England and nationally. Beyond substantive experience in New England, and as importantly, we have led nationally recognized planning efforts in peer cities such as Miami and Denver.

This diverse background will benefit Boston planning by learning about techniques and tools of planning and public engagement tested in places that have equally diverse populations and economies. This team will present and incorporate a variety of new ideas that emerge from recent, city-wide planning efforts in major cities across the nation.

We have **intentionally blended** a team that provides some of the most well documented charrette and form-based code experience (**DPZ Partners**) together with a forward-thinking organization that specializes in a wide range of creative community engagement processes (Place Matters). Together with NBBJ's extensive experience in Boston we will craft a process that brings together a range of tools and techniques suited to Boston and its diverse neighborhoods. Local communications agency, More Advertising will ensure a seamless integration of community input as well as community and neighborhood focused story-telling during the planning process.

Our Core Team will be expanded with a limited number of community based liaisons who will be selected to implement the Core Team engagement strategies for the various neighborhoods in Boston. Local residents or leaders will be selected by the Core Team as representatives for one or more neighborhoods and provide ongoing consultation to ensure that the methods and tools developed by the Core Team are suited to the culture, language and traditions for each constituency. This structure will ensure both large-scale coordination of the citywide effort, as well as the facilitation of cross neighborhood conversations.

ADVISORS

NBBJ

Tom Sieniewicz
Patrick Tedesco

DPZ Partners

Elizabeth Plater-Zyberk

PlaceMatters

Peter Park

Stull + Lee

David Lee

DPZ PARTNERS: FORM BASED CODES AND ZONING

RECENT MIAMI EXPERIENCE IN INNOVATIVE GENERAL PLAN, NEIGHBORHOOD PLACE-MAKING

DPZ Partners, LLC (DPZ) is a leader in form-based planning, urban design, coding, and architecture, with over 300 projects for new and existing communities in the U.S. and internationally. DPZ's contributions to planning, design, and regulations have been widely recognized for their excellence and influence on the making of walkable urbanism, complete neighborhoods, and resilient communities. DPZ will assist NBBJ in the contemporary application of traditional techniques in planning, urban design, and form based codes applied to the strong and established urban patterns of Boston.

DPZ is the recognized leader in **Traditional Neighborhood Development (TND)** and Transit Oriented Development (TOD), and their many built examples of authentic TNDs have been used as models throughout the industry to effect change in planning, regulatory, development, marketing, and financing practices. Since its founding, DPZ's growing body of work has exerted a major influence on the practice and direction of urban planning in the United States.

In the context of Boston, where traditional neighborhoods are the norm, form based codes and design guidelines can be used to strengthen these traditions while allowing for more compact and mixed-use infill development and the protection of existing neighborhood character. As a departure from the overly-complicated permitting processes in Boston, a more codified and modern set of design controls would provide additional transparency and certainty in Boston's neighborhoods to speed development approvals and broaden development opportunities for new investors.

DPZ Leaders

Elizabeth Plater-Zyberk, Project Principal • Elizabeth is a Founding Partner of DPZ Partners, LLC, and a Distinguished Professor at the University of Miami School of Architecture (UMSoA). As a cofounder of the Congress for the New Urbanism, Elizabeth's comprehensive, multi-disciplinary and collaborative approach to design and implementation supports the vision for Imagine Boston 2030. Projects with a great degree of public engagement such as the monumental **Miami 21** Form-based Code highlight Elizabeth's success coordinating all stakeholders, agencies and levels of municipal governments. She also served as Director of the University's Center for Urban Community and Design, organizing and promoting numerous design exercises to benefit communities throughout South Florida. Regarding Boston's environmental vulnerabilities, Elizabeth continues to be involved with regional committees and volunteer exploration of climate change adaptation for sea level rise. She served as a member of the U.S. Commission of Fine Arts and chaired the Built Environment Committee of the Miami-Dade County Climate Change Advisory Task Force.



Marina Khoury, Project Director for Zoning and Codes • Marina is a licensed architect and town planner with 20 years of professional practice. Marina has been the Director of DPZ's Washington D.C. office since 2007. Within the scope of public engagement and planning/zoning needs for Imagine Boston 2030 Citywide Plan, her experience includes managing complex public projects and teams, **leading charrettes and other public meetings**, and guiding approvals processes. Fluent in several languages, she has designed and managed projects across North America, Europe, and the Middle East. These projects include: municipal master plans, new communities ranging in size from 50 to 2,000 acres, brownfield redevelopment, agricultural urbanism, and form-based zoning



codes. She speaks widely on issues related to smart growth and creating affordable, sustainable, and walkable communities that are relevant to changing cities like Boston. Marina is active in the Congress for the New Urbanism (CNU), where she served as a Board member of the CNU-DC chapter from 2007-2012. She also serves on the following Boards: Sustainable Council, the Resource Council for the Form-Based Code Institute (FBCI), and the Center for Applied Transect Study (CATS).



Michael Huston, Project Planner/Designer • Michael is a licensed architect, urban designer, and planner with over 20 years of professional experience. Michael's experience in all phases of development and design has been an important contribution to his work at DPZ on master plans for the revitalization of downtowns, transit oriented development, and sprawl repair, as well as on building type studies for those plans. Previous municipal experience with a position at the Urban Design Division of the **City of Louisville** where he provided design review for projects located in designated historic districts and design overlay districts exposed Michael to various neighborhood-planning efforts. Subsequently, Michael partnered with a local developer on the design of the Glassworks District in downtown Louisville. In this capacity, he gained valuable experience with various forms of urban housing and mixed-use building types.



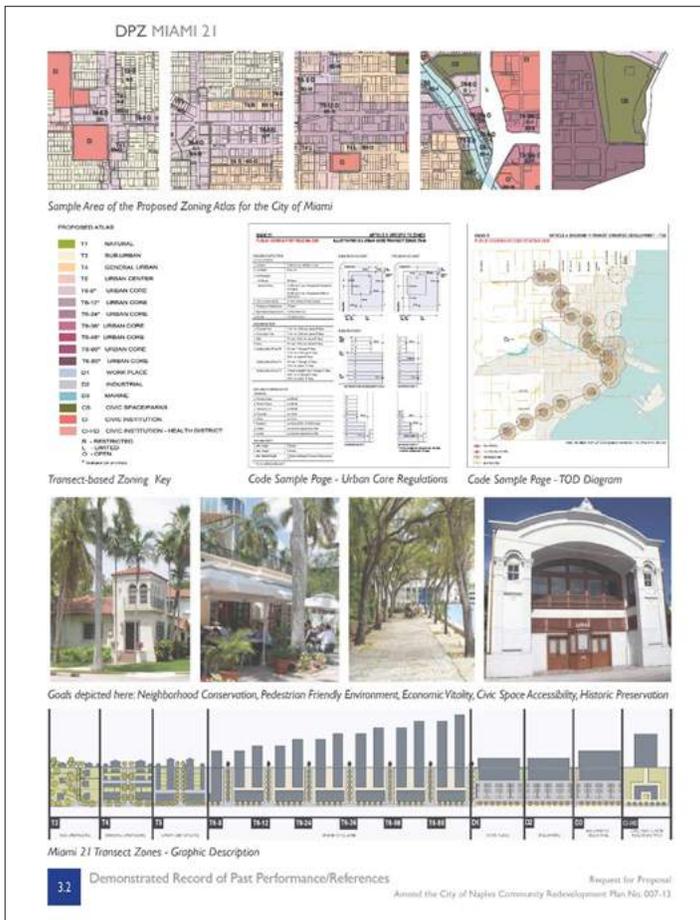
Chris Ritter, Project Illustrator and Designer • Chris, a **long-time Boston resident**, is an architect, urban designer, and planner with more than 15 years of experience (a number of which were at Chan Krieger Sieniewicz). Chris has been involved in a broad variety of project types throughout the world. His lifelong experience in drawing and painting, and training as an architect and urban designer, make him uniquely qualified to depict hand drawn visions of a project in the early stages, which describe urban and architectural character. Ritter's illustrations are a critical component of the project design and implementation process. His drawings emerge in parallel with the master plan, influencing the plan as well as testing it in process. In addition to his intimate knowledge of Boston, Chris has **extensive experience in the charrette process** and thrives in this environment of fast paced idea generation and production of work.



Christina Miller, Planner/Designer • Christina is an architect, urban designer, and planner with 16 years of experience. Her focus has been on downtown revitalization; code writing and approvals; architectural projects; and the integration of sustainable practices at various scales of development. Christina's municipal work includes the Seven50 Regional Prosperity Plan for Southeast Florida, two new towns in Coastal California, and the new pedestrian retail street for Miami's Design District. Demonstrating her ability to rethink a major American city, Christina played a **key role on Miami 21, Miami's form-based zoning code**, where she focused on transforming existing thoroughfares of the city into more walkable, bikeable, and transit-ready corridors.

DPZ Featured Project: Miami 21

The project name Miami 21 represents the "Miami of the 21st Century" and entails a holistic approach to land use and urban planning, broadening the scope of a traditional zoning code to become a truly comprehensive plan. Miami 21 provided a clear vision for the City supported by specific guidelines and regulations to: address the public and private realm, create a more efficient and transparent permitting process, and provide a stable environment for investment.



Miami 21 proposes dual yet distinct goals of conservation and development. Conservation goals are intended to preserve neighborhoods and historic site, create sustainable development through green building incentives, conserve energy through green initiatives, improve connectedness for walkability, increase access to natural environments and improve quality of life for residents. Development goals are intended to develop corridors to function as transit-oriented centers, ensure predictable environment for growth and appropriate development, incentivize LEED and maintain future growth capacity of downtown.

Six elements, in particular, serve as the linchpins in the development of the blueprint: a Form-based Code, Economic Development, Transportation, Parks and Open Spaces, Arts and Culture, and Historic Preservation. Miami 21 was fully adopted—as DPZ submitted it—in May 2010.

Awards

- 2014 Global Human Settlements Award in Planning and Design, Global Forum on Human Settlements
- 2014 AIA Institute Honor Award for Regional and

Urban Design;

The American Institute of Architects

- 2011 APA National Planning Excellence Award for Best Practice
- 2010 Driehaus Form-Based Code Award
- 2010 Paul Crawford Distinction for a Ground-Breaking Code
- APA FL 2010 Award of Excellence, Best Practices Category

PLACEMATTERS: DIRECTING AN INNOVATIVE PUBLIC ENGAGEMENT STRATEGY, ASSISTED BY LOCAL SUB-CONSULTANTS IN VARIOUS NEIGHBORHOODS.

PlaceMatters is a non-profit organization dedicated to helping communities find creative local solutions for thriving, equitable, and resilient places. Through research, projects, and training, they advance public engagement, community planning, and informed decision-making.



Ken Snyder, PlaceMatters Project Manager/Senior Advisor • Ken Snyder is the founder and CEO of PlaceMatters, a national think-tank dedicated to promoting informed, inclusive decision making in the planning of vibrant communities. Throughout a career focused on integrating civic engagement, technology, cities, sustainability and active design, Ken works on improving the decision mechanics of communities and creating great places. Ken helped the **Orton Family Foundation** establish its Planning Tools Program and has organized and hosted six national conferences on **Tools for Community Design and Decision Making**. Ken

sits on the Boards of the National Charrette Institute and the Florida House Institute and the American Planning Association's Technology Division. Ken will serve as project lead for PlaceMatters maintaining close communications with the client and NBBJ team.



Critter Thompson, Informed Decision Making Specialist • Critter Thompson, Program Director, focuses on the analysis, modeling and visual communication of complex systems in a planning and urban design context. Critter brings over 15 years of experience in urban design, planning and communicating with complex information, where he has focused on advancing sustainability by incorporating ecological principles in the field and using maps and related data to communicate complex information to promote a better understanding of our communities. He will look at tools and best practices applicable to Boston's planning process and how to improve capacity for decision making and implementation



Marine Siohan, Project Coordinator • Marine focuses on helping communities become more sustainable and vibrant through well-informed, inclusive and transparent decision making. Marine's work includes design and project coordination of public engagement activities for various projects, including Imagine Central Arkansas, RhodeMap RI, and housing recovery efforts in the Town of Lyons, CO. She conducts research projects, such as the Digital Outreach report for the city of Salt Lake City, which consisted in researching ways to evaluate effectiveness and synthesize input from digital engagement tools. She also coordinates the innovative Tech Fair at the New Partners for Smart Growth conference each year. Marine will manage project logistics and help coordinate activities with partnership organizations and firms.

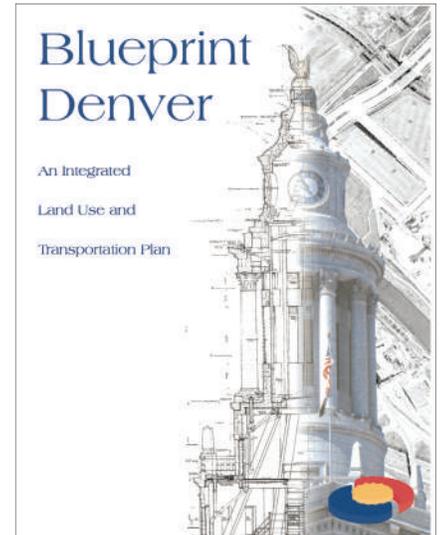


Anne Kuechenmeister, Engagement and Interagency Collaboration Specialist • Anne's work focuses on developing engagement plan structures and implementation of engagement strategies. Anne is able to use geospatial information analysis to inform decisions and innovative web applications to address the identified needs for communities. Prior to working for PlaceMatters, Anne worked with the West Colfax Business Improvement District to build community awareness and involvement in mobility concerns and development. She organized effective community development events. She also has completed transportation gap analysis and studied community effects of transit oriented development. Anne has also worked with local communities to development disaster recovery plans and engagement plans. Anne will focus on the structure of engagement strategies, interagency collaboration, and information delivery.

Kayla Gilbert, Contract Management, Tactical Urbanism Specialist • Kayla has a passion for non-profits and community development, and has worked and volunteered with several different organizations in the Denver area. Her specific interests are in sustainable economic and community development, active transportation advocacy, tactical urbanism techniques and placemaking, and building vibrant communities through positive engagement, education, and connection. As Program Assistant, Kayla applies her writing, data analysis, and design skills on PlaceMatters' national projects and grants, in addition to lending event planning, tactical urbanism, and community building skills and expertise to various projects in Denver and other projects. Kayla will lead project activities involving active design and help with stakeholder events. She will also be responsible for invoicing and contracts.

PlaceMatters Featured Projects

Blueprint Denver • A plan that provides citywide guidance for growth and development, while offering context-sensitive strategies for individual neighborhoods. The plan identifies Areas of Stability (established Denver neighborhoods) where the priority is to maintain and strengthen traditional form and character, and Areas of Change where new development and redevelopment are desired to bring energy and growth to undeveloped, underdeveloped, and transition areas. Recent assessments of the effectiveness of Blueprint Denver in channeling growth to Areas of Change in the City has shown some impressive results. Since adoption of Blueprint Denver in 2002, the city has seen the ratio of new development occurring in prioritized Areas of Change compared to Areas of Stability steadily rise as a result of successful implementation activities led by Peter Park when he served as Denver's Planning Director. For example, greater predictability provided by the citywide update of the Denver Zoning Code and Map (adopted in 2010) have moved that ratio from 3:1 in 2012 to 6:1 in 2014. Also, improved guidance provided by various neighborhood and TOD planning initiatives (at citywide, corridor, and station area scale) completed during his tenure increased the ratio of development in areas with plans compared to areas without plans from 5:1 in 2012 to 10:1 in 2013. Areas that have neighborhood plans, are seeing more context sensitive development than those that don't have a neighborhood plan.



Re-imagine West Colfax • With a grant from the Gates Family Foundation of Colorado, PlaceMatters is partnering with local organizations to organize a series of activities and events this summer assisting the West Colfax Business Improvement District to demonstrate how the neighborhood can be transformed with active design and better block improvements. The Re-imagine West Colfax initiative is an example of how plans at the regional and city scale can guide efforts at the neighborhood scale. Tools developed by PlaceMatters and made available to the Denver region for collecting data on the quality of bike, pedestrian, and transit elements (see WALKscope description below), were used in the Fall to identify where needed improvements are the greatest. An iterative design workshop with city agencies and design

experts this Spring led to recommended design solutions for improved mobility, access and business development in the area. Next several of these ideas will be tested during a street festival in August with temporary prototypes of enhanced crosswalks, median refuges, wider sidewalks and small pop-up parks along the main arterial as well as side streets connecting residents to businesses, parks, and transit. The long term vision for this demonstration is to show the community and city how data collection, community participation and short term design demonstrations can lead to better long term improvements and planning in the community. The temporary design demonstration allows residents, business owners, government agencies and traffic engineers to see the designs in action prior to long-term implementation.



Developing Mobile Apps for Engagement and Data

Collection (WALKscope) • PlaceMatters partnered with the pedestrian advocacy group WalkDenver to develop **WALKscope**,

an online tool for crowdsourcing data about walkability. Community members access the tool via smartphones, tablets, and computers to report pedestrian infrastructure conditions and needs, and to help record pedestrian counts. WalkDenver is using the tool to engage Denver residents in a dialogue about walkability, and to collect the data they need to advocate for pedestrian infrastructure improvements. PlaceMatters and WalkDenver officially launched WALKscope in February of 2014. Since then, they have worked to evaluate the tool's effectiveness at:

- Providing an intuitive interface for submitting information related to active transportation;
- Generating a large amount of data about active transportation at a relatively low cost;
- Generating high quality data that is relevant and useful for decision-makers who are interested in creating more walkable communities;
- Supporting a community dialogue about active transportation;
- Demonstrating the benefits of active transportation; and
- Empowering community members to advocate for the changes needed to make their neighborhoods more livable.

In 2014, PlaceMatters tested the tool, gathering over 4000 data points and conducting trainings for outreach organizations. They have since begun to refine public engagement efforts and create a full toolkit. New tools (including **BikeScope** and **TransitScope**) will help to gather critical data on additional modes of transportation, which will be used to engage stakeholders in TOD and active design in evaluating First and Final Mile connections in Denver, specifically along the RTD Light Rail corridors. This effort will build capacity among leading agencies, developers, and non-profits in the area and result in new resources that cities across Colorado and the U.S. can use to improve their own places and processes.

Technical Assistance to Public Agencies to Build Capacity for Handling Interrelated Challenges and Opportunities

• Between 2011 and 2015, the National Sustainable Communities Learning Network connected a community of people working to develop more sustainable, prosperous and equitable communities and regions. Organizations that had received technical assistance or grants from the federal [Partnership for Sustainable Communities](#) through the Environmental Protection Agency (EPA) or the Department of Housing and Urban Development (HUD) were eligible to participate in the Learning Network and receive other capacity building services. PlaceMatters was part of a team of expert non-profit organizations, led by the Institute for Sustainable Communities, that provided capacity building assistance to members of the [Learning Network](#). PlaceMatters provided resources to the entire Learning Network (over 100 local and regional governments) via webinars, print resources, and office hours; linked communities to one another for peer learning; and provided direct assistance to selected communities. Assistance was focused specifically on broadening and improving community engagement and integrating informed decision-making into local and regional planning. Informed decision-making included the use of data, analyses, and visualizations to illuminate past trends, current conditions, changes over time, and the potential outcomes that may result from specific decisions or external influences (e.g., scenario planning).

Houston as a Model for Interagency and Public-Private Sector Collaboration on Issues of Land Use and Transportation

• Plan Houston will define successful outcomes from the City and develop strategies to enhance neighborhoods and support growth and development. This effort will improve coordination between government agencies and ensure efforts of the City and its partners are as

effective as possible. Working with a citizen advocacy group called Blueprint Houston, the Mayor's office, and the Houston Planning and Development Department, Peter Park led the scoping process for the preparation of Plan Houston-the city's first general plan. The plan will help ensure the City is more coordinated, both internally between departments and externally with partner agencies, shifting the City's posture to more proactive in planning with more predictable and desirable implementation outcomes. A key priority of Plan Houston is that it integrates existing policies and priorities of plans prepared by the City of Houston as well as various public and private partnerships and institutions.

MORE ADVERTISING: LOCALLY BASED COMMUNICATIONS AND MESSAGING (DBE)

MORE Advertising, a Causemedia company founded in 1997, is a full-service, award-winning agency that has developed over 300 integrated, cross-channel marketing programs. MORE specializes in branding, video production, design, digital and social media advertising, direct marketing, mobile marketing, websites, and the development of collateral and event materials. Their services also include market research, public and media relations, photography, radio production, community relations, event planning and management, social media planning and execution, SEO, and strategic planning and implementation.

MORE Advertising is referred to as "The Agency of Change." Over the past decade, they have compiled an impressive record of effecting change in attitudes, preferences, and behaviors. For example MORE has:

- Directed 6,400 prospective students to the UMass Dartmouth recruitment website in three weeks.
- Attracted 24,000 website hits for a mosquito and tick bite prevention campaign.
- Encouraged 9.4% more smokers to make a quit attempt.
- Helped a 90-year-old healthcare giant add diversity to its supplier group.
- Inspired 45% of men who saw our cancer prevention campaign to call a doctor.
- Helped the Boston Red Sox establish tight community ties in the Boston community for the past 13 seasons.

Public Sector Clients And Community Organizations

MORE's long-standing partnership with public and community organizations routinely requires that they target diverse audiences – which may be a particular racial or ethnic group, disability type, gender, or age. To create or enhance campaigns, they often reach out to Community Based Organizations (CBO's) who work with the particular target audience. This allows them to speak directly with that audience to understand its needs, challenges, or tipping points. When designing the end product, they always strive to recruit real people who can serve as spokespeople for the campaign, and feature these individuals in both video and photographic formats. When that isn't possible, they subscribe to several, targeted stock photography services (i.e. Disability Images) to ensure that the photos being used are unique, authentic and representative of that group.

Before they go to market with the product, they focus test with their diverse audience segment; during those focus groups we pose questions about how the product should be marketed, where

they should market it (e.g., media recommendations), and when they should go to market. When translation is required, MORE exclusively uses those translators who have been approved. They will often provide an additional quality control edit cycle to ensure that the translation is on point. MORE is embedded in the community and has extensive contacts with state agencies, non-profits, and community service providers who can reach diverse audiences. Their connections help to ensure that the population they are targeting will use the product or service they have developed.

A quick sampling of public and non-profit sector clients includes the Massachusetts Departments of Education and Public Health, the Boston Foundation, Mothers for Equality and Justice, UMass Boston, Boston Public Health Commission, the 2004 Democratic National Convention, Boston Water and Sewer Commission, Boston Mayor's Office of Emergency Preparedness, Massachusetts General Hospital, and Blue Cross Blue Shield of Massachusetts. MORE's ten person staff has also served private sector clients in industries such as health insurance, trade associations, electronic health records, pharmaceuticals, financial services, healthcare, arts and entertainment, telecommunications, fitness/health, manufacturing, and technology.

Donna Latson Gittens, Founder/Principal of the causemedias companies and MORE



Advertising • Donna is inspired by building connections and directing marketing initiatives. Donna's public sector experience includes working with the Massachusetts Department of Health, the University of Massachusetts at Dartmouth and Boston and the Medical School in Worcester, Commonwealth Medicine, the Department of Transitional Assistance, the office of the Mayor of Boston, the Boston Public Health Commission, the Franklin Regional Council of Governments and Western Regional Homeland Security Advisory Council. She has overseen projects for these clients by providing management of campaigns on topics, such as tobacco cessation among women and girls of color, promotion of employment of people with disabilities, increasing enrollment at state universities, and emergency preparedness for rural populations. She has provided strategic communications and marketing plan creation and implementation, research, branding, event planning and management, collateral development, media product development, and evaluation services. Gittens has holds an MBA from Northeastern University and an Honorary Doctorate of Letters from Elms College, Springfield, Mass.



Lisa Grace, Account Manager/Day-to-Day Contact • Lisa will serve as day-to day contact for the project and will provide video production services. She will also manage staff and budgets. As second chair to Donna Latson Gittens, Lisa will be available when and if Donna is not. Lisa has provided strategic communications and marketing plan creation and implementation, research, branding, collateral development, media product development, and evaluation services. She was project manager for the "Mosquitoes and Ticks: They're Out in Mass" campaign and Connections report for Cambridge College. With over ten years of experience in client services, Lisa's theory is to do things right the first time. Tapping into her creative capabilities and organizational skills, delivering results is her goal, which includes providing clients with video, radio, or online productions. Lisa's public sector experience includes working with the Massachusetts Department of Health's Tobacco Cessation and Prevention Program and the Comprehensive Cancer Prevention and Control Program. She has also managed projects for the Boston Public Health Commission, the Franklin Regional Council of Governments and Western Regional Homeland Security Advisory Council. Lisa holds a degree in broadcast journalism. She joined the causemedias companies after over 20 years at WCVB-

TV where she was manager of public service campaigns and an award-winning producer on the station's nightly news magazine, Chronicle.



Bob Boucher, Creative Director • Bob will develop and oversee campaign creative strategies and also serve as campaign copywriter. His focus is on developing the right concepts, words, and content that resonate with the target audiences. Bob has over 30 years of experience in advertising and marketing, during which time he has worked on multiple branding assignments and led the creation of advertising campaigns, direct marketing programs, PR efforts, and scripts for countless video productions. Bob has worked at the Dana-Farber Cancer Institute, the Boston Public Schools Special Needs Program, and the Exceptional Parent magazine for parents of children with disabilities, as well as at medical instrumentation manufacturers, Polaroid, and agencies throughout the state. For MORE, Bob developed branding, taglines, and copy for collateral and videos for UMass Boston and the Massachusetts Department of Public Health (MDPH) mosquito and tick prevention campaign, and has worked on projects for Work Without Limits, Mass in Motion, UMass Medical, and Think:Kids. He writes copy for advertising, direct mail, blogs, brochures, PR and special event signage. He also speaks before national organizations on trends and techniques in marketing and advertising. Bob has a B.A. from Wesleyan University, in Connecticut, and an M.S. in Communications from Boston University.



Julia Beck, Account Executive & Digital Media Strategist • Julia is responsible for planning and implementing social media strategies for MORE clients as well as managing clients of her own. In her role as digital strategist, Julia manages, updates, and tracks all social media platforms, conducts and reports on brand research, and writes comprehensive social media strategies. Julia also conducts competitor research and analysis of social media efforts. As Account Executive, Julia has worked with the Department of Elementary and Secondary Education, University of Massachusetts Amherst, Cambridge College, the Department of Veterans Services, Cambridge Public Health Department, UHealthSolutions, and the Massachusetts General Hospital and Red Sox Foundation's Home Base Program. She is a graduate of Emerson College with a Bachelor of Science in Marketing Communications.



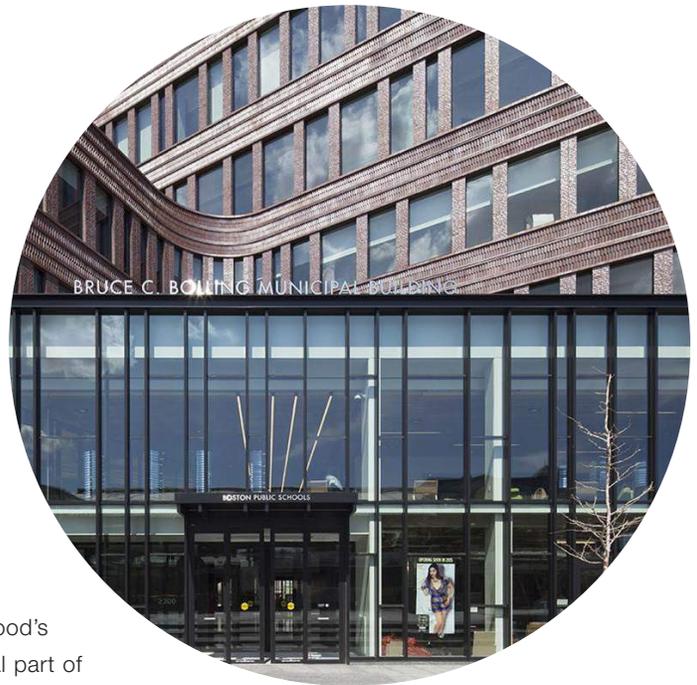
Jill Pertuso, Assistant Art Director • Jill graduated with a Bachelor of Fine Arts degree in Graphic Design and Painting with a minor in Communications Advertising from Michigan State University. She has worked with MORE project managers for clients, such as the University of Massachusetts at Dartmouth and Boston, the UMass Medical School in Worcester, the Department of Conservation and Recreation and the Massachusetts Department of Health.



Brad Fritz, Graphic Designer • Brad began his career as a freelance print reporter. He worked at WBUR and WBZ in Boston as a news writer and producer. After receiving a design certificate from the Massachusetts College of Art, Brad worked as a graphic designer at the YMCA of Boston and The Creative Group. At MORE, Brad has been responsible for design projects from concept to delivery, including Cambridge College, Red Sox Foundation, Mass General Hospital, MA Department of Public Health, University of Massachusetts, and the Boys and Girls Club of Newton, MA.

Featured Experience

Bruce C. Bolling Municipal Building • MORE Advertising provided public relations counsel, public and community relations services, and website development to the Public Facilities Department (PFD) of the City of Boston for the construction of the Bruce C. Bolling Municipal Building in Roxbury. MORE facilitated the city's efforts to revitalize Dudley Square. They have also worked with Discover Roxbury—a non-profit that fosters cultural equity enabling the neighborhood's rich heritage and vibrant presence to become an integral part of Boston's cultural landscape—and the Citi Performing Arts Center to develop a communications strategy and implementation of an outreach plan to share the joy of theatre arts and culture to the neighborhoods as well as downtown residents on communications.



Bureau of Substance Abuse Services • Since 2006, MORE has been engaged by the Bureau of Substance Abuse Services (BSAS) to coordinate the Underage Drinking Initiative, which kicks off with an annual event at the State House. MORE assignments have included creating a welcome address for the Lt. Governor, producing a video highlighting community activities, and managing all event logistics, as well as branding the event, collateral design and development.

In 2013, MORE provided strategic communications and technical assistance to MTCP to develop targeted messages and a grassroots education campaign for the general public and stakeholders. This education campaign provided understandable, factual information about the benefits of raising the tobacco tax. A tax increase on tobacco products could reduce the number of youth who start to smoke. Increasing the tobacco tax by just \$1.00 will save more than 27,000 young people from a lifetime of addiction to tobacco. They placed the 27K lives campaign ads in every major newspaper across the state, as well as in online ads on news media outlets. With 18 million impressions served, they generated 4,323 hits to the MTCP website and allowed the user to click through to Tobacco-Free Mass' website for additional call-to-action messaging. The MA Legislature passed a \$1.00 tobacco tax that same year.



Massachusetts Department of Public Health • In 2014, MORE designed and developed a series of public events throughout the state driven by the alarming increase in opioid overdoses and deaths over the two previous years. The Commissioner of the Massachusetts Department of Public Health (MDPH) turned to MORE, asking them to quickly arrange and implement seven community roundtable discussions hosted across the state by MDPH. Meeting attendees included health care professionals, law enforcement, first responders, lawmakers, and substance abuse treatment providers.

Strategic Project Advisors



Donald Bellefeuille, Healthcare Strategist, NBBJ • Donald Bellefeuille is a Healthcare Strategist at NBBJ with over thirty years of experience working with healthcare institutions in developing strategies and plans to solve issues, create value, and grow and improve business performance. Using powerful ArcGIS analysis and design computation tools, Donald can provide a new degree of understanding about a community's residents and the health impacts any proposed changes to the built environment may have on them. Informed by current demographic data from the US Census, analyses and reports from the Boston Public Health Commission, and the Community Health Needs Assessments of the city's hospitals, among other sources, health assessments consider the full social, economic and environmental spectrum. ***Donald will advise the team on health impacts of land use recommendations.***



Cynthia Lacasse • Cynthia Lacasse is a real estate investment executive and business leader with expertise in affordable housing, community development, and strategic and organizational transformation. Cynthia is a sought after affordable housing industry speaker and has served as a member of trade organizations and boards of directors in key leadership and advisory roles. She is currently Co-Chair of the Board of the Metropolitan Boston Housing Partnership, Inc. (MBHP) and serves on the Healthy Neighborhoods Equity Fund (HNEF) Advisory Committee. She has served on the Investment Committee of the Massachusetts Life Insurance Community Investment Initiative, and the Editorial Advisory Boards of the publications "Affordable Housing Finance" and "Housing and Development Reporter." She received a leadership service award from the Affordable Housing Investors Council (AHIC) in 2013 where she served as Board Member and President. ***Cynthia will advise the team on affordable housing finance and policy.***



David Lee, President and Managing Partner, Stull and Lee • David Lee is a graduate of the University of Illinois and Harvard Graduate School of Design. He holds joint degrees in Architecture and Urban Design, is a former Adjunct Professor at the Harvard Graduate School of Design, and has served on the faculties of the Rhode Island School of Design and the Massachusetts Institute of Technology. Mr. Lee is a Fellow in the American Institute of Architects and is a past President of the Boston Society of Architects. He lectures and consults nationally and internationally on matters of urban design and architecture. Appointed by former Mayor Menino and the then Chairman of the Mass Turnpike Authority, Mr. Lee chaired the Citizens Advisory Committee charged with creating a civic vision and guidelines for air rights over the Mass Turnpike in Boston. The widely acclaimed effort received national American Institute of architects Honor Award for Urban Design. He served on Mayor Walsh's Transportation and Infrastructure Transition team. Current projects under his direction include an expansion plan for UMass Boston utilizing the former Bayside Exposition site on Columbia Point. Mr. Lee lectures throughout the country and serves on numerous professional panels and juries including the Congress of New Urbanism's 2012 National Awards Jury. He is Chair of the Board of Trustees of the Massachusetts College of Art and Design. ***David will personally assist core team members in the overall visioning components of the study, and lead our community liaisons team,***

selecting local residents and leaders to implement our public outreach plan. He will also serve as a liaison with various stakeholders such as UMass, Northeastern and various neighborhood leaders.

Peter Park, Senior Advisor, PlaceMatters • Peter Park, is a city planner with more than 20 years of experience specializing in innovative solutions that balance community, development, and design quality concerns. He has overseen numerous planning efforts and implementation of major infrastructure and development projects in his role as Planning Director of two large U.S. cities, Milwaukee, Wisconsin, and Denver, Colorado. For this project, Peter will develop a recommended process toward more strategic implementation and actions to achieve community goals. In Denver, he led major initiatives that implement **Blueprint Denver**, the city's integrated land use and transportation plan. Major accomplishments include the Denver Transit Oriented Development Strategic Plan that serves as the foundation for Denver's future growth around FasTracks (the nation's largest regional transit expansion project); an innovative Context and Form-based Zoning Code applied citywide; numerous corridor, neighborhood, and transit-station area plans; and a new vision for Downtown Denver that ensures it remains the sustainable heart of the Denver region. In 2010, his team led a multi-agency effort that was awarded nearly \$3 million in HUD Community Challenge and DOT TIGER II funding for work related to TOD implementation, affordable housing, healthy eating/living, and community capacity building. Peter Park is a Loeb Fellow from the Harvard Graduate School of Design and has taught courses at Harvard, and the John F. Kennedy School of Government. **Peter Park will advise team on transit oriented development, HUD and DOT funding and community engagement.**



Tom Sieniewicz, Partner, NBBJ • Tom Sieniewicz is a certified planner and lives in Cambridge, MA, where he serves on the Cambridge Planning Board and the Net Zero Task Force, after serving on the Cambridge Board of Zoning Appeals for ten years and seven as chair. With nearly three decades of experience directing a wide range of complex healthcare, civic and education projects, Tom brings proven leadership skills and a strategic perspective that provide value for Boston's comprehensive plan process. Tom will be actively directing a similar and parallel exercise in Cambridge as it updates its comprehensive plan. A strong believer in social responsibility, Tom provided pro-bono services for the new **Yawkey Distribution Facility for the Greater Boston Food Bank**, for which he oversaw the design and construction. His community activities are a natural extension of the firm's founding principle that the highest calling for a design professional is to work on projects that shape, enliven and enrich the public realm. **Tom will advise the team on the concurrent comprehensive plan in Cambridge.**



Patrick Tedesco, Principal, NBBJ • Patrick has served as chairman of the Urban Design Committee at the Boston Society of Architects and principal on numerous Boston including Master Plan for several of Boston's diverse neighborhoods, such as **Jackson Square** in Roxbury, **Old Colony Redevelopment Plan** in South Boston as well as Institutional master plans for **UMass Boston** at Columbia Point, **Northeastern University** and **Suffolk University**. Patrick led planning and design project for **Mass Pike Air Rights Development Study**, **City Hall Plaza** arcade, the Roemer Plaza Redesign for **Suffolk University**. **Patrick will advise the team on permitting hurdles, urban design challenges and solutions.**



Additional Recommended Subconsultants

The City of Boston is engaged in many concurrent studies such as GoBoston 2030 and Boston Creates that will inform the comprehensive plan development. We will coordinate efforts with these ongoing planning initiatives, although it will be necessary for our team to augment our expertise with additional subconsultants to complete the full charge of a comprehensive plan. With City guidance we would select from among available firms and individuals to complete the team in the following areas:

MOBILITY

In order to avoid planning fatigue, we will avoid revisiting issues previously addressed in the GoBoston 2030 planning process, instead building on the goals and targets of the prior planning and adding land use scenario planning techniques to flesh out land use alternatives and impacts. The NBBJ team recommends that the same transportation team, led by Nelson\Nygaard, would continue to provide feedback and input during the comprehensive planning effort to avoid revisiting issues or replicating data or analysis. **PREFERRED PARTNERS: Nelson\Nygaard.**

HOUSING

The City of Boston has already commissioned a study that address issues of housing affordability (Housing a Changing City) and sets goals. These goals will need to be answered with specific actions and policies within the comprehensive plan. **PREFERRED PARTNERS: HR&A Advisors (fiscal analysis), Cynthia Lacasse (policy).**

PROSPERITY AND EQUITY

Prosperity and Equity must be addressed in the plan to ensure a balanced comprehensive plan. During the planning process, a set of economic and social metrics will be required to base recommendations on solid quantifiable and objective statistical data. An extended team should include leading experts in municipal and development finance, real estate economics and market analysis. This may require multiple subconsultants that specialize in specific target markets (housing for example) or a single consultancy that can cover the various areas of expertise required. We would anticipate such a consultancy would be integral to the core team from start to finish and help to interpret and elaborate on previous studies and market analysis and to advance a comprehensive fiscal strategy for the City. **PREFERRED PARTNERS: Applied Development Economics, Lambert Advisors, HR&A Advisors.**

ENVIRONMENT AND ADAPTATION

A comprehensive strategy to address climate adaptation, resiliency and sustainability must be integral to all aspects of planning and design. Imagine Boston 2030 will build on the various studies underway and develop a high level understanding of the projections of climate change. Predicted changes such as sea level rise, intense heat events and stronger storm winds and intense rainfalls will be compiled and presented to the public as part of the comprehensive plan. Following such a compilation, a comprehensive vulnerability assessment will be conducted to identify those resources

that are impacted by climate change projections. Critical infrastructure, vulnerable populations and services will be mapped as well as projected economic and social impacts due to disruption of function. In particular these will reveal uneven impacts to various communities and neighborhoods for the purpose of identifying the equity of impact across socio economic population. Examples of products include inundation maps and heat island maps calibrated to various climate change projections and accurate level data. **PREFERRED PARTNERS: Kleinfelder (infrastructure), Linnean Solutions (ecodistricts and energy), Atelier Ten (energy).**

PARKS AND OPEN SPACE

As part of our proposed strategy for bringing on a subgroup of allied consultants who can address open space and resiliency at the citywide and neighborhood level, we recommend that a landscape consultant with proven expertise in adaptation and resiliency be selected as the parks and open space expert for the plan. **PREFERRED PARTNERS: Stoss Landscape Architecture.**

ARTS, CULTURE, AND CREATIVITY

The plan must also address the creation and necessity of the creative economy and the arts, but should not conflict with the ongoing work being done in the Boston Creates initiative. To avoid this (and to ensure an efficient planning process), we suggest that a preferred consultant from the Boston Creates cultural planning team be selected to coordinate work on the Imagine Boston 2030 planning effort. **PREFERRED PARTNERS: Cultural Planning Group or WolfBrown.**

HEALTH

Much of the disparity in life expectancy in neighborhoods in Boston and other urban communities across the country is determined by differences in access to medical care, diet and opportunities for exercise and fitness activities. Roxbury residents have the lowest life-expectancy in the City. The average resident lives just 58.9 years. A few miles away in upscale Back Bay, the average life expectancy is 91.9 years – a 33-year age difference. Whittier Street Health Center, one of Boston's leading community health centers, is aiming to change these startling statistics with the opening of the Whittier Wellness and Fitness Club. The club is a much-needed onsite fitness center that will be one of the most comprehensive of its type in the region, located in a culturally diverse community.

The Boston Public Health Commission (BPHC) has led, or participated in, a range of initiatives in recent years that underscore the important relationship between the built environment and public health, including Health in All Policies and an Access to Parks Study. Moreover, BPHC has an ambitious agenda related to reducing health disparities among different segments of the city's population, and health equity should be considered throughout all Plan themes and products. Imagine Boston 2030 provides an opportunity to broaden and strengthen the synergies between the city's public health agenda and land use, open space, housing, economic development, and transportation planning and policymaking.

Imagine Boston 2030 should be threaded throughout with attention to the public health implications of the built environment and the measurable, direct, positive impacts on public health of land use, transportation, housing, and other policies. Consulting expertise to support this work should include the application of Health Impact Assessments in conjunction with the city's planning and

implementation efforts. Particular health indicators will be identified for further analysis and tracking by neighborhood for measurable progress:

- Diabetes
- Chronic respiratory disease
- Low birth weight deliveries
- % in fair or poor health
- Obesity
- Life expectancy
- Poverty level
- Access to fresh food and vegetables
- Distance to health care facilities

One of the chief attributes of understanding a specific population is knowing where people reside and how that location affects their ability to acquire and maintain good health. The built environment can have a profound impact on the health of residents and our experience has taught us that health disparities can vary substantially in the community, even from block to block. NBBJ is currently working with the **Boston Transportation Department** on a **Greenlinks initiative** with the intention of linking neighborhoods—particularly low income areas—to various open spaces and greenways to encourage healthy and safe exercise and physical activity.

Using powerful ArcGIS analysis and design computation tools NBBJ can advance this thinking to provide a new degree of understanding about a community's residents and the health impacts any proposed changes to the built environment may have on them. Informed by current demographic data from the US Census, analyses and reports from the Boston Public Health Commission, and the Community Health Needs Assessments of the city's hospitals, among other sources, our health assessments consider the full social, economic and environmental spectrum. NBBJ has the experience and expertise to undertake these analyses.

Our vision is that health is a broadly available and accessible attribute dispersed throughout the community and that the environment should be planned and designed to enable the acquisition and maintenance of good health. While public and private organizations can better promote exercise, healthy food, and other behaviors we have an obligation to create the conditions to make these changes possible. **PREFERRED PARTNERS: NBBJ's internal staff of healthcare experts and analysts.**





Project Understanding + Approach



Project Understanding + Approach

3

Project Understanding

"THERE WAS A KIND OF MALAISE OF THE SPIRIT—WE WERE ALL KIND OF ASHAMED. PEOPLE HAD GIVEN UP ON BOSTON." — BOSTON MAYOR COLLINS, SHORTLY AFTER TAKING OFFICE IN 1960

In the last 50 years, Boston has renewed its image from a cultural backwater with a drastically shrinking population and tax base—it is difficult today to imagine the sense of near despair behind Mayor Collins' above statement—to one of the most vibrant centers of health sciences, biotech, higher education, finance, and the creative and technology economies. This has made Boston the envy of many cities across America, and, indeed, internationally. It is today a youthful city, a highly educated city, an economically thriving city. The South Boston Innovation District personifies this; an area encompassing hundreds of largely vacant acres for much of the 20th century now experiencing dynamic growth in housing, retail and office space. It is challenging Kendall Square for new technology and biotechnology tenants and luring residents from the Back Bay and other established neighborhoods. Similarly, Downtown is increasingly becoming a great mixed use neighborhood; thousands of new housing units are being built in Chinatown, Downtown Crossing and in proximity to the Rose Kennedy Greenway.

Boston is a wonderful city, yet ...

It has become a very expensive city. Citizens' prosperity in Boston has been uneven, leaving substantial segments of the population unable to take full advantage of the region's revival. According to a new study by the Cleveland Federal Reserve, Boston is undergoing the most rapid gentrification of any city in the country. More than a quarter of all Bostonians now live in what were once low-to-moderate-income neighborhoods that have since been gentrified to the point of being unaffordable for many. Homes in Boston's more "affordable" neighborhoods, such as Dorchester, are now unaffordable for a majority of residents earning even mid-range incomes.

There is additional concern within a number of neighborhoods that there has been insufficient attention to neighborhood stability by comparison to the tremendous emphasis on the downtown and immediately adjacent areas. Thus, a sort of double

impact is felt: too little benefit from downtown development while shouldering the burden of accelerating land and housing costs. So a re-balancing of planning and policy attention is hoped for through this effort.

Another concern is that development that does occur—even at the near unprecedented scope of the present—is contingent on a complicated and uncertain approvals process. Half a century of relative inattention to zoning innovation has produced a process that is little understood by most citizens and requires a gauntlet of approval processes, along with the suspicion that success in advancing a project matters more on who one knows in ‘City Hall’ more than on a project’s actual merits.

In leading the city forward Mayor Walsh understands that maintaining Boston’s remarkable resurgence is contingent on solving the issues described above. Thus the response with bold initiatives such as this ambitious city-wide plan to establish a more transparent planning roadmap for the city’s future. In addition, GoBoston 2030 is already well underway, an effort to address mobility challenges in light of changing population demographics, increasing density and a steady decrease in automobile ownership. The City’s recent housing report has called for over 50,000 additional affordable and workforce housing units by 2030 to ensure that middle income families and residents can afford to stay or move into the city. And the City’s own Energy Study and resiliency planning efforts have increased public awareness of the need for both sustainable and resiliency measures that will be integrated into all planning, permitting and financing decisions.

Comprehensive planning has in itself changed drastically since Boston’s last comprehensive plan was approved. The success of urban environments is now linked far less to separating uses while satisfying the needs of an automobile-centered culture, and instead focuses on qualities of a City’s public realm, on preparing for climate change and resiliency, on accepting diversity of values and populations, on public health and well-being. As such, Imagine Boston 2030 must address new ways of making Boston America’s most livable city. For example, by most standards, Boston has a healthy population and a reputation as a walkable and transit rich city. Yet recent events have shed a light on the fragility of our transit system, and health statistics reveal that disparities in Boston’s neighborhoods are glaring. Roxbury residents have the lowest life-expectancy in the City. The average resident lives just 58.9 years. A few miles away in upscale Back Bay, the average life expectancy is 91.9 years – a 33-year age difference! Much of the disparity in life expectancy in Boston’s neighborhoods and other urban communities across the country is determined by differences in access to jobs, education, medical care, diet and opportunities for exercise and fitness activities. Imagine Boston 2030 must therefore integrate public health equity into the planning goals, to ensure that mobility, housing and access to jobs, services and resources are distributed in the future as equitably as possible.

Boston’s neighborhoods have a range of place-specific issues from climate change vulnerability to overcrowding and affordability. The challenge of planning in Boston is to engage with neighborhoods at the local level, but retain an overall understanding of the cumulative impacts and demands on transportation, infrastructure and the overall economy. Much planning has been done at the local and grass roots level and in Boston’s fastest growing districts such as downtown and our growing medical centers. Maintaining a full view, while responding to the needs of residents—who are focused on their street or block—is the challenge of any planning

effort. Paraphrasing 1970's environmentalists, "we must think globally (or city-wide) but act locally". And to think 'globally' requires gathering insight, inspiration and precedent from other cities that have experienced and overcome their own cycles of slow and rapid growth.

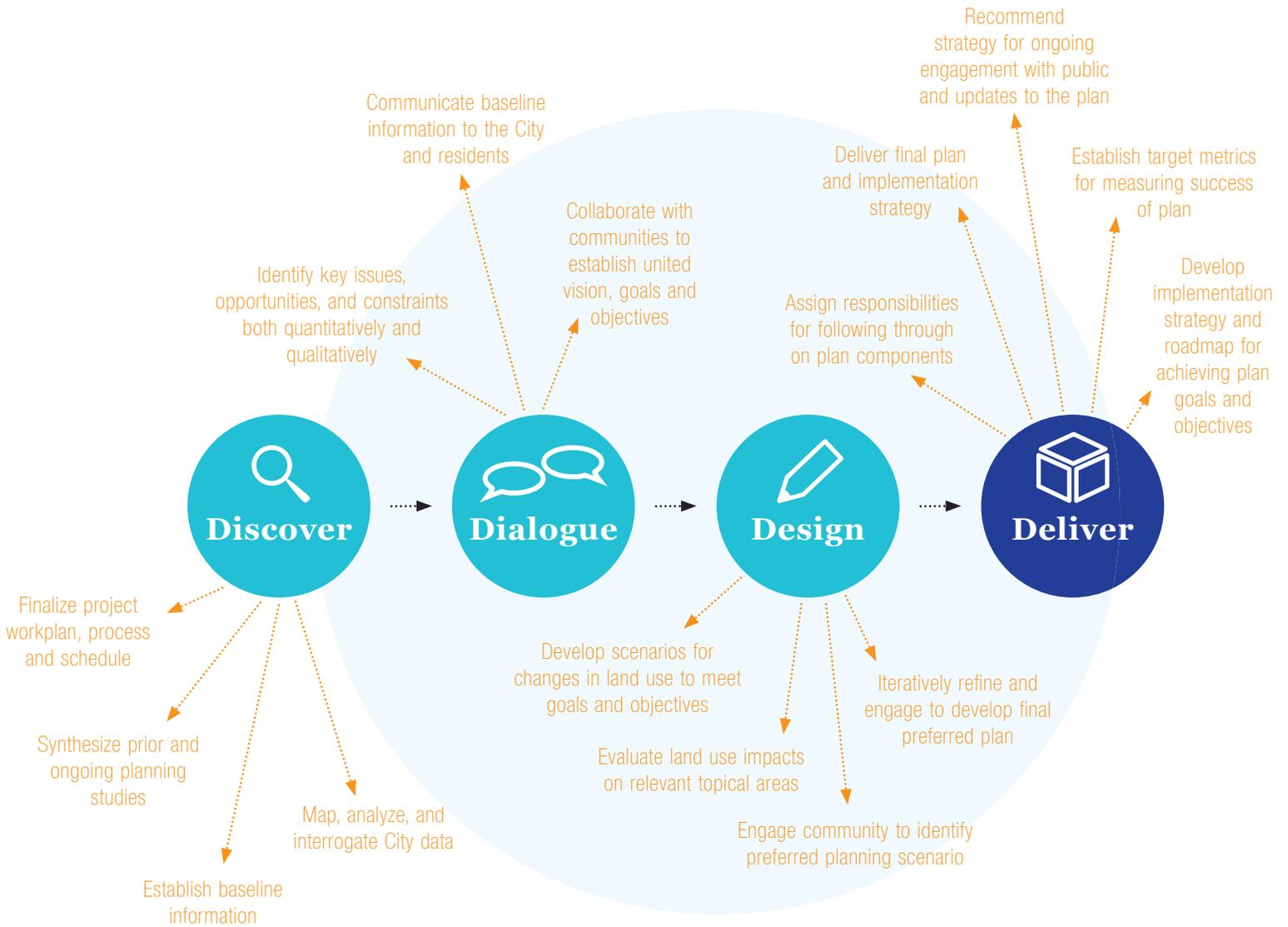
This is why the NBBJ team is a carefully orchestrated blend of local and national of experts. Our core team boasts a broad base of experience—within Boston and nationwide—in planning, urban design, zoning, communications, and outreach/engagement to diverse audiences. The two locally based firms, NBBJ and MORE Advertising will provide management, on the ground reconnaissance, data collection, visioning, community engagement, and of course deep commitment and love for Boston. Our two distinguished national core team members, PlaceMatters and DPZ, will provide expertise in innovative public engagement, zoning and design controls, and perhaps most importantly serve to broaden Bostonians' perspective on what other American cities have struggled with and achieved. Our approach is thus to offer the best: *from around the corner to around the globe.*

Project Approach

While city planning efforts are generally considered sober analytical exercises, they should also be celebratory and social endeavors: the highest calling of our democratic spirit. They are opportunities for us to listen to our neighbors, learn from and help them to express or visualize their ideas; offer new perspectives, ideas and exemplary achievements from elsewhere for consideration; work effortlessly to find common cause and consensus, and engage in civic discourse. While the forms of public engagement are more varied than ever, they are at their heart meant to be open and egalitarian. Everyone is entitled to their say as long as it does not interfere with other's rights to do so. Thus the challenge as always is to make sure that everyone does have an opportunity to express him or herself, not just those who are not shy, or have a beef to articulate.

Imagine Boston 2030 offers the opportunity to develop a new, transparent process for guiding the ongoing development of the city and its many diverse neighborhoods. We will design a vigorous public engagement process that appeals to a wide range of participants, provides a high sense of reward from those who participate, and is maybe even fun, no matter the seriousness of purpose. We will accomplish this by prioritizing the unique and place-based ideas of residents, capturing the imagination and attention of both public/civic and private leaders. We will focus on capacity building within the City's many neighborhoods to ensure a transparent and egalitarian decision-making and goal-setting process. And we will engage with a range of government and non-government entities at the city, region, and as appropriate state level with the goal of attaining full buy-in and feasibility of initiatives.

In summary, and as described in detail below, our approach to Imagine Boston 2030 is to organize the physical planning and public engagement effort over four conceptual stages: Discover, Dialogue, Design, and Deliver. This framework is designed to address practical concerns through careful, critical research while promoting aspirational—yet achievable—ideas by capitalizing on our team's extensive network of professionals with national and international experience.



Project Approach Stages

The four stages of this project are described in the following section in detail, including requisite tasks and deliverables.

ENGAGING BOSTON'S CORE CONSTITUENCIES

Government

An inter-governmental communications and engagement strategy is key to breaking down barriers between agencies, increasing planning efficiency, building momentum and support for the planning process, and setting the stage for implementation. An effective governmental engagement process will involve municipal leaders and staff in all aspects of Imagine Boston, building consensus and a culture of collaboration between agencies, decreasing opposition to implementation, and creating new efficiencies that result in decreased spending.

Modes of Engagement Might Include:

- **An internal, cross-agency communication platform.** An online interagency tool could facilitate organized discussion on critical topics across agencies. Such a tool could also change agency culture and create a platform for long-term dialogue and improved collaboration.
- **Identifying inter-agency champions.** These collaborative leaders would steward education within the agency, communicate the importance and benefits of communication, and help address concerns.
- **Cross-agency focus group meetings.**
- **Capacity building workshops.** Trainings for agency staff not only model good engagement and give leaders a chance to weigh in, but give them the tools, skills and power to improve community engagement and dialogue in their own agencies and departments.

Neighborhoods

In Denver, Blueprint Denver provided a vision for the city that helped encourage growth in targeted areas. While the plan has maintained strong support from residents and developers in the region, there has been some areas where neighborhoods feel growth and change are too rapid and disruptive to the character of certain neighborhoods. As a result, the city has become supportive of additional mechanisms for neighborhoods to develop subarea plans and neighborhood overlays, which provide additional guidance for the city and developers. This hybrid approach is critical to meeting regional goals while giving residents some flexibility in defining the type of development approved in their neighborhood. The visioning process for this project is critical for developing a citywide vision first and then mechanisms for some local control. It is also recommended to link existing strong/creative neighborhood engagement programs, like the Dudley St Neighborhood Initiative, and the Fairmount Cultural Corridor to the planning process so that other neighborhoods can learn from their techniques.

Modes of Engagement Might Include:

- **Open house events** at different stages of the planning process for community input Community walkshops for asset mapping and learning about how form and function impacted by land use, street use, and urban design.
- **Better Block events** for experimenting with new uses, improving public spaces, and targeted redevelopment
- **Wayfinding signage and branding** for neighborhoods assets and connectivity to adjacent neighborhoods
- **Neighborhood to neighborhood peer exchanges** on outreach and linking issues of equity, access, and affordable housing to planning and zoning

Youth

PlaceMatters worked with the Denver project team to provide two groups of school children with disposable cameras to document what they liked and disliked about their neighborhood, parks and open space. These images kicked off the conversation about the treasures and liabilities in the city and opportunities for change. The keypad polling results, lists of assets and liabilities, maps, hopes and wishes, and audio recordings of resident storytelling are available on the project website. The LANDvisions process highlights PlaceMatters' experience in including hard-to-reach populations in planning processes through online resources, art projects, and innovative face-to-face meetings. PlaceMatters can apply and tailor these techniques to any public engagement process, creatively integrating art, technology, and hands-on participation.

ENGAGING BOSTON'S CORE CONSTITUENCIES (continued)

Modes of Engagement Might Include:

- **Design workshops** with age appropriate exercises for youth to explore future opportunities for the city
- **Sponsor a 3D visualization contest** tapping into the extensive database of 3D models of the city and host workshops on creating 2D and 3D alternative futures and have a contest for most creative ideas.
- **Walkshops and handlebar surveys** for safe routes to school, access to parks and public spaces, and connectivity to transit.

Minorities, ESL Speakers & Immigrants

The Roxbury-based Initiative for a Competitive Inner City, a nonprofit research and strategy organization focusing on U.S. inner city economies and businesses, says the importance of inner city growth cannot be overstated. The Roxbury Innovation Center is a landmark project for the city of Boston. Opening in the fall of 2015, the project will support local economic development by encouraging innovation and entrepreneurship.

Key Techniques for Reaching Minorities

- **Headsets** for open house and small group meetings for English and non-English speakers to make it possible for multiple perspectives to participate in the same discussion.
- **Brainstorm Anywhere** and other town meeting tools for simultaneous translation note taking during meetings.
- **Multi-lingual interactive websites** supporting asset mapping, surveys, and trade-off exercises available in multiple languages to inform residents and provide opportunities for feedback.
- Meetings with identified **trusted advocates** for communities and demographic groups often missing from the conversation and identifying effective **go-to-them strategies** for engagement.

Greater Boston Community At Large

Broad community engagement is essential to build awareness and buzz about the project throughout the City, discover unique issues and concerns, identify areas of agreement and places where bridge building is needed. But engaging the community isn't simply a matter of creating a great PR campaign and holding successful community forums. We will create a customized community engagement strategy that provides multiple and diverse opportunities for engagement, in a wide variety of places and formats around the city. We use both city-wide engagement strategies and targeted approaches to reach groups that are traditionally harder to engage. We tailor engagement strategies to the people, providing materials and opportunities in the places where they live, work and play, using the languages they speak, and in ways they are comfortable interacting. We also emphasize the use of fun and surprising engagement techniques, from pop-up events and block parties to creative messaging and public art. Rooted in principles of behavioral psychology, these techniques make people pay attention and build enthusiasm for participation.

Tools and Techniques Effective at the Regional and Municipal Scale Include:

- **Websites and social media pages** that inform people about the Imagine Boston 2030 process and provide opportunities to explore issues, see what strategies align with core values, and learn about creative approaches to planning and development that provide win-win solutions to local and city-wide challenges.
- **Citywide** events that give participants an opportunity to learn from others, brainstorm on strategies, prioritize options, and celebrate the people and places they love.
- **Access to data, tools and engagement techniques** for better design, and decision making at the local and regional scale and across issues.



Work Plan



Work Plan

The four broad organizational components of our work plan are described below, contingent, of course, on the need to have a far more extensive interaction with the City in order to finalize such. This represents our team's understanding of how best to proceed based on prior experience. Still, it should be viewed as representative rather than definitive as we actually embark under the city's direction.

Discover

The focus of this first stage is on "planning to plan well": establishing a comprehensive framework and agenda for the project with the steering committee, thereby ensuring substantive communication with the City first, while gaining familiarity with the several related initiatives underway, then beginning to organize the multiple components of community interaction. Among many important starting points is to lay out a course for a successful, on-time completion of the project. In Discover, the team becomes students of Boston, connecting to the city by studying its past and present, immersing ourselves in its centuries of development, exploring amenities and assets within and beyond the city, and reviewing plans and existing conditions.

PHASE 0: PROJECT INITIATION AND MANAGEMENT

0.1 Project Initiation

- **Project kickoff meeting**

A full-team meeting with BRA project managers and the Steering Committee to finalize work plan, discuss logistics, and assign/confirm responsibilities and roles. At this meeting, project schedules are reviewed and finalized so that all meeting dates, milestones, and deliverables are agreed upon.

- **Project identity / branding**

A successful outreach campaign relies on the strength of its identity. After gathering information from BRA project managers and the Steering Committee, MORE will present several options for a brand for the outreach effort. Concepts will be revised based on input from the presentation and a final brand and messaging will be delivered.

- Stakeholder interviews and development of public and departmental outreach plan**
 Identify first tier of stakeholders to interview and conduct interviews. Meet with public outreach leaders for Boston Creates and Go Boston 2030 to coordinate on outreach events. Hold work session with Chief of Civic Engagement and support staff to develop and finalize plan for public outreach, engagement, education, and communications with the public and city and state departments/agencies. Finalize range of media platforms that will be used to communicate with the public and City throughout the project.
- Subconsultant selection**
 Finalize schedule for selection of topical subconsultants; refine scopes of work. Work with the city to identify and select appropriate project partners.
- Develop community liaison team**
 We will build a diverse and representative team of community and business leader liaisons to generate a culture of engagement and building capacity in core leaders, and gather information about constituent groups and conditions that will help us craft the most effective engagement plan.

Meetings	Deliverables
<ul style="list-style-type: none"> • Kickoff meeting • Follow-up Steering Committee meeting • Listening sessions • Subconsultant interviews (if necessary) • First tier stakeholder interviews 	<ul style="list-style-type: none"> • Final work plan • Strategy and plan for public engagement • Media plan • Website launch and timeline for other online activities • Project identity and branding • Subconsultant scopes of work • Selection of subconsultants • Meeting materials and summaries • Recruit and assemble community/business liaison team • Engagement trainings • Listening sessions

0.2 Project Management

- Client check-in calls**
 Throughout the duration of the project, the project manager will check in with the BRA's project managers on a weekly or bi-weekly basis, as appropriate, to communicate project progress and report on next steps and milestones.
- Team coordination**
 As project lead, NBBJ will conduct regular conference calls throughout the project to coordinate work with our core team and subconsultants.

Meetings	Deliverables
<ul style="list-style-type: none"> • Weekly or bi-weekly PM calls or in-person meetings (at City Hall or NBBJ office) 	<ul style="list-style-type: none"> • Meeting notes / action items

PHASE 1: BASELINE CONDITIONS

1.1 Information Gathering and Review

- Gather and review information from the city, including the list of recent planning documents described in the RFP as well as surveys, GIS data, 2D and 3D materials, demographic data, regional studies, and historical maps and photographs
- Evaluate opportunities and constraints, and develop accompanying materials to clearly represent data and findings to the public. Identify recommendations that are still relevant, those that should be reevaluated, and identify areas where new content needs to be generated. Organize this information into topical areas for review and further analysis by subconsultants.

1.2 Verification, Data Analysis and Baseline Reporting

- Conduct site visits to areas of the city in need of additional documentation and verification of existing conditions.
- Analyze collected information, maps, and resources by topical area (some of which will be completed by selected subconsultants). Conduct preliminary analysis, and prepare baseline conditions report that marries data and mapping with topical explorations.
- Develop baseline materials to be used in phase 2 public engagement.

1.3 Measurement and Metrics

- Identify topical areas to be used in establishing baselines and metrics.

1.4 Outreach and Engagement

- Meet with Steering Committee to discuss context, issues, and opportunities. Inventory and evaluate relevant city plans; categorize in plan hierarchy.
- Meet with City attorney's office to review zoning policies and procedures.
- Stakeholder interviews.

Meetings	Deliverables
<ul style="list-style-type: none">• Project manager meeting• Steering Committee meeting• Additional stakeholder interviews• City attorney meeting	<ul style="list-style-type: none">• Baseline conditions report• Baseline materials for public engagement• Meeting materials and summaries• Summary evaluation of relevant policies• Online surveys, idea boards, and asset mapping• Identification of baseline metrics• Summaries of reviewed planning documents

Dialogue

Engagement with the City, stakeholders, and the public is key to the success of Imagine Boston 2030. Every community is different and every project is unique in its audience, scope, timeline, partners, challenges, and opportunities. It is important to set thoughtful goals, then design the right process and enhance it with the right tools. Our team is dedicated to helping Boston communities find creative local solutions for thriving, equitable, and resilient places, using the best tools and techniques for the different stages of a project while incorporating training and capacity building into our work wherever it helps public agencies be more effective and serve their constituents. The engagement framework, scheduled to begin in the **Dialogue** stage, educates, involves, and reaches out to everyone from the top of city government to the smallest neighborhoods and streets.

PHASE 2: VISION, PRINCIPLES, AND GOALS

2.1 Vision

- Public kickoff Event**
 The team will work with the City to identify a either single, central location with media coverage or 2-3 locations in the city for the public kickoff. Additionally, we will explore opportunities for pop-up events and branded public art throughout the city to generate buzz around Imagine Boston 2030.
- Visioning sessions**
 Host a range of meetings and engagements to educate the public on the baseline conditions report, and build connections between people, neighborhoods, issues, values and groups. During visioning sessions, the team will educate and inform, listen and learn, and also inspire and help people think creatively about their city's future and articulate a proactive vision. We balance project goals against the needs and characteristics of constituents in choosing the right place, format, and tools for engagement.

Public Engagement Tools and Techniques

Citywide Techniques:

- Mobile & online apps for gathering feedback and data
- Imagination Day (see side box description)
- Online platforms for visioning, feedback and prioritization

Neighborhood Scale Techniques:

- Targeted direct outreach with go-to-them strategies and collaboration with trusted advocates
- Walkshops (or walking workshops) and handlebar surveys
- Pop-up events and information booths
- Community Character in a Box (Neighborhood Associations, city districts)
- Chalkboard or graffiti walls and other place-based feedback installations
- Communications and messaging campaigns
- Booths and visioning activities at farmers' markets, festivals, and other public events
- Integration of visioning activities with schools, non-profits, corporate and other activities and programming (see side box "where do you live?" activity)
- Youth photo contests, interactive games, focus groups and town halls

Grassroots Event Possibilities

Where Do You Live?

Putting faces to the planning process will be key to a deeper understanding among residents, stakeholders and city government for the planning process and their critical role as informants to the plan. This may be accomplished through a citywide series of events in branch libraries for children and adults. Using drones equipped with a camera, MORE will photograph the neighborhoods surrounding the branch library. The aerial shot will be blown up and mounted on foam core for display in the library. Outreach to daycare centers, after-school programs, book clubs and other organizations will encourage people of all ages to locate their residence on the photo. MORE will select various locations to bring a video camera to the library to record the reactions of participants, helping them, for example, to realize how close or distant their residence is from a park, a T station or a museum. We will disseminate a media advisory about the event, and will produce a video for use on the Imagine Boston website and at other events.

Imagination Day

MORE will create a traveling show to promote the planning process. With an oversized white board in tow, MORE will set up an Imagine Day in several neighborhoods. Residents and others will be encourage to use their imaginations come up with three words that define Boston. MORE will videotape the process for later use on the website. We will take still photos of the completed white boards at each event and use the enlarged photos at other community events. We will also distribute a media advisory announcing the event.

- **Engage in a range of venues and environments**

Provide a range of engagement opportunities, from quick engagement (such as sending a text or writing a message) to in-depth opportunities for people to meet neighbors and engage in meaningful conversations. The best processes use a range of high-tech and “high-touch” techniques to involve people. From humorous messaging to street art, mobile outreach to old-fashioned postcards, creative techniques can help reach residents and stakeholders where they are, connect with the issues that matter to them, and draw in people who are frequently left out of the conversation.

2.2 Connect Vision Statement to Planning Goals and Objectives

- Draft and refine plan vision with the community, City, and stakeholders.
- Using information gathered from the City, stakeholders, and the community, show how vision statements are taken to the comprehensive plan level (more definitive goals, objectives, and policies). Present at Steering Committee meeting and subsequent public engagements.
- Workshop vision statement, goals and objectives with city staff at department lunches; identify departmental impacts of goals and objectives.

Meetings	Deliverables
<ul style="list-style-type: none"> • Steering Committee meeting • Listening workshops on plan topics • Stakeholder interviews • City department lunches • Scenario planning working group • Hard-to-reach demographics / outreach working group 	<ul style="list-style-type: none"> • Public outreach launch event • Potential pop-up events and public art to prime people for the process • Ongoing social media / online engagement maintenance • Imagine Boston 2030 vision statement • Comprehensive plan level goals and objectives by topical areas • Online survey results • Website maintenance • Media/social media outreach for dissemination of findings • Video recording of meetings and production of vignettes • Meeting materials and summary of public engagement process and outcomes

2.3 Key Issues

- Conduct a variety of outreach meetings and surveys to identify and discuss key issues for the Comp Plan and begin to identify priorities for scenario alternatives.

Meetings	Deliverables
<ul style="list-style-type: none"> • Stakeholder interviews • Steering Committee • Community workshops • City department lunches 	<ul style="list-style-type: none"> • Meeting materials and summaries • Compilation of surveys and input • Media buy/social media outreach for dissemination of meeting invitations and schedules

Design

During this stage, we build upon our initial research and public outreach by synthesizing visioning exercises, case studies, and on the ground data collection and observation into a series of iterative plans and designs. We will work with the Steering Committee and the public to develop and refine a plan that comprehensively addresses issues of land use, housing, economics, mobility and connectivity, sustainability, land use, and more.

We view our planning work as part of an iterative process: a cycle of creation and refinement completed collaboratively with the city, stakeholders, and residents which merges our expertise in planning and urban design with client communication and feedback. Throughout development of the plan, we will share our work at milestone points to ensure that the final plan is reflective of the public and stakeholder’s vision, and will ultimately be embraced and adopted by the City.

PHASE 3: ALTERNATIVE DEVELOPMENT AND PLAN FRAMEWORK

3.1 Preliminary Analysis Review / Matching Goals and Objectives to Build-Out Scenarios

- Establish planning targets, such as density, massing, building height, circulation networks, etc., to be addressed in the development of land use scenarios, based on goals and objectives developed during public visioning sessions.
- From large-scale mappings and analysis, determine targeted areas or neighborhoods in which scenario planning and zoning code recommendations can be explored and then extrapolated out to similar environments.
- Meet with BRA project managers and Steering Committee to discuss prior to exploring land use alternatives with the public.

Meetings	Deliverables
<ul style="list-style-type: none"> • Steering Committee • BRA Project Managers meeting • Working lunches • Small group meetings with special interest groups 	<ul style="list-style-type: none"> • Meeting materials and summaries • Identify districts and neighborhood focus areas for scenario planning workshops

3.2 Land Use Alternatives

- Based on projections and data analysis, develop scenarios that meet the need of projections while responding to community goals and vision. Articulate “trade-offs” that need to occur for various scenarios to be met.
- Identify opportunity sites and develop, evaluate, and compare land use alternatives. With support of subconsultants, develop land use and transportation maps, supporting graphics and images, quantitative descriptions, circulation analysis, urban form, housing site analysis and fiscal analysis.

- Assist the public in testing possibilities and alternatives against a new vision for the future. Techniques could include tactical urbanism and pop-up events, to provide critical opportunities to and test new design ideas without commitment while simultaneously enlivening public spaces and building momentum for action; scenario planning, interactive games and visualizations to help people understand data and tradeoffs while exploring possibilities and having in-depth conversations about the choices; or other activities—like Box City models or design workshops—to provide key opportunities to connect with specific constituencies, neighborhoods or interest groups. The team will work with the City and our community liaisons to identify a suite of tools, techniques, and strategies for best engaging with Boston’s neighborhoods.
- Host week-long open house/land use design workshops to gather input, refine land use alternatives, and conduct Steering Committee meeting to select a preferred land use alternative.

Meetings	Deliverables
<ul style="list-style-type: none"> • Community open house / land use design workshops • Steering Committee • Working lunches 	<ul style="list-style-type: none"> • Plan alternatives and framework report • Preferred land use alternative • Supplemental and web-based materials • Scenario planning page on website • Pop-up projects, tactical urbanism and street festivals • Better block and neighborhood events with pop-up design • Media/social media outreach for dissemination of findings • Summary of public outreach process and key issues and outcomes of that process

3.3 Key Policies, Programs and Measures

- Identify key comprehensive plan policies (including policies that direct decisions where growth will and will not occur). The goal is to identify, discuss, and resolve the most significant policies, programs, and measures that will affect later phases of the project.

Meetings	Deliverables
<ul style="list-style-type: none"> • Steering Committee working lunches • Small group meetings with special interest groups 	<ul style="list-style-type: none"> • Key growth policies and programs • Other key comprehensive plan policies • Design workshops for looking at integrated issues impacting communities at the regional, city, and neighborhood scales • Meeting materials and summaries

PHASE 4: DRAFT PLAN DEVELOPMENT

Task 4.1 Develop Draft Plan

- **Develop draft plan**

Incorporate relevant data, input and direction from previous phases to further synthesize the preferred land use scenarios with the various topical areas of the plan and advance the various planning sections into a draft comprehensive plan.

- **Begin implementation planning**

Using data collected and analyzed in Phase 1, identify baseline metrics and targets, and with the City, identify departments to be charged with stewardship of elements of the plan to ensure ongoing measurement and evaluation. Implementation components of the plan will include:

- Policy and zoning recommendations
- Development strategies for districts or targeted areas
- Financial strategies (to be developed in collaboration with economic consultant)
- Prioritization and phasing strategy
- Metrics and accountability framework with roles and responsibilities

Meetings	Deliverables
<ul style="list-style-type: none"> • Steering Committee meetings 	<ul style="list-style-type: none"> • Preliminary draft comprehensive plan • Overview of preliminary implementation strategy • Targets for advancing and improving baseline metrics • Meeting materials and summaries

Task 4.2 Internal Review of Preliminary Draft Plan by Steering Committee and BRA Project Managers

- Present draft document to Steering Committee with clear direction and timeline for staff review, then meet again with the committee to discuss consolidated comments on draft documents.
- Confer regularly with BRA Project Managers and Steering Committee on draft outcomes and preliminary recommendations.
- Continue development of implementation strategy as described in task 4.1.
- Revise draft plan and prepare for public review.

Meetings	Deliverables
<ul style="list-style-type: none"> • Steering Committee meetings 	<ul style="list-style-type: none"> • Preliminary draft comprehensive plan • Meeting materials and summaries • Updates to implementation strategy • Revised draft comprehensive plan • Media/social media outreach for dissemination of findings • Summary of public outreach process and key issues and outcomes of that process

Deliver

This final stage of the project is where the full syntheses of outreach, research, and observation occurs; through public and stakeholder engagement, collaboration with the Steering Committee, and our proven experience in delivering large scale planning projects, we will create a dynamic process that results in a bold, creative and actionable vision for the City of Boston.

PHASE 5: DRAFT PLAN PUBLIC REVIEW

5.1 Public review of Draft Documents

- Public presentation of draft plan**
 Hold a series of open house events to present and solicit input and feedback from the community, Steering Committee, and stakeholders on the public draft comprehensive plan.
- Community toolkits**
 Develop toolkit for subareas and neighborhoods to create neighborhood plans and overlays to further define types of development and methods to protect community character while also supporting citywide goals.
- Capacity building training**
 Hold training workshops for agencies and organizations to utilize new engagement techniques and integrate planning goals into programs and partnerships.

Meetings	Deliverables
<ul style="list-style-type: none"> Open house events Steering Committee Departmental working lunches Capacity building training Cross-agency focus group meetings 	<ul style="list-style-type: none"> Meeting materials and summaries Summary compilation of feedback on draft plan Comprehensive plan presentation Revised public draft comprehensive plan Toolkit for subareas and neighborhoods Crowdsourcing and engagement tools An internal, cross-agency communication platform Video recording of meeting segments and editing of short vignettes

5.2 Revise Draft Plan

- Summarize feedback from public review of draft plan; present potential revisions to Steering Committee for recommendation and direction.
- Based on feedback received, work to iteratively refine draft plan. Summarize input and prepare potential revisions as appropriate.
- Incorporate revised implementation strategy into final comprehensive plan.

Meetings	Deliverables
<ul style="list-style-type: none"> Steering Committee 	<ul style="list-style-type: none"> Revised comprehensive plan

PHASE 6: FINAL PLAN PREPARATION AND ADOPTION

6.1 Public Presentation of Final Plan

- Work with BRA project managers and Steering Committee to make final revisions to comprehensive plan.
- Hold public hearings with the Steering Committee and BRA Board for recommendation and ultimate decision on the comprehensive plan.

Meetings	Deliverables
<ul style="list-style-type: none"> • Steering Committee • BRA Board 	<ul style="list-style-type: none"> • Supporting materials for staff report

6.2 Final Drafts

- In response to Steering Committee direction on adoption, prepare final documents. Depending on the final recommendations, work with BRA to obtain approval of the plan and policies as needed.
- Develop outreach and communications strategy to inform all audiences of plan content and implementation schedule/strategy.
- Develop process for regular updates and maintenance of the comprehensive plan; identify policies and procedures for how the plan should be used to guide development decisions.

Meetings	Products / Outcome
<ul style="list-style-type: none"> • BRA Board (as necessary to obtain plan approval) 	<ul style="list-style-type: none"> • Final comprehensive plan in print and web-based formats • Strategy for regular updates and high-profile maintenance of the Citywide Plan as the primary tool for guiding policymaking and public debate

Key outcomes during the final phase of the planning process will be determined by the city with input from stakeholders but are likely to include:

- A citywide plan with either proposed zoning changes or targeted areas for growth and stabilization and strategies for reaching desired outcomes
- Identified areas for applying new tools such as form based codes for guiding growth and development of high caliber design
- Recommended updates to the region's housing and/or equity plan to more proactively deal with the affordable housing crises in the Boston area
- Priorities for infrastructure with emphasis on integration with land use, development, and maintenance priorities
- Recommended partnership opportunities and approaches for developing and structuring partnerships in future planning and implementation initiatives
- A set of crowdsourcing and engagement tools for residents to be able to add to the city's knowledge base and improve decision making on issues of mobility, equity, and land use
- Added in-house capacity for agencies to use exploratory scenario planning tools to be able to test new ideas against city and neighborhood goals and in relation to other plans and initiatives
- Capacity building training for agencies and organizations to utilize new engagement techniques and integrate planning goals into programs and partnerships



Schedule



MON	TUE	WED	THU	FRI	SAT	SUN
2/21	2/22	2/23	2/24	2/25	2/26	2/27

MON	TUE	WED	THU	FRI	SAT	SUN
2/21	2/22	2/23	2/24	2/25	2/26	2/27

Handwritten notes on the whiteboard, including "MAY (B...)" and "DATE: 2/21/2024".

Schedule

discover

- 0 PROJECT MANAGEMENT**
- Project management and team coordination
 - Project identity/branding
 - Public outreach plan
 - Media and communication plan
 - Subconsultants' scopes and selection
 - Identify community liaison team
 - Outreach and engagement

1 BASELINE CONDITIONS

- Information gathering and review
- Opportunities and constraints
- Site visits
- Analysis and development of baseline report
- Measurement and metrics
- Outreach and engagement

dialogue

2 VISION, PRINCIPLES, AND GOALS

- Inform/educate public about baseline report
- Lead community through visioning process
- Connect vision statement to planning goals and objectives
- Workshop vision statement with City departments
- Key issues outreach
- Collect and analyze responses from public engagement
- Outreach and engagement

design

3 ALTERNATIVES DEVELOPMENT AND PLAN FRAMEWORK

- Establish planning targets for land use scenarios
- Identify areas and neighborhoods for scenario planning
- Develop land use scenarios and describe trade-offs for each
- Identify key opportunity sites for development
- Work with public to test alternatives
- Conduct week-long open house and design workshops
- Identify/explore impact of key comp plan policies
- Outreach and engagement

deliver

4 DRAFT PLAN DEVELOPMENT

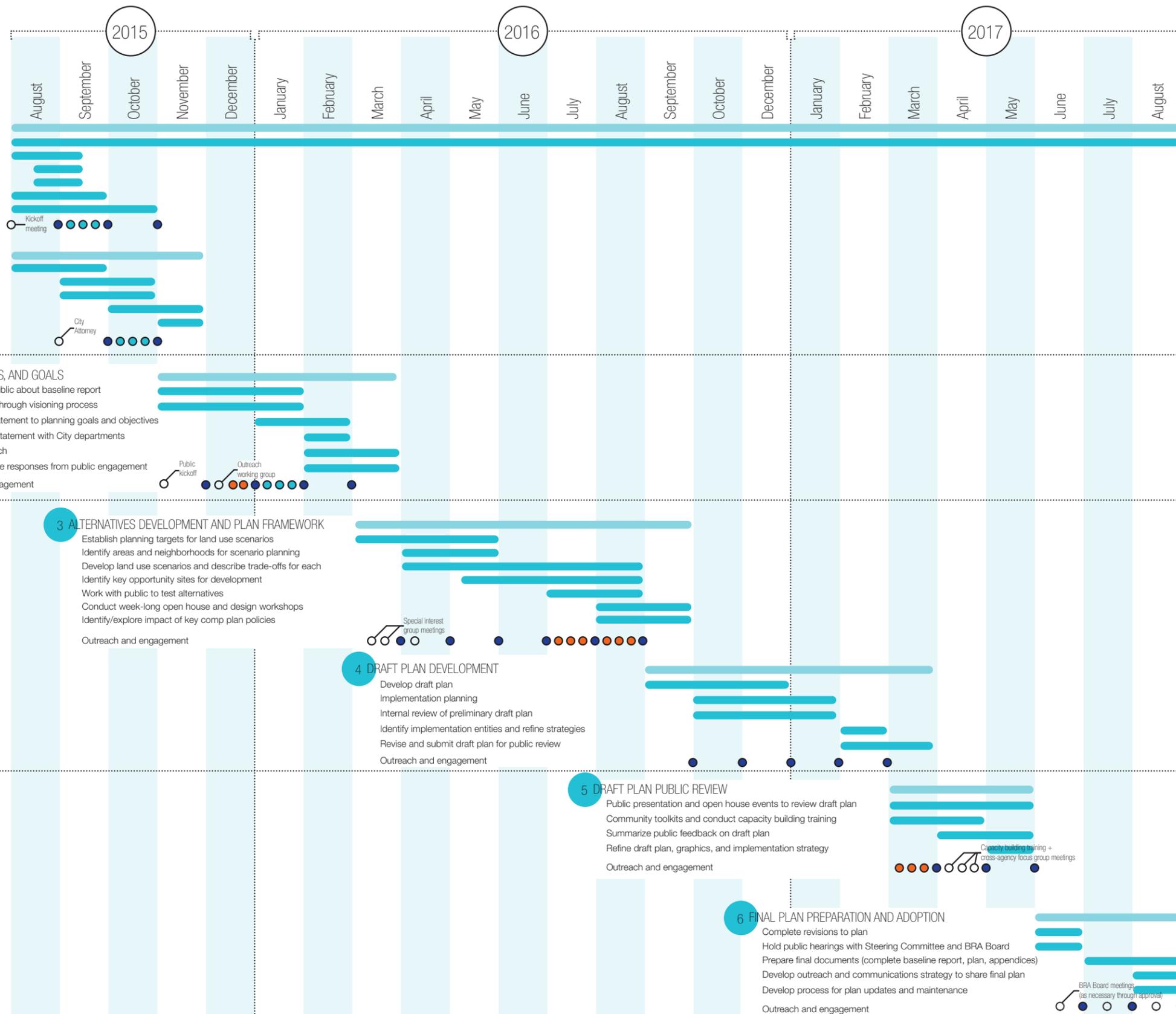
- Develop draft plan
- Implementation planning
- Internal review of preliminary draft plan
- Identify implementation entities and refine strategies
- Revise and submit draft plan for public review
- Outreach and engagement

5 DRAFT PLAN PUBLIC REVIEW

- Public presentation and open house events to review draft plan
- Community toolkits and conduct capacity building training
- Summarize public feedback on draft plan
- Refine draft plan, graphics, and implementation strategy
- Outreach and engagement

6 FINAL PLAN PREPARATION AND ADOPTION

- Complete revisions to plan
- Hold public hearings with Steering Committee and BRA Board
- Prepare final documents (complete baseline report, plan, appendices)
- Develop outreach and communications strategy to share final plan
- Develop process for plan updates and maintenance
- Outreach and engagement



Appendices





Appendices

The following pages include the following:

- Exhibit D: Staff Plan Worksheet
- Exhibit E: Statement of Qualifications
 - Attachments:
 - #40, Exhibit A: Project Organization Chart
 - #41, Exhibit B: Professional Data on Design Team Members
 - #42: Exhibit C: Similar Projects: NBBJ
 - #43: Exhibit D: References
 - #44: Exhibit E: Firm's Financial Status
 - #45: Administrative or Legal Proceedings
 - #51: Insurance
- Exhibit F: Non-Collusion Affidavit of Prime Bidder
- Exhibit G: Certificate of Tax, Employment Security, and Child Care Compliance

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 0

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	32
Alan Mountjoy	Principal	Planner/UD	18	172
Kelly Lynema	Associate	Planner/UD	2	240
Cheng Ha	Urban Designer	Planner/UD	5	0
Brandon Cuffy	Associate	Planner/UD	3	0
Pablo Licari	Associate	Planner/UD	10	0
Advisors	Various	Planner/UD	NA	0
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	0
Marina Khoury	Partner	Codes/zoning	18	0
Christopher Ritter	Senior Designer	Codes/zoning	7	0
Michael Huston	Senior Designer	Codes/zoning	3	0
Christina Miller	Planner	Codes/zoning	10	0
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	144
Bob Boucher	Creative Director	Communications	2	30
Lisa Grace	Account Supervisor	Communications	18	45
Design	Graphic Designer	Communications	2	20
Media Relations	Various	Communications	6	20
Julia Beck	Social Media	Communications	3	25
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	138
Critter Thompson	Program Director	Public engagement	2	28
Anne Kuechenmeister	Program Director	Public engagement	1	56
Marine Siohan	Program Manager	Public engagement	3	40
Kayla Gilbert	Program Manager	Public engagement	3	48

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 1

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	76
Alan Mountjoy	Principal	Planner/UD	18	220
Kelly Lynema	Associate	Planner/UD	2	620
Cheng Ha	Urban Designer	Planner/UD	5	0
Brandon Cuffy	Associate	Planner/UD	3	40
Pablo Licari	Associate	Planner/UD	10	0
Advisors	Various	Planner/UD	NA	40
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	8
Marina Khoury	Partner	Codes/zoning	18	28
Christopher Ritter	Senior Designer	Codes/zoning	7	0
Michael Huston	Senior Designer	Codes/zoning	3	0
Christina Miller	Planner	Codes/zoning	10	28
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	157
Bob Boucher	Creative Director	Communications	2	60
Lisa Grace	Account Supervisor	Communications	18	65
Design	Graphic Designer	Communications	2	50
Media Relations	Various	Communications	6	30
Julia Beck	Social Media	Communications	3	35
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	150
Critter Thompson	Program Director	Public engagement	2	82
Anne Kuechenmeister	Program Director	Public engagement	1	60
Marine Siohan	Program Manager	Public engagement	3	40
Kayla Gilbert	Program Manager	Public engagement	3	48

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 2

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	76
Alan Mountjoy	Principal	Planner/UD	18	100
Kelly Lynema	Associate	Planner/UD	2	140
Cheng Ha	Urban Designer	Planner/UD	5	0
Brandon Cuffy	Associate	Planner/UD	3	40
Pablo Licari	Associate	Planner/UD	10	0
Advisors	Various	Planner/UD	NA	40
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	8
Marina Khoury	Partner	Codes/zoning	18	24
Christopher Ritter	Senior Designer	Codes/zoning	7	0
Michael Huston	Senior Designer	Codes/zoning	3	0
Christina Miller	Planner	Codes/zoning	10	8
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	58
Bob Boucher	Creative Director	Communications	2	20
Lisa Grace	Account Supervisor	Communications	18	75
Design	Graphic Designer	Communications	2	30
Media Relations	Various	Communications	6	56
Julia Beck	Social Media	Communications	3	60
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	50
Critter Thompson	Program Director	Public engagement	2	100
Anne Kuechenmeister	Program Director	Public engagement	1	80
Marine Siohan	Program Manager	Public engagement	3	78
Kayla Gilbert	Program Manager	Public engagement	3	36

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 3

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	96
Alan Mountjoy	Principal	Planner/UD	18	200
Kelly Lynema	Associate	Planner/UD	2	280
Cheng Ha	Urban Designer	Planner/UD	5	320
Brandon Cuffy	Associate	Planner/UD	3	200
Pablo Licari	Associate	Planner/UD	10	280
Advisors	Various	Planner/UD	NA	40
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	80
Marina Khoury	Partner	Codes/zoning	18	88
Christopher Ritter	Senior Designer	Codes/zoning	7	64
Michael Huston	Senior Designer	Codes/zoning	3	88
Christina Miller	Planner	Codes/zoning	10	88
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	10
Bob Boucher	Creative Director	Communications	2	5
Lisa Grace	Account Supervisor	Communications	18	15
Design	Graphic Designer	Communications	2	5
Media Relations	Various	Communications	6	10
Julia Beck	Social Media	Communications	3	5
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	60
Critter Thompson	Program Director	Public engagement	2	80
Anne Kuechenmeister	Program Director	Public engagement	1	40
Marine Siohan	Program Manager	Public engagement	3	40
Kayla Gilbert	Program Manager	Public engagement	3	16

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 4

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	64
Alan Mountjoy	Principal	Planner/UD	18	128
Kelly Lynema	Associate	Planner/UD	2	320
Cheng Ha	Urban Designer	Planner/UD	5	180
Brandon Cuffy	Associate	Planner/UD	3	40
Pablo Licari	Associate	Planner/UD	10	40
Advisors	Various	Planner/UD	NA	40
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	80
Marina Khoury	Partner	Codes/zoning	18	144
Christopher Ritter	Senior Designer	Codes/zoning	7	60
Michael Huston	Senior Designer	Codes/zoning	3	136
Christina Miller	Planner	Codes/zoning	10	152
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	20
Bob Boucher	Creative Director	Communications	2	10
Lisa Grace	Account Supervisor	Communications	18	10
Design	Graphic Designer	Communications	2	5
Media Relations	Various	Communications	6	10
Julia Beck	Social Media	Communications	3	10
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	36
Critter Thompson	Program Director	Public engagement	2	88
Anne Kuechenmeister	Program Director	Public engagement	1	88
Marine Siohan	Program Manager	Public engagement	3	10
Kayla Gilbert	Program Manager	Public engagement	3	0

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 5

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	80
Alan Mountjoy	Principal	Planner/UD	18	112
Kelly Lynema	Associate	Planner/UD	2	140
Cheng Ha	Urban Designer	Planner/UD	5	40
Brandon Cuffy	Associate	Planner/UD	3	40
Pablo Licari	Associate	Planner/UD	10	40
Advisors	Various	Planner/UD	NA	40
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	32
Marina Khoury	Partner	Codes/zoning	18	88
Christopher Ritter	Senior Designer	Codes/zoning	7	32
Michael Huston	Senior Designer	Codes/zoning	3	40
Christina Miller	Planner	Codes/zoning	10	104
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	10
Bob Boucher	Creative Director	Communications	2	15
Lisa Grace	Account Supervisor	Communications	18	40
Design	Graphic Designer	Communications	2	10
Media Relations	Various	Communications	6	30
Julia Beck	Social Media	Communications	3	20
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	26
Critter Thompson	Program Director	Public engagement	2	24
Anne Kuechenmeister	Program Director	Public engagement	1	28
Marine Siohan	Program Manager	Public engagement	3	16
Kayla Gilbert	Program Manager	Public engagement	3	12

EXHIBIT D: STAFF PLAN
WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

TASK # 6

CONSULTANT **NBBJ**

Name	Title	Discipline	Yrs @ Firm	# of Job hours
Alex Krieger	Principal	Planner/UD	30	48
Alan Mountjoy	Principal	Planner/UD	18	48
Kelly Lynema	Associate	Planner/UD	2	120
Cheng Ha	Urban Designer	Planner/UD	5	20
Brandon Cuffy	Associate	Planner/UD	3	0
Pablo Licari	Associate	Planner/UD	10	40
Advisors	Various	Planner/UD	NA	0
DPZ				
Elizabeth Plater-Zyberk	Founding Partner	Codes/zoning	35	40
Marina Khoury	Partner	Codes/zoning	18	40
Christopher Ritter	Senior Designer	Codes/zoning	7	0
Michael Huston	Senior Designer	Codes/zoning	3	0
Christina Miller	Planner	Codes/zoning	10	16
MORE Advertising				
Donna Gittens	Founder/Principal	Communications	18	25
Bob Boucher	Creative Director	Communications	2	20
Lisa Grace	Account Supervisor	Communications	18	30
Design	Graphic Designer	Communications	2	20
Media Relations	Various	Communications	6	10
Julia Beck	Social Media	Communications	3	10
PlaceMatters				
Ken Snyder	CEO	Public engagement	13	18
Critter Thompson	Program Director	Public engagement	2	4
Anne Kuechenmeister	Program Director	Public engagement	1	8
Marine Siohan	Program Manager	Public engagement	3	0
Kayla Gilbert	Program Manager	Public engagement	3	0

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EXHIBIT E: 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	Alan Mountjoy, AIA
FIRM	NBBJ LP
ADDRESS	One Beacon Street, #5200
	Boston, MA 02108
TELEPHONE / FAX	617-378-4828

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

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

Company Information:

1. Name of Organization: NBBJ LP
2. Address: One Beacon Street, #5200 Boston, MA 02108
3. Telephone: 617-378-4828
4. FAX Number: 617-378-4899
5. President's Name: N/A
7. Secretary's Name: N/A
8. Treasurer's Name: N/A
9. How many years has your firm been in business under this name? 71 years with affiliates and predecessors
10. Is your firm a Commonwealth of Massachusetts Corporation:
Yes _____ No X
11. Total number of employees in the firm?
718 (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)
16 years (0 to 62 year range)
13. What is your professional staff experience?
Formula: (Total years of Professional service divided by number of Professionals)
7 years (0 to 60 year range)
14. Does your firm have a published affirmative action policy?
Yes X No _____

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

Yes _____ No X

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

Yes _____ No X

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

Yes _____ No X

18. Does your firm currently have Professional Liability Insurance?

Yes X No _____

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

\$ 2,000,000

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

Yes X No _____

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

Academic Institution programming	Yes <u>X</u>	No _____
Architectural	Yes <u>X</u>	No _____
Civil/Structural	Yes _____	No <u>X</u>
Civil/Transportation	Yes _____	No <u>X</u>
Environmental Engineering	Yes _____	No <u>X</u>
Estimating	Yes <u>X</u>	No _____
Healthcare Institution programming	Yes <u>X</u>	No _____
Landscape Design	Yes <u>X</u>	No _____
Real Estate Development and Finance	Yes _____	No <u>X</u>
Strategic planning	Yes <u>X</u>	No _____
Survey	Yes _____	No <u>X</u>
Urban Planning/Design	Yes <u>X</u>	No _____
Transportation Planning	Yes _____	No <u>X</u>
Other specialty design	Yes <u>X</u>	No _____

List: Interior design, lighting design, graphic design

22. Name any Subconsultant and the technical disciplines in which the Subconsultant is qualified to perform for this project:

Academic Institution programming _____

Architectural _____

Civil/Structural _____

Civil/Transportation _____

Environmental Engineering _____

Electrical _____

Economic Development _____

Estimating _____

Healthcare Institution programming _____

Landscape Design _____

Real Estate Development and Finance _____

Strategic Planning _____

Survey _____

Urban Planning/Design _____

Transportation planning _____

Other specialty design See list below _____

List: **Form-based codes and zoning:** DPZ Partners; **Public engagement strategy:** PlaceMatters; Local-based communications and messaging: MORE Communications

Company Experience:

23. What is your firm's accumulated total gross sales (consulting fees for all projects) for the past three (3) years?

\$ 527.4 million firmwide

24. What is the total number of individual planning projects your firm has **completed** in the last three (3) years?

Est. 30 firmwide (Number)

25. What is the total number of individual projects that your firm is **currently** working on:

Est. 450 firmwide* (Number)

26. What is the **total value (\$)** of the individual consulting projects listed under Question 24?

\$ 20.5 million firmwide estimated

27. What is the **estimated value (\$)** of the individual planning projects listed under Question 25?

\$ 5.1 million firmwide estimated

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?

\$ 4.4 million estimated

* The number of NBBJ's active projects varies from year to year. In a typical year, NBBJ's mix of projects may include about 50 large projects (with project costs ranging from \$50 million to almost \$1 billion), and another 400 projects with fees to NBBJ ranging from \$25,000 to \$10 million. The experience gained from this variety in scale enables NBBJ to fulfill the sophisticated requirements of highly complex projects with a nimbleness learned from working on smaller projects.

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?

8 (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?

3 (Number)

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

\$ 2.4 million estimated

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

\$ 600,000 estimated

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 X 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 8 years?

4 (Number)

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

Name & Firm	Title	Years with Firm
-------------	-------	-----------------

See Exhibit D: Staff Plan Worksheet

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

20 (Number)

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

Yes X No

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

Yes X No

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

50 estimated (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 See attached.

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: N/A

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

Yes No

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

Yes No

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

Yes No

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

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

the RFP as **Exhibit 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. N/A

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

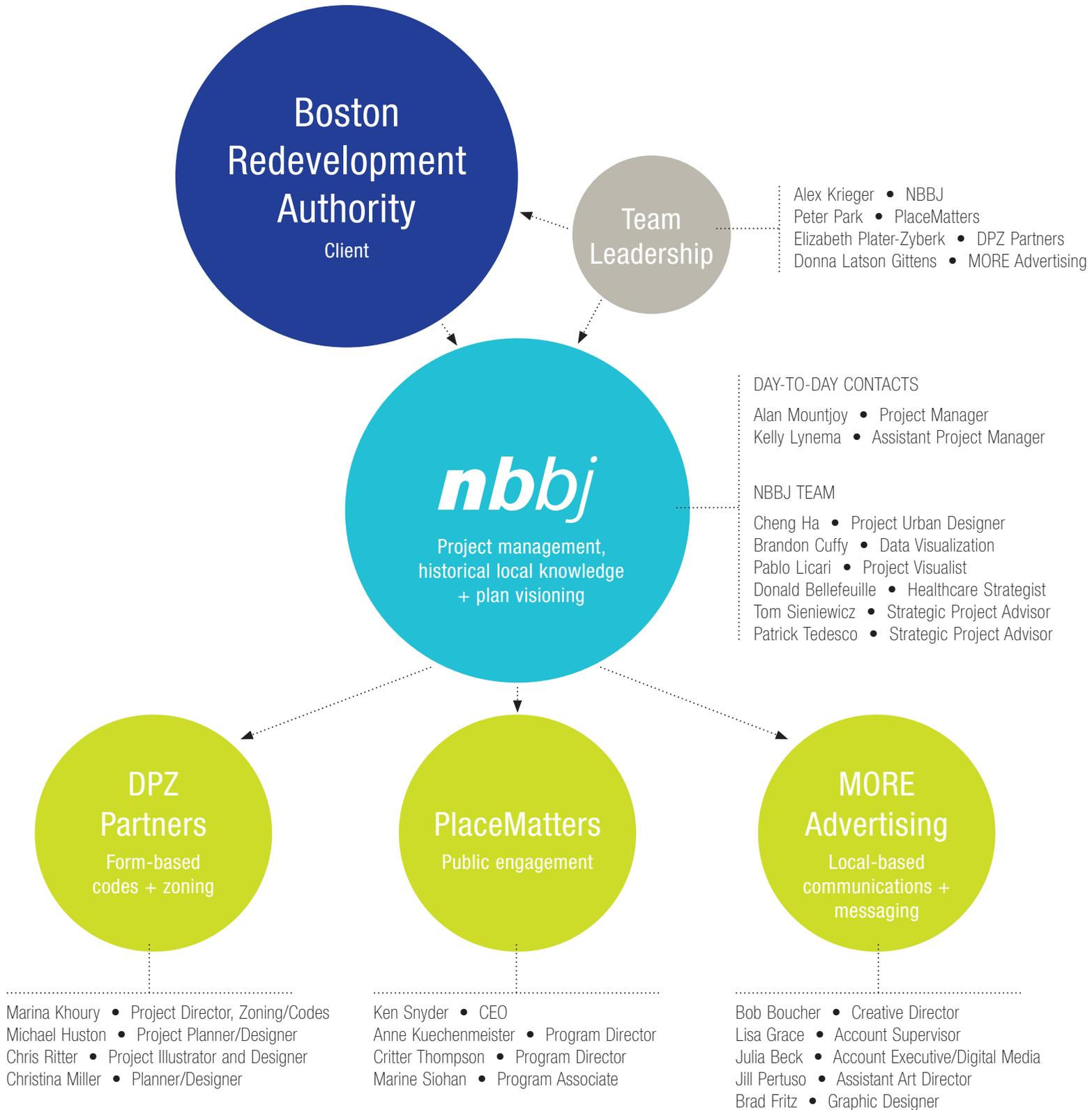
Dated at _____ NBBJ _____ this 20 _____ day of
_____, July _____, 2012



(Name)

By: Alan Mountjoy, AIA

Title: Principal





Alex Krieger, FAIA

Principal in Charge, NBBJ

Alex Krieger has combined a career of teaching and practice, dedicating himself in both to understanding how to improve the quality of place and life in our major or urban areas. Prior to joining NBBJ, Alex was a principal at Chan Krieger Sieniewicz, a Cambridge, Massachusetts-based architecture and planning firm that merged with NBBJ in 2010.

He is a frequent advisor to mayors and their planning staff and serves on a number of boards and commissions, including Director of the NEA's Mayor's Institute in City Design (1994-1999); Founder and co-director of the Large City Planners Institute (1999-present); Boston Civic Design Commission (1989-1987); National Design Peer, General Services Administration (2002-present); Historic Boston Incorporated (2004-present); Joseph Riley Institute, Charleston (2000-present). In 2012, he was appointed by President Obama to the U.S. Commission of Fine Arts. In 2012, he was appointed by President Obama to the U.S. Commission of Fine Arts.

Alex is a professor at the Harvard Graduate School of Design, where he has taught since 1977. He has also served in several university-wide roles including presently as senior planning advisor for Harvard's campus expansion into Allston, and on design review committees for both the Allston and Cambridge campuses. Design Intelligence Magazine 2007 annual national survey named him one of seven "Architectural Educators of the Year."

Professional Affiliations

Fellow, American Institute of Architects
Member, U.S. Commission of Fine Arts

Registrations

Registered Architect: MA

Education

Master of City Planning in Urban Design, 1977
Harvard University
Bachelor of Architecture, 1975
Cornell University

Publications

Urban Design (Editor), 2009
Co-editing two volumes of Harvard Design Magazine, (focusing on the evolution of urban design as a discipline), 2005-06
Remaking the Urban Waterfront, 2004
Mapping Boston, 1999
Towns and Town Planning Principles, 1994
A Design Primer for Towns and Cities, 1990
Past Futures: Two Centuries of Imagining Boston, 1988

Relevant Project Experience

Anacostia Waterfront Framework Plan and South Capitol Street Urban Design

Washington, D.C. | Principal in Charge

City of Portsmouth Comprehensive Master Plan

Boston, MA | Principal in Charge

Seaport District Redevelopment Plan

Boston, MA | Principal in Charge

City Hall Plaza Master Plan & Community Arcade

Boston, MA | Principal in Charge

MBTA Government Center Station Planning and Design

Boston, MA | Principal in Charge

Lower Schuylkill River Industrial Redevelopment Plan

Philadelphia, PA | Principal in Charge

Dallas Trinity River Master Plan

Dallas, TX | Principal in Charge

New Orleans Riverfront: Reinventing the Crescent

New Orleans, LA | Principal in Charge

Vision Plan for Pittsburgh's Riverfronts

Pittsburgh, PA | Principal in Charge

Detroit Hart Plaza Framework Plan

Detroit, MI | Principal in Charge

U.S. Main Post Office Site Redevelopment Plan

Boston, MA | Principal in Charge

Westside Yards Redevelopment Plan

New York, NY | Principal in Charge

Urban Design for the Bund Waterfront

Shanghai, People's Republic of China | Principal in Charge

Plan Baton Rouge Phase II: Master Plan Update and Economic Strategic Plan

Baton Rouge, LA | Principal in Charge

West Riverfront Master Plan

Detroit, MI | Principal in Charge

West End Village Master Plan

Pittsburgh, PA | Principal in Charge

Ohio River Basin Master Plan

Pittsburgh, PA | Principal in Charge

Eastern Market Economic Development Strategy Plan

Detroit, MI | Principal in Charge

Providence Knowledge District Planning and Urban Design

Providence, RI | Project Executive

Fort Washington Way Reconfiguration

Cincinnati, OH | Principal in Charge

Route 34 East Expressway to Urban Boulevard

New Haven, CT | Principal in Charge

Public Programming for the Harvard Allston Campus Expansion

Boston, MA | Principal in Charge

Strategic Plan for the Longwood Medical Area

Boston, MA | Principal in Charge

Causeway Street Redevelopment

Boston, MA | Principal in Charge

Central Artery Waterfront District Plan

Boston, MA | Principal in Charge

One Congress Street Master Plan

Boston, MA | Principal in Charge

Massachusetts Turnpike Air Rights Development Master Plan

Boston, MA | Principal in Charge

Charlestown Navy Yard Development Plan

Boston, MA | Principal in Charge

Lexington Center Rupp Arena and Convention Center Planning and Design

Lexington, KY | Principal in Charge

Federal Security Urban Design Guidelines

Washington, D.C. | Principal in Charge

Richardson Olmsted Complex Redevelopment Master Plan

Buffalo, NY | Principal in Charge

Worcester Downtown Theatre District Master Plan

Worcester, MA | Principal in Charge

Shenyang Great Hunan Central Zone & Core Area Urban Design

Shenyang, People's Republic of China | Principal in Charge

Bengbu Central Area Huai River Waterfront Urban and Landscape Conceptual Plan

Bengbu, People's Republic of China | Principal in Charge

Sindh Education City Master Plan

Karachi, Pakistan | Principal in Charge

North Tama District Urban Design Plan

Tokyo, Japan | Principal in Charge

The Dou River Redevelopment Urban Design

Tangshan, People's Republic of China | Principal in Charge

Tongzhou CBD Master Plan Charette

Beijing, People's Republic of China | Principal in Charge

Weihai Green Axis Master Plan Competition

Weihai, People's Republic of China | Principal in Charge

Yanlord Qingdao Jiaozhou Bay Waterfront

Qingdao, People's Republic of China | Principal in Charge

Qingdao Huangshi Resort City

Qingdao, People's Republic of China | Principal in Charge

Harvard Medical School Master Plan

Boston, MA | Principal in Charge

Harvard North Precinct Site Study

Cambridge, MA | Principal in Charge



Alan Mountjoy, AIA

Project Manager, NBBJ

Alan Mountjoy is the manager of urban design projects at NBBJ's Boston studio. Alan has more than 25 years of national experience in the fields of architecture, master planning and urban design. He has served as project manager for projects that range from architectural elements and urban design for a \$110M highway renovation in Cincinnati to PUD plans for the first major redevelopment in Historic Anacostia in Washington, D.C. In his role as urban design manager, he coordinates diverse teams of professionals in architecture, landscape architecture, real estate economics, transportation planning and environmental engineering. Before joining the firm in 1997, he served as a project manager for the Boston Metropolitan District Commission's New Charles River Basin project. Alan's interests also lie in community planning, historic preservation and design guidelines. He has completed projects for towns and cities throughout New England, the Midwest, and South. Alan also has experience in China undertaking planning for the cities of Bengbu, Shanghai, Guangzhou and Handan. Four of his waterfront projects have received national AIA Honor Awards for regional and urban design.

Professional Affiliations

American Institute of Architects (AIA)

Registrations

Registered Architect: CA

Education

Master of Architecture in Urban Design, 1996
Harvard University

Bachelor of Environmental Design, 1983
University of California, Berkeley

Awards

AIA Honor Award for Regional and Urban Design,
2002, 2005, 2006 and 2009

Teaching Engagements

Harvard Design School, Cambridge, MA; Instructor:
Portland Oregon Riverfront & South Station Redevel-
opment, Graduate Design Studios

Harvard Design School, Cambridge, MA; Instructor,
Executive Education courses in Design Guidelines/
Urban Design and Planning

Publications

"Lessons from China's New Waterfronts," Planning
Magazine, August/September 2013

Lacy, Eric. "New Detroit Red Wings arena plan
creates district where 'sky is the limit,'" mlive.com, 21
June 2013

Relevant Project Experience

Anacostia Waterfront Framework Plan and South Capitol Street Urban Design

Washington, D.C. | Project Manager

City of Portsmouth Comprehensive Master Plan

Boston, MA | Project Manager

Boston Green Links Planning and Design

Boston, MA | Project Manager

Plan Baton Rouge Phase II: Master Plan Update and Economic Strategic Plan

Baton Rouge, LA | Project Manager

Seaport District Master Plan

Boston, MA | Project Manager

Downtown Kent Action Plan

Kent, OH | Principal in Charge

D.C. Center City Action Agenda

Washington, D.C. | Principal in Charge

Northpoint Repositioning Master Plan

Cambridge, MA | Principal in Charge

Lower Schuylkill River Industrial Redevelopment Plan

Philadelphia, PA | Project Manager

Vision Plan for Pittsburgh's Riverfronts

Pittsburgh, PA | Project Manager

Historic Anacostia Phase II Permitting and Mixed-Use Development

Washington, D.C. | Project Manager

Thayer Street Urban Design (Brown University, collaborators)

Providence, RI | Principal in Charge

Causeway Street Redevelopment

Boston, MA | Principal in Charge

New Orleans Riverfront: Reinventing the Crescent

New Orleans, LA | Project Manager

Detroit Hart Plaza Framework Plan

Detroit, MI | Project Manager

Detroit West Riverfront Vision Plan

Detroit, MI | Project Manager

Fort Washington Way Reconstruction & Bridge Design

Cincinnati, OH | Project Manager

Fort Point Channel Surface Restoration

Boston, MA | Project Manager

Redevelopment of Calhoun Street

Charleston, SC | Principal in Charge

Urban Design for the Bund Waterfront

Shanghai, People's Republic of China | Project Manager

RTA East 166th Street Station Area Plan

Cleveland, OH | Principal in Charge

U.S. Main Post Office Site Development Plan

Boston, MA | Project Manager

Convention Center Master Plan

Cleveland, OH | Project Manager

Riverfront Park Urban Design

Cincinnati, OH | Project Manager

West End Village Master Plan

Pittsburgh, PA | Principal in Charge

New Haven Route 34 Plan

New Haven, CT | Principal in Charge

Providence Knowledge District Planning and Urban Design

Providence, RI | Urban Design Principal

Fuyang City Zhongsha Island Urban Design Competition

Fuyang City, People's Republic of China | Principal in Charge

Nanjing Hexi Fishmouth and Fishback District Urban Design

Nanjing, People's Republic of China | Principal in Charge

Weihai Green Axis Master Plan Competition

Weihai, People's Republic of China | Project Manager

Xian Yanchang Petroleum Headquarters Competition

Xian, People's Republic of China | Project Manager

University of Maun Campus

Maun, Botswana | Principal in Charge

Worcester Downtown Theatre District Master Plan

Worcester, MA | Principal in Charge

Akron Mixed-Use Development and Lock 3 Park

Akron, OH | Principal in Charge

Beijing University of Chemical Technology, New Campus

Beijing, People's Republic of China | Planning Principal

Sindh Education City Master Plan

Karachi, Pakistan | Principal in Charge

Tongzhou CBD Master Plan Charrette

Beijing, People's Republic of China | Project Manager

The Dou River Redevelopment Urban Design

Tangshan, People's Republic of China | Principal in Charge

District Plan for Confidential Client

Detroit, MI | Project Manager

Highland Park Village Design and Development Guidelines

Highland Park, TX | Principal in Charge



Kelly Lynema, Associate

Assistant Project Manager + Urban Planner, NBBJ

Kelly Lynema is a senior planner and project manager at NBBJ. Prior to completing her education, Kelly acquired more than ten years of professional experience in communications, writing and design. She has since been involved planning assignments for a number of middle-sized cities in New England and the Midwest and has worked on a number of campus planning projects in Massachusetts. Her career has also included substantial experience in the areas of community advocacy and participatory planning. Kelly's primary interest lies with community planning, specifically with deriving methods to engage stakeholders throughout a planning process in ways that support their own primary interests while remaining open to broader city-wide goals and aspirations.

Education

Master of Urban Planning with Distinction, 2013
Harvard University

Bachelor of Arts in Sociology, Summa Cum Laude,
Phi Beta Kappa, 2011
Tufts University

Awards

Ellen C. Myers Award, 2011

Returning Students Award, 2011

Phi Beta Kappa, 2011

Project PERIS Fellowship, 2010

Osher Scholarship, 2009

Conference Facilitation

New Cities Foundation Conference on the Future of
Urban Mobility, Session Facilitator

New Cities Foundation Purpose City Workshop,
Event Facilitator

Relevant Project Experience

City of Portsmouth Comprehensive Master Plan

Boston, MA | Urban Planner

Boston Green Links Planning and Design

Boston, MA | Urban Planner

New Haven Route 34 Plan

New Haven, CT | Urban Planner

Benjamin Franklin Institute of Technology Master Plan

Boston, MA | Urban Planner

Berkshire Community College, Renovations to Melville and Hawthorne Halls Master Plan

Pittsfield, MA | Project Planner

Simmons College, Campus Master Plan & Feasibility for New Science Center and New Student Center

Boston, MA | Project Planner

Town of Highland Park

- Traffic and Mobility Study
 - Highland Park Village Design and Development Guidelines
- Highland Park, TX | Project Manager

Newport News Southeast Community Urban Waterfront Design Plan

Newport News, VA | Project Planner

Providence Thayer Street Planning Study

Providence, RI | Project Planner

Northeastern University Institutional Master Plan

Boston, MA | Project Planner

Downtown Boston Waterfront Municipal Harbor Plan*

Boston, MA | Project Planner

City of Hartford Master Plan*

Hartford, CT | Project Planner

Parkville Neighborhood Housing Study*

Hartford, CT | Project Planner

Worcester Canal District Study*

Worcester, MA | Project Planner

The Open Neighborhood Project, InTeractive Somerville*

Somerville, MA | Project Manager

- Developed and implemented a participatory planning project, using 3D immersive environments, online interaction, and hands-on mapping and design tools. Directed communication efforts and created alternative community designs based on stakeholder visions.

Tufts University Alumni Association*

Medford, MA | Communications and Events Intern

- Managed marketing and communication efforts for Tufts Alumni events; created communication plans targeted to various student and alumni populations.

Workstage, LLC*

Grand Rapids, MI | Sales and Marketing Coordinator

- Wrote and designed corporate communications materials—proposals, email campaigns, custom project websites, special event items—for Workstage, a design-build developer.
- Prepared materials in cooperation with architects for design charrettes; synthesized charrette outcomes into phase 1 project guidelines. Assisted architects and planners in graphic design projects.

*Completed prior to NBBJ



Cheng Ha, Associate AIA

Project Urban Designer, NBBJ

Cheng Ha is a designer at NBBJ who brings an international perspective to his work. He has experience working in both the U.S. and China on various urban and architecture projects. In addition to urban design and planning work, Cheng has contributed to projects in the civic, sports, commercial, and education markets. His work won awards and were featured in many publications. Fluent in both English and Mandarin, Cheng can easily communicate with Chinese clients and is also knowledgeable about the process of executing architectural and urban design projects in China. Cheng earned his Master of Architecture from UCLA and his Bachelor of Architecture from Tsinghua University.

Professional Affiliations

American Institute of Architects (AIA)

Education

Master of Architecture, 2011
University of California, Los Angeles
China Architecture Design & Research Group
Bachelor of Architecture, 2007
Tsinghua University

Awards

First Prize, 2008 Qingpu New Green City International Competition Of Conceptual Urban Design, 2009
First Prize, Rivet Cup National Architecture Student Competition, Renewal Of 798 Art District, 2007
First Prize, National Competition For Headquarters Of Red Cross Society Of China, 2007
First Prize, Challenge Cup Competition, For Rebuilding Of Students' Dormitory Design, 2003
Second Prize, Excellent Design Works Of Cadg, For Members In Project Ordos Stadium, 2008
Second Prize, Excellent Design Works Of Cadg, For Members In Project Xi Shan Art District, 2008

Select Publications

"Global Variety in Parametric Design," DI ARCHITECTURE & DESIGN, Shanghai academy of Social Science, Shanghai, 12/2009
"Reflection on Parametric Design Practice II: Voronoi," ARCHITECTURE TECHNIQUE, China Architecture design & research group, Beijing, 12/2009

Relevant Project Experience

Seaport District Master Plan

Boston, MA | Project Designer

Boston Living with Water Competition

Boston, MA | Project Designer

Benjamin Franklin Institute of Technology Master Plan

Boston, MA | Project Designer

Cambridge Confidential Mixed-Use Project

Cambridge, MA | Project Designer

Confidential New England AMC Bed Tower Study

New England | Project Designer

Fuyang Jiangnan New Town Taiping Zone

Fuyang, China | Project Designer

Beijing University of Chemical Technology

Beijing, China | Project Designer

Caofeidian New Area - Tangshan Eco-City Planning

Tangshan, China | Project Designer

Nanjing Hexi Fishmouth District Underground Urban Design

Nanjing, China | Project Designer

Transformation of Nanjing Arts Institute*

Nanjing, China | Project Designer

Beijing University of Posts and New Campus Planning and Design*

Beijing, China | Project Designer



Brandon Cuffy, AIA, LEED AP BD+C

Data Visualization, NBBJ

Brandon Cuffy is an architectural designer at NBBJ with experience in higher education and healthcare design, bringing value to clients with his strong conceptual and problem solving skills. As a digital practice leader of the Boston studio, Brandon is proficient in Revit, Grasshopper, Rhino, and other Autodesk software, working closely with teams to communicate technical ideas and developing complex building models. Additionally, he develops computational design tools that aid NBBJ projects in managing design metrics, environmental analysis, and data visualization. He has worked on projects for Suffolk University, Northeastern University, and Brigham and Women's Hospital. Brandon received his M.Arch from Harvard University and his B.S in Architecture degree from the University of Virginia.

Registrations

Registered Architect: MA
LEED Accredited Professional

Education

Master of Architecture, 2013
Harvard University
Bachelor of Science in Architecture, 2010
University of Virginia

Relevant Project Experience

Emerson Hospital, Urgent Care Primary Care, LAB/X-Ray Feasibility and Location Analysis

Concord, MA | Computational Designer

Renown Health System Master Plan

Reno, NV | Computational Designer

Suffolk University, New Academic Building

Boston, MA | Designer

University of Massachusetts Boston, General Academic Building #2

Boston, MA | Designer

Simmons College, Campus Master Plan & Feasibility for New Science Center and New Student Center

Boston, MA | Designer

Northeastern University Institutional Master Plan

Boston, MA | Designer

Roxbury Community College, Renovation/Expansion

Boston, MA | Designer

Brigham and Women's Hospital

- Brigham Building for the Future
- Surgical Services Master Plan and Renovations
- Landscape Master Plan Public Space Patient Experience
- 221 Longwood Avenue Lab Mockup
- Shapiro Building Imaging Lab Backfill

Boston, MA | Designer

Confidential New England AMC Bed Tower Study

New England | Designer



Pablo S. Licari, Associate

Project Visualist, NBBJ

Pablo Licari is an Urban Designer at NBBJ with a special expertise in architectural visualization. Highly skilled in creating photorealistic renderings, Pablo is fluent in an array of visualization tools such as 3DS Max, Sketch Up, AutoCAD, Revit, Rhino, and Photoshop. His strong interest in photography and design fuel his ability to create emotional images that evoke a sense of place. Pablo is currently exploring virtual reality visualization as a way to create immersive experiences for clients. Since joining the firm in 2008, Pablo has contributed to almost all of the Boston studio's major projects, including the Boston Living with Water Design Competition, the design for Suffolk University's New Academic Building, and the Providence Knowledge District Urban Plan. Prior to joining the firm, Pablo earned his Master of Architecture from Cornell University and his Bachelor of Architecture and the University Prize at the National University in Argentina.

Education

Master of Architecture, 2008
Cornell University

Bachelor of Architecture, 2005
National University of Cordoba, Argentina

Awards

University prize given by the University of Cordoba for the best students of each career, 2006

Prize "The best of the year" given by the Interior Designs Department of the School of Architecture, Urbanism and Design, University of Cordoba, 2004

Special Mention in the Architectural Exposition for the 50° Anniversary of the School of Architecture, Urbanism and Design, National University of Cordoba, 2004

1st Prize in the category "Representative Buildings" in the "50° Anniversary of the School of Architecture, Urbanism and Design, National University of Cordoba, Architectural Drawing Contest", 2004

4th Prize in the category "Urban Images" in the "50th Anniversary of the School of Architecture, Urbanism and Design, National University of Cordoba, Architectural Drawing Contest", 2004

Relevant Project Experience

Boston Living with Water Competition

Boston, MA | Project Designer

Beijing University of Chemical Technology, New Campus

Beijing, China | Project Designer

East Boston Central Square

East Boston, MA | Project Designer

Northpoint Repositioning Master Plan

Cambridge, MA | Project Designer

District Plan for Confidential Client

Detroit, MI | Project Designer

Redevelopment of Charleston Calhoun Street

Charleston, SC | Project Designer

Ohio River Basin Master Plan

Pittsburgh, PA | Project Designer

Master Planning for Old Colony

Boston, MA | Project Designer

Poplar Point II PUD

Washington, DC | Project Designer

West End Village

Pittsburgh, PA | Project Designer

Northeastern University, Institutional Master Plan

Boston, MA | Project Designer

Providence Knowledge District

Providence, RI | Project Designer

Downtown Kent Action Plan

Kent, OH | Project Designer

SUNY Alfred Ceramics, Facilities Master Plan

Alfred, NY | Project Designer

Suffolk University

- New Academic Building
- Sargent Hall Sawyer School of Business
- New England School of Art & Design
- Athletic Center Study

Boston, MA | Project Designer

Boston University, Student Residence Hall Design Competition

Boston, MA | Project Designer

Brigham and Women's Hospital, Brigham Building for the Future

Boston, MA | Project Designer

Faulkner Hospital

Boston, MA | Project Designer

Dudley Square Municipal Office Facility Competition

Boston, MA | Project Designer

SUNY Fredonia Facilities Master Plan

Fredonia, NY | Project Designer

SUNY Morrisville Facilities Master Plan

Morrisville, NY | Project Designer

Qingdao Huangshi Resort City

Qingdao, China | Project Designer

The Dou River Redevelopment Urban Design

Tangshan, China | Project Designer

Weihai Green Axis Master Plan Competition

Weihai, China | Project Designer

Xian Yanchang Petroleum Headquarters Competition

Xian, China | Project Designer

Taipei Guandu Plain

Taiwan | Project Designer

Design for the Bund Waterfront

Shanghai, China | Project Designer

South Lake Development Plan

Handan, Hubei Province, China | Project Designer

Central Area Huaihe River Waterfront Urban Design & Landscape Design Plan

Bengbu, Anhui Province, China | Project Designer



Donald G. Bellefeuille

Healthcare Strategist, NBBJ

Donald G. Bellefeuille is a Healthcare Strategist at NBBJ with over thirty years of experience working with healthcare institutions in developing strategies and plans to solve issues, create value, and grow and improve business performance. His areas of healthcare knowledge include the acute, ambulatory, post-acute, home health, behavioral health, and physician sectors as well as marketing and public affairs.

Donald provides the following services, working with highly cross-functional teams at NBBJ:

- Strategic design and analysis. Benefits to the client include scenario forecasting, trend analysis, and uncertainty mitigation; strategic plan development including metric-driven goals, actions, and tasks; system, service line, and portfolio analysis; vision and mission statement development; inpatient and outpatient utilization projections; advanced 4D data visualization and simulation; and research and analysis.
- Business development. This approach includes service line and program analysis; new program development; market and competitor assessments; operational design; financial pro-forma development.
- Population health planning. This service includes patient-specific location analysis via advanced GIS data mapping and 4D visualization; community health needs assessments; and community impact assessments.

Author of the StratEx Crossroad: Where Healthcare Strategy and Execution Meet, a blog dedicated to advancing the healthcare strategy profession as it adapts to the faster pace of change in the new era of healthcare reform, Donald believes that great healthcare strategy is by design and should be intentional and cohesive in its purpose with the flexibility to succeed in the new era of health reform.

Professional Affiliations

New England Society for Health Care Strategy – Board Member

Society for Health Care Strategy and Market Development Faculty

Association for Strategic Planning

Education

Master of Urban Affairs (concentration in health planning), 1978

University of Wisconsin-Milwaukee

Bachelor of Arts in Political Science, 1977

University of Massachusetts Dartmouth

Publications

The StratEx Crossroad: Where Healthcare Strategy and Execution Meet(Link). <http://thestratexcrossroad.blogspot.com/>

Relevant Project Experience

Renown Health System Master Plan

Reno, NV | Healthcare Strategist

Beth Israel Deaconess Medical Center, New Clinical Building Master Plan

Boston, MA | Healthcare Strategist

Emerson Hospital, Urgent Care Primary Care, LAB/X-Ray Feasibility and Location Analysis

Concord, MA | Healthcare Strategist

Experience Prior to NBBJ

System Vice President, Business Development of Hallmark Health System

Melrose, Massachusetts

Responsible for evaluating the system's strategic position and for organizing its strategic planning and public affairs activities to continually improve its ability to achieve mission and vision.

In addition, responsible for leading new service, program, and business development initiatives as well as overall public relations, communications, and marketing of Hallmark Health.

Vice President, Strategic Development of South Shore Hospital

S. Weymouth, Massachusetts

Responsible for coordinating and developing the organization's planning functions, program development, and physician recruiting and relationships. Develop and evaluates the strategic planning process, identifying and leads planning and implementation of programs which meet community and institutional needs, and reviews internal and external assessments regarding needs or opportunities that contribute to strategy development.

Director of Research & Analysis of South Shore Hospital

S. Weymouth, Massachusetts

Responsible for supporting senior executive staff in achieving organizational performance goals and facilitating the coordination of research, analysis and other support services necessary to launch or manage programs and services that have high level impact on organizational success.

Health Care Consultant

Provides feasibility analyses, market studies, determination of need and licensing application preparation, business plans, project management, and grant writing for acute care, mental health care, long term care, assisted living, home health, ambulatory care, and managed care. From 9/89 to 4/96 served as Program Coordinator for the United Health Association responsible for arranging educational seminars for nursing home administrators and obtaining CEUs from Mass. Board of Nursing Home Administrators. Maintained all registrations, records, and office functions.

Senior Associate of A/D/S Consulting Group, Inc.

Cambridge, Massachusetts

Responsibilities included: preparation of license applications, DON development, business plans, project management, market analysis, financial modeling, government agency liaison, and client organization and administrative development.

Assistant Director for Long Term Care of the Office of Health Policy, Executive Office of Human Services

Commonwealth of Massachusetts, Boston, Massachusetts

Senior Planner of the Office of State Health Planning

Commonwealth of Massachusetts

Planning Analyst of Southeastern Massachusetts Health Planning and Development, Inc.



Tom Sieniewicz, AIA, AICP, LEED AP, Partner

Strategic Project Advisor, NBBJ

With nearly three decades of experience directing a wide range of complex healthcare, civic and education projects, Tom Sieniewicz brings proven leadership skills and a strategic perspective that provide value for our clients and community.

Tom is an architect, certified planner and licensed construction supervisor with expertise in all levels of the design process, permitting and project management. His healthcare experience includes leading various design and planning projects for such institutions as Brigham and Women's Hospital, Massachusetts General Hospital, Beth Israel Deaconess Medical Center and Faulkner Hospital.

A strong believer in social responsibility, Tom provided pro-bono services for the new Yawkey Distribution Facility for the Greater Boston Food Bank, for which he oversaw the design and construction. Tom is extensively involved in community affairs in Cambridge, MA, where he is serving on the Cambridge Planning Board and the Net Zero Task Force, after serving on the Cambridge Board of Zoning Appeals for ten years and seven as chair. His community activities are a natural extension of the firm's founding principle that the highest calling for a design professional is to work on projects that shape, enliven and enrich the public realm.

Professional Affiliations

American Institute of Architects (AIA)
American Institute of Certified Planners (AICP)
Boston Society of Architects
Cambridge Zoning Board of Appeals
Charles River Watershed Association President

Registrations

Registered Architect: CO, FL, MA, IA, IL, KS, KY, LA, ME, NC, NH, NV, NY, OH, RI, SC, VT
National Council of Architectural Registration Boards (NCARB)
Certified Planner, AICP
LEED Accredited Professional (LEED AP)
Licensed Construction Supervisor, Commonwealth of Massachusetts

Education

Master of Architecture, 1985
Harvard University
Bachelor of Architecture, 1983
Rhode Island School of Design
Bachelor of Fine Arts, 1982
Rhode Island School of Design

Relevant Project Experience

Brigham and Women's Hospital

- Brigham Building for the Future
 - Institutional Master Plan
 - Carl and Ruth Shapiro Center for Cardiovascular Medicine
 - Emmanuel College Ground Lease
- Boston, MA | Principal in Charge

Massachusetts General Hospital

- Lunder Building
 - Wang Center for Perioperative Care
- Boston, MA | Principal

Faulkner Hospital Master Plan

Boston, MA | Principal in Charge

Beth Israel Deaconess Medical Center, Shapiro Ambulatory Care Building

Boston, MA | Project Architect

The Codman Square Health Center Renovations

Dorchester, MA | Principal in Charge

Greater Boston Food Bank

Boston, MA | Principal in Charge

Central Artery Master Plan

Boston, MA | Planning Principal

One Congress Street Master Plan

Boston, MA | Principal in Charge

Detroit Eastern Market Economic Development Master Plan

Detroit, MI | Planning Principal

Master Plan for Old Colony Housing

Boston, MA | Principal in Charge

Turner Hill - Great Estates Master Plan

Ipswich, MA | Principal in Charge

Chestnut Hill Waterworks Planning and Disposition Process

Boston, MA | Principal in Charge

Concord Academy Campus Master Plan

Concord, MA | Principal in Charge

Massachusetts College of Art Disposition Process

Boston, MA | Project Architect

Suffolk University, New Academic Building Permitting Process

Boston, MA | Principal in Charge

SUNY Morrisville Facilities Master Plan

Morrisville, NY | Principal in Charge

Clark University

- Residence Hall Master Plan
 - Kneller Athletic Center
- Worcester, MA | Principal in Charge

Boston Children's Museum

- Lobby Renovation
 - Design and Production Center
- Boston, MA | Principal in Charge

Buckingham Browne & Nichols School, Nicholas Athletic Center

Cambridge, MA | Project Architect

Citizens Schools Headquarters

Boston, MA | Principal in Charge

The Park School Renovations

Brookline, MA | Principal in Charge

M.D.C. Bryan and Flynn Rinks

West Roxbury, MA | Principal in Charge

Cronin Memorial Rink

Revere, MA | Principal in Charge



Patrick Tedesco, AIA, AICP, LEED AP, Principal Strategic Project Advisor, NBBJ

Patrick Tedesco is a principal and project manager at NBBJ with experience in successfully delivering diverse project types on budget and on schedule. Patrick's proven leadership skills and strategic perspective bring value to our clients as well as the day-to-day operations of the Boston studio. His portfolio of work includes architecture, planning and urban design for higher education, civic and corporate clients. Patrick received his Bachelor of Architecture from the University of Notre Dame and a Master of Architecture in Urban Design with distinction from Harvard University. He currently serves as the Commissioner of Urban Design for the Boston Society of Architects.

Professional Affiliations

American Institute of Architects (AIA)
Member, Boston Society of Architects
Society of Campus and University Planning (SCUP)

Registrations

Registered Architect: MA, NY
National Council of Architectural Registration Boards (NCARB)
LEED Accredited Professional (LEED AP)

Education

Master of Architecture in Urban Design with
Distinction, 1998
Harvard University
Bachelor of Architecture, 1989
University of Notre Dame

Teaching Engagements

Design Studio Instructor & Guest Critic, Boston
Architectural Center, 1992-1997
Guest Juror, Harvard Graduate School of Design,
Massachusetts Institute of Technology, Syracuse
University, Rhode Island School of Design

Relevant Project Experience

University of Massachusetts Boston, General Academic Building #2
Boston, MA | Principal in Charge

Suffolk University

- New Academic Building
 - Institutional Master Plan
 - Sargent Hall Fifth Floor Renovation
 - 150 Tremont Street Residence Hall Renovation
 - 73 Tremont Street Classroom and Office Renovation
- Boston, MA | Principal in Charge

Berkshire Community College, Renovations to Melville and Hawthorne Halls

Pittsfield, MA | Principal in Charge

Simmons College, Campus Master Plan & Feasibility for New Science Center and New Student Center

Boston, MA | Principal in Charge / Project Planner

Roxbury Community College, Renovation/Expansion Study

Boston, MA | Principal in Charge

Bunker Hill Community College

- Master Plan Update
 - Facilities Modernization and Expansion
- Boston, MA | Principal in Charge

SUNY Alfred Ceramics

- McMahon Hall Addition and Renovation
 - Facilities Master Plan
- Alfred, NY | Principal in Charge

Northeastern University Institutional Master Plan

Boston, MA | Project Manager

Quinsigamond Community College, Master Plan Update

Worcester, MA | Principal in Charge

University of Massachusetts Dartmouth Master Plan

Dartmouth, MA | Project Manager

Beijing University of Chemical Technology, New Campus

Beijing, People's Republic of China | Principal in Charge

Harvard University

- Holyoke Center Renovation
 - 8 Story Street Office Renovation
 - Office of News and Public Affairs
- Cambridge, MA | Principal in Charge / Project Manager

Clark University

- Sanford-Johnson / Dana-Hughes Residence Halls Additions
 - Blackstone Residence Hall
 - Kneller Athletic Center Renovations
 - Dolan Field House
- Worcester, MA | Principal in Charge

Brandeis University Fine Arts Master Plan

Waltham, MA | Project Manager

SUNY Fredonia Facilities Master Plan

Fredonia, NY | Principal in Charge

Karamay Engineering Education Base, Phase I

Karamay, People's Republic of China | Principal in Charge

The Park School

Brookline, MA | Principal in Charge / Project Manager

Concord Academy Campus Master Plan

Concord, MA | Project Manager

Buckingham Browne & Nichols School Master Plan

Cambridge, MA | Planner

Cronin Memorial Rink

Revere, MA | Principal in Charge

Master Planning for Old Colony Housing Project

Boston, MA | Principal in Charge

One Congress Street Master Plan

Boston, MA | Project Manager

Central Artery/Rowes Wharf Urban Design

Boston, MA | Project Manager

Massachusetts Turnpike Air Rights Study

Boston, MA | Project Manager

Providence Knowledge District

Providence, RI | Principal in Charge

Albany Park South Neighborhood Master Plan

Albany, NY | Project Manager

Fort Washington Way Urban Design

Cincinnati, OH | Planner

St. Thomas Redevelopment Plan

New Orleans, LA | Project Manager

City Hall Plaza

- Master Plan
 - Community Arcade
- Boston, MA | Project Manager

MBTA Government Center Station

Boston, MA | Principal in Charge

The Park at Central Wharf

Boston, MA | Project Manager

Providence I-195 Land Use Development Plan

Providence, RI | Principal in Charge

Route 34 East Expressway to Urban Boulevard

New Haven, CT | Project Manager

Cleveland East 116th Station Area Plan

Cleveland, OH | Project Manager

New Fenway Park Development Plan

Boston, MA | Principal in Charge

Master Plan for Jackson Square

Boston, MA | Principal in Charge

One Beacon Street 5th Floor, NBBJ Boston Office Tenant Improvements

Boston, MA | Principal in Charge

DPZ ELIZABETH PLATER-ZYBERK



Founding Partner

A renowned leader in community planning, Elizabeth Plater-Zyberk has expertise at every scale: from the village, to the campus, the town, the city, and the region. Elizabeth is a Founding Partner of DPZ Partners, LLC, and a Distinguished Professor at the University of Miami School of Architecture (UMSoA). Having created a graduate program in Suburb and Town Design at UMSoA, Elizabeth continues to explore current issues in city growth and reconstruction with students and faculty. She also served as Director of the University's Center for Urban Community and Design, organizing and promoting numerous design exercises to benefit communities throughout South Florida. Elizabeth continues engagement with regional committees and volunteer exploration of climate change adaptation for sea level rise. She served as a member of the U.S. Commission of Fine Arts and chaired the Built Environment Committee of the Miami-Dade County Climate Change Advisory Task Force. Elizabeth is a founder of the Congress for the New Urbanism, characterized by the New York Times as "the most important phenomenon to emerge in American architecture in the post-Cold War era." Her recent publications include *The New Civic Art* and *Suburban Nation: The Rise of Sprawl and the Decline of the American Dream*.

Selected Projects:

Miami 21, Vision Plan and Form Based Code, Miami, FL
Downtown Kendall Master Plan, Miami, FL
Coconut Grove BID Action Plan, Dade-County, FL
Downtown West Palm Beach Master Plan and Urban Code, FL
Seven50 Southeast Florida Prosperity Plan, FL
Downtown Sarasota Master Plan, FL
Downtown Doral Master Plan, FL
Downtown Stuart Master Plan, FL
Mississippi Renewal Forum, MS
Downcity Providence, RI
East End Transformation Corridor Plan, Richmond, VA
Design District Master Plan, Miami, FL
St. Francis Medical Center Campus Master Plan, Midlothian, VA
Memorial Regional Medical Center Campus and Town Plan, Richmond, VA
Cottonwood Mall, Suburban Retrofit, Holladay, UT
University Mall, Suburban Retrofit, Provo, UT
Coconut Grove BID Plan, Miami, FL
Campo Sano Village, Coral Gables, FL
South Campus, Village of San Sebastian Campus Master Plan, University of Miami, FL

Awards:

2012 Albert Simons Medal of Excellence, College of Charleston
2008 The Richard H. Driehaus Prize for Classical Architecture, ICAA
2002 Arthur Ross Award in Community Planning
2001 The Vincent J. Scully Prize, National Building Museum
2001, 1997 Honorary Doctorates, University of Pennsylvania, University of Notre Dame
1993 The Thomas Jefferson Memorial Foundation Medal in Architecture

Academic:

1979-present Professor, University of Miami School of Architecture, with tenure
1995-2013 Dean, University of Miami School of Architecture
2008, 1998 Resident, American Academy in Rome
1980-1995 Visiting Professorships at Harvard, Maryland, Yale, and Virginia
1974 Master of Architecture, Yale School of Architecture
1972 Bachelor of Arts in Architecture and Urban Planning, Princeton University

Affiliations and Service:

2008-2015 United States Commission of Fine Arts
2008-2010 Miami-Dade County Climate Change Advisory Task Force
2005-present Board, Institute of Classical Architecture and Art
2004 LEED Accredited Professional, U.S. Green Building Council
1996 Elected AIA College of Fellows
1993-2004 Congress of the New Urbanism, Co-Founder and Board Member
Licensed Architect, NCARB



Partner

Marina Khoury is a licensed architect and town planner with 20 years of professional practice. Marina has been the Director of DPZ's Washington D.C. office since 2007. Her experience includes managing complex public projects and teams, leading charrettes and other public meetings, and guiding approvals processes. Fluent in several languages, she has designed and managed projects across North America, Europe, and the Middle East. These projects include: municipal master plans, new communities ranging in size from 50 to 2,000 acres (30 to 1,600 hectares), brownfield redevelopment, agricultural urbanism, and form-based zoning codes. She speaks widely on issues related to smart growth and creating affordable, sustainable, and walkable communities. Marina is active in Washington area civic groups, including the Congress for the New Urbanism (CNU), where she served as a Board member of the CNU-DC chapter from 2007-2012. She also serves on the following Boards: Sustainia Council, the Resource Council for the Form-Based Code Institute (FBCI), and the Center for Applied Transect Study (CATS). She is a member of the New Urban Guild and a LEED Accredited professional.

Selected Projects:

West Haven TOD Plan, CT
 Miami 21, Form-Based Code, Miami, FL
 Al Ain CBD Structure Plan and Code, Abu Dhabi, UAE
 Western Makkah Structure Plan, Master Plan and Code, Makkah, Kingdom of Saudi Arabia
 Port Au Prince Plan and Code, Haiti
 Mark Center and Small Area Plan and Code, Alexandria, VA
 Downtown Sarasota Master Plan and Code, FL
 Garden District Plan, Edinburgh, Scotland
 National Kuwait Code, Kuwait
 Downtown Kendall TOD, FL
 Design District Master Plan and Guidelines, Miami, FL
 Miami-Dade County Agriculture, Rural Area Study, Regional Plan and Code, FL
 Royal St. Louis Plan, Mauritius
 Renn Farm Master Plan, Frederick, MD
 Hills of Depoe Bay Master Plan, Portland, OR
 Saadiyat Project Wellness Plan, Abu Dhabi, United Arab Emirates
 Bedford Farms Master Plan, NY
 Friday Harbor Resort, Ontario, Canada
 Cloudrock Village Plan and Form-Based Code, Moab, UT
 River District Redevelopment Plan, Vancouver, BC, Canada
 New Town St. Charles Master Plan and Form-Based Code, St. Charles, MO
 Westhaven Master Plan and Form-Based Code, Franklin, TN
 Bradburn Village Master Plan, Westminster, CO

Academic:

1992	Master of Architecture, University of Wisconsin – Milwaukee (UW-M)
1992	Master of Urban Planning, UW-M
1989	Bachelor of Science in Architecture (with honors), UW-M
1985-88	Ecole Speciale d'Architecture, Architecture Program, Paris, France

Affiliations and Service:

2014-present	Member of Sustainia Council
2011-present	Board Member Form-Based Code Institute (FBCI) Resource Council
2009-present	Board Member Center for Applied Transect Study (CATS)
2007-present	Member of New Urban Guild
2004	Leadership in Energy and Environmental Design (LEED™), Accredited Professional
2001- 2007	Member of City of Miami's Urban Development Review Board
1998-present	Congress for the New Urbanism, Credited Professional, Board Member CNU-DC (2007-2012)

DPZ MICHAEL E. HUSTON



Senior Designer

Michael Huston is a licensed architect, urban designer, and planner with over 20 years of professional experience. In 2012, Michael joined DPZ Partners at their Miami office. Michael's experience in all phases of development and design has been an important contribution to his work at DPZ on master plans for the revitalization of downtowns, transit oriented development, and sprawl repair, as well as on building type studies for those plans. His early experience includes 10 years as principal designer for a firm specializing in educational facilities. His focus then turned to urban design with a position at the Urban Design Division of the City of Louisville where he provided design review for projects located in designated historic districts and design overlay districts. The position exposed him to various neighborhood planning efforts. Subsequently, Michael partnered with a local developer on the design of the Glassworks District in downtown Louisville. In this capacity, he gained valuable experience with various forms of urban housing and mixed-use building types. More recently, Michael has consulted on numerous regulating plans and downtown redevelopment plans. Michael is a member of the Congress of the New Urbanism and has LEED-AP certification.

Selected Projects:

Ignite High Point Master Plan, NC
Reinvent Phoenix TOD Master Plan, AZ
Coconut Grove BID Plan, Miami, FL
Economic Development Strategic Plan, Orem, UT
West Haven TOD, West Haven CT
Downtown Mobile Master Plan and Code, AL
Reinvent Phoenix Master Plan, Phoenix, AZ
Syosset Park Master Plan, Oyster Bay, NY
Wild Cherry Canyon, Master Plan, San Luis Obispo, CA
South Point Master Plan, Ribeirao Preto, Brazil
Itahye Master Plan, Sao Paulo, Brazil
Westside, Master Plan Houston, TX
The Hills of Depoe Bay, Depoe Bay, OR
Renn Farm Master Plan, Frederick, MD
Westview South Park, Urban Infill, Frederick, MD
Bon Secours DePaul Medical Center, Norfolk, VA
Bon Secours Memorial Regional Medical Center, Hanover County, VA
The Land, Tulsa, OK
University Mall Urban Infill Plan, Provo, UT

Academic:

1999 University of Kentucky, Bachelor of Architecture
1988 University of Florida, Bachelor of Arts

Affiliations and Service:

Registered Architect, Kentucky (#4170), Florida (AR#'94985)
2010-present U.S. Green Building Council (USGBC), LEED Accredited Professional
2008-present Congress for the New Urbanism (CNU)



Senior Designer & Illustrator

Chris Ritter is an architect, urban designer, and planner with more than 15 years of experience. Chris has been involved in a broad variety of project types throughout the world. His lifelong experience in drawing and painting, and training as an architect and urban designer, make him uniquely qualified to depict hand drawn visions of a project in the early stages, which describe urban and architectural character. Ritter's illustrations are a critical component of the project design and implementation process. His drawings emerge in parallel with the master plan, influencing the plan as well as testing it in process. His aerial renderings drawn in elaborate detail describe the urban and architectural character of a place specific to its underlying geography and culture. Chris has extensive experience in the charrette process and thrives in this environment of fast paced idea generation and production of work. While focusing most of his efforts on illustrations, Chris is also proficient in master planning and architectural design.

Selected Projects:

Mid-City Baton Rouge Predevelopment Plan, LA
Reinvent Phoenix TOD Corridor Master Plan, AZ
Mississippi Renewal Forum, Gulf Coast Hurricane Renewal/Regional Plan, MS
Louisiana Speaks, Gulf Coast Hurricane Renewal/Regional Plan, LA
Downtown Doral Master Plan, Miami, FL
Ignite High Point Master Plan, NC
Downtown Mobile Masterplan and Code, AL
Downtown Monroe Master Plan, Monroe, LA
Project Titan, Philippines
Vista Field Redevelopment, Kennewick, WA
Syosset, Long Island, NY
Fanita Ranch Master Plan, CA
Saadiyat Project Wellness, Abu Dhabi, United Emirates
Bawabat Makkah Company (BMC Lands), Kingdom of Saudi Arabia
Westview South Park, Urban Infill, Frederick, MD
Abu Dhabi Convention Center Waterfront, UAE
Bawwabat al Sharq New Town, Saudi Arabia
Southlands Agricultural Town, Vancouver, BC
Federal City, New Orleans, LA
Cayala Town Mixed-Use Buildings, Guatemala City
Visions (Development of Regional Impact), Stuart, FL
Aga Khan University Expansion, Karachi, Pakistan
5 Mile University Town, Queenstown, NZ
Turner Hill Historic Site Redevelopment, Ipswich, MA
Trinity River Corridor Master Plan, Dallas, TX
Anacostia River Master Plan, Washington, DC
Pittsburgh Riverfront Master Plan, Pittsburgh, PA
New Fenway Park Stadium Master Plan, Boston, MA
Central Artery Surface Restoration Master Plan, Boston, MA
Government Center Master Plan, Boston, MA
Lake Okeechobee Regional Tourism Plan, FL
Williamsburg Courthouse Design, Williamsburg, VA

Academic: 1999 Harvard University Graduate School Design, Masters of Architecture in Urban Planning, Cambridge, MA
1995 University of Miami School of Architecture, Bachelors of Architecture, Miami, FL

Affiliations: Congress for the New Urbanism

DPZ CHRISTINA MILLER



Designer

Christina Miller is an architect, urban designer, and planner with 16 years experience. Her focus has been on downtown revitalization; code-writing and approvals; architectural projects; and the integration of sustainable practices at various scales of development. Her early experience includes construction at Paolo Soleri's Arcosanti and coordinating downtown revitalization projects for the New London Development Corporation. Christina apprenticed for two years in the office of Architect Allan Shulman, specializing in mid-century Miami modernism (MiMo) and combining principles of traditional urbanism with modern planning and design. Christina's projects include two new towns in Coastal California, the new pedestrian retail street for Miami's Design District, the University of Miami President's House, the Seven50 Regional Prosperity Plan for Southeast Florida, and DPZ's research initiative, Agrarian Urbanism. For Miami 21, Miami's form-based zoning code, Christina focused on transforming existing thoroughfares of the city into more walkable, bikeable, and transit-ready corridors.

Selected Projects:

Seven50 Southeast Florida Prosperity Plan, FL
Design District Miami, Infill Master Plan, Miami, FL
Coconut Grove BID Action Plan, Dade-County, FL
Miami 21, Form-Based Zoning Code, Miami, FL
Design District Miami Special Area Plan, Regulating Plan for Infill and Retail, Miami, FL
West Haven TOD, West Haven, CT
Mid-City Baton Rouge Predevelopment Plan, LA
The Collection Residences, Facade design for mixed-use infill block, Coral Gables, FL (with Arquitectonica)
Wild Cherry Canyon, Master Plan and Trails network, San Luis Obispo County, CA
Fanita Ranch, Master Plan, Agricultural Plan, Sustainability Guidelines, San Diego County, CA
University of Miami President's House, Pinecrest, FL
Al Ain, Zoning Code and Urban Retrofit Master Plan, Abu Dhabi, UAE
Southlands, Agricultural Town Master Plan, Vancouver, Canada
Alba, Suburban Retrofit, Sunrise, FL
Fannin, Brownfield site, Greenfield site, Infill site Masterplans, Houston, TX
Schooner Bay, Community Master Plan with Sustainability Guidelines, Bahamas
Cottonwood, Mall Retrofit Master Plan, Holladay, UT

Academic:

2004-2006 University of Miami School of Architecture Adjunct Faculty
2004 Master of Architecture in Urban Design, University of Miami (Knight Scholar)
2003 Master of Architecture, University of Miami (Graduate Student Award)
1996 Bachelor of Arts, Economics and Architectural Studies, Connecticut College

Affiliations and Service:

Registered Architect, Florida
LEED Accredited Professional, U.S. Green Building Council
2009-2010 Built Environment Adaptation Committee, Miami-Dade County Climate Change Advisory Task Force
2005-present Congress for the New Urbanism (CNU)



Ken Snyder

CEO

Ken is a nationally recognized expert on tools for community design and decision-making. He started PlaceMatters in 2002, a national non-profit organization dedicated to helping communities find creative local solutions for thriving, equitable, and resilient places. Ken has brought new solutions for community engagement and public decision-making to many U.S. cities, from Denver to Boston, Philadelphia to Albany. His unique ability to customize tools and build local capacity results in broadly-supported and actionable visions for the future. Ken helped the Orton Family Foundation establish its Planning Tools Program and has organized and hosted six national conferences on Tools for Community Design and Decision Making. Prior to launching PlaceMatters, Ken worked for the US Department of Energy, where he was awarded a German Marshall Fund Environmental Fellowship and served as co-chair of a committee for the White House’s Livability Council. Ken sits on the Boards of the National Charrette Institute and the Florida House Institute and is past chair of the American Planning Association’s Technology Division.

Ken Snyder

ken@placematters.org
303.964.0903

www.placematters.org

Areas of Expertise

- High-tech and high-touch tools for community design, visioning and decision-making
- Design and implementation of inclusive public participation processes
- Tools and techniques for visualizing change

Relevant Project Work + Experience

- HUD/DOT/EPA Sustainable Communities Initiative with projects in 150 communities and regions
- Sustainable Communities Initiative Capacity Building Intermediary: Equity and Scenario Planning
- *Regional Plans*: Missouri River Ecosystem Restoration Project, MT; Hamakua Community Development Plan, HI; Amador and Calaveras Counties Water and Land Use Workshops CA; Shreveport-Caddo, LA Visioning; The Interagency Climate Change Scenario Planning for Cape Cod, MA;
- *City Plans*: Albany, NY; Ault, CO; Fort Collins, CO; Lyons, CO; Woodland Park, CO; Omaha Comprehensive Energy Management Plan, NE; MetroFuture, Boston, MA; Philadelphia LANDVisions, PA
- *District Plans*: Chula Vista Energy Research Project, CA; Wichita Downtown Redevelopment Plan

Research + Grants

- 2011: Ford Foundation grant for Equitable Engagement Initiative
- 2011: HUD grant for technical assistance to Sustainable Communities Initiative
- 2005–2009: Packard Foundation grant to create “Bridging the Divide” Initiative

Selected Publications

- Hittle, J. and Snyder, K. (2009) “The Country in Overdrive: Land Use, Transportation, and Climate in the West” in Conover, B. (ed) *How the West Was Warmed*. pp. 159-171, Fulcrum Publishing, Golden, CO
- Snyder, K. (2006) “Putting Democracy Front & Center – Technology for Citizen Participation”. *Planning*, July 2006
- Snyder, K. and Herman, J. (2006) *Contributions to Planning and Urban Design Standards*, APA (ed.), John Wiley & Sons, Inc., Hoboken, NJ
- Snyder, K. (2005) “Technology and Planning.” *Planning*, July 2005

Education + Certification

- Master’s degree in Conservation and Development, Yale University
- Dual Bachelor’s degree in Biology and Environmental Studies, Oberlin College
- NCI Charrette System™





Critter Thompson

critter@placematters.org
303.964.0903

www.placematters.org

Critter Thompson

Program Director, LEED-AP

With a background in biology and environmental science and over 15 years experience integrating science with the built environment, Critter applies a keen understanding of how human and natural systems interact to shape the places in which we live and work. Through the analysis, modeling and visual communication of complex systems, Critter supports multidisciplinary teams working to achieve a more sustainable future. At PlaceMatters, his work has focused on developing and using innovative tools like WalkScope to engage residents and help cities make smart decisions.

Prior to joining PlaceMatters, Critter worked as a systems ecologist with Mithun, a national leader in sustainable design, and as a researcher with the University of Washington. During his time in Seattle, Critter was involved in nationally recognized projects on issues of energy and climate, water use and waste reduction, local food production, social equity and ecosystem services.

Areas of Expertise

- Implementing technology tools for community design, visioning and decision-making
- Understanding of metrics and analytic frameworks that support healthy urban communities
- Analysis, modeling, and visual communication of complex systems
- Information design, graphic design, and data visualization
- Integrating ecosystem science into planning and urban design
- Large scale land planning and site ecology

Relevant Project Work + Experience

- WALKscope.org — with WalkDenver, co-developed an online, mobile tool for crowdsourcing data on walkability in Denver, CO
- Regional Plan Association, NY + EPA Region 2/ FEMA: Co-led Resiliency Planning Workshops
- RhodeMap Rhode Island: State Sustainability Plan & Performance Dashboard
- USCG Facility Mapping Project in Kodiak, AK (Critter Thompson Consulting and PlaceMatters)
- City of Olympia Downtown Visualization Project — Olympia, WA (with Critter Thompson Consulting and Mithun)
- HUD/DOT/EPA Sustainable Communities Initiative Project: Decision Commons with University of Washington, Seattle, WA
- Seattle University Sustainable Master Plan in

Seattle, WA (with Mithun)

- South Lincoln/10th and Osage Master Plan: Development of Healthy Development Measurement Tool in Denver, CO (with Mithun)

Selected Research + Grants

- 2011: HUD Sustainable Communities Initiative Grant for the Decision Commons Project at the University of Washington
- 2010: Foundation grants to design and implement a hyper-local, urban agriculture project in Seattle, WA — CityLab7 + Olson Kundig Architects

Selected Publications

- Thompson, C. (2014), “Urban Forestry in Puget Sound: A Resource Guide for Urban Forest Management” — Green Futures Lab, University of Washington with support from Forterra, US Forest Service and WA DNR.
- Thompson, C. and Matthews, R. (2012), “Decision Commons: Envision a Sustainable Future” — Runstad Center for Real Estate Studies, University of Washington

Education

- Master of Environmental Science, Yale University
- Bachelor of Arts in Biology and Environmental Studies, Middlebury College





Marine Siohan

marine@placematters.org
303.964.0903

www.placematters.org

Marine Siohan

Program Associate

Marine's work focuses on helping communities become more sustainable and vibrant through well-informed, inclusive and transparent decision making. Marine's work includes design and support of public engagement activities for various projects, including Imagine Central Arkansas, RhodeMap RI, and housing recovery efforts in the Town of Lyons, CO. She conducts research projects, such as the Digital Outreach report for the city of Salt Lake City, which consisted in researching ways to evaluate effectiveness and synthesize input from digital engagement tools. She also coordinates the innovative Tech Fair at the New Partners for Smart Growth conference each year.

Marine's interest in the field of planning grew from her experience as a civil engineer in Dubai, where she worked for three years for a top-tier construction firm in developing this fast-growing city. Marine earned a Masters' in Urban Planning and Management, where her dissertation focused on understanding the moral and ethical reasons for extensive public engagement in planning.

Areas of Expertise

- Design and implementation of inclusive public participation processes
- High-tech and high-touch tools for community design, visioning and decision-making
- Tactical urbanism
- Data analysis
- Event planning

Relevant Project Work + Experience

- West Fourmile Canyon Creek Annexation Scenarios Study and Design Charrette
- HUD/DOT/EPA Sustainable Communities Initiative with projects in 150 communities and regions, including the Town of Lyons, CO
- Imagine Central Arkansas: Plan Smart, Live Smart
- Capital District Sustainability Plan, NY
- RhodeMap, RI
- New River Valley Livability Initiative, VA
- Tech Fair coordination, New Partners for Smart Growth 2013, 2014, 2015

Research

- 2011: Masters final extended dissertation, Aalborg University, Denmark, public participation practices in urban planning in Colorado
- 2010: Semester's paper on Planning and Power, Aalborg University, Denmark, investigation of different interpretations of public participation in practice – evidence base created during interviews with nine municipal planners in England and Denmark

Education + Certification

- Master of Science in Urban Planning and Management, Aalborg University, Denmark
- Master of Engineering in Civil Engineering, INSA Lyon, France
- NCI Charrette System™



Anne Kuechenmeister

Program Director

Anne has a passion for community development, and brings diverse experience in engaging and building capacity in underserved communities. She applies a broad range of engagement skills to issues of land policy, active transportation and social equity. Anne has a particular interest in tactical urbanism and in using diverse and multilingual outreach methods that connect with people of diverse cultural and economic backgrounds.

As Program Director, Anne's work for PlaceMatters includes research for land policy and innovative strategies for engagement, outreach to local communities, and project development. Anne addresses key national and international challenges through research and the development of best practices for ground work and implementation. Anne joined PlaceMatters in 2014 and previously worked and volunteered with several organizations in the Denver area.

Anne Kuechenmeister
anne@placematters.org
720.270.9041

www.placematters.org

Areas of Expertise

- Community engagement strategy development and implementation
- Tactical urbanism and community building techniques
- Diversity and social equity, and engaging diverse constituents
- Project management
- Land use policy analysis and implications for decision making
- Data analysis and mapping

Education + Certification

- University of Colorado Denver, Masters in Urban and Regional Planning
- University of Michigan, Bachelors, Major in English, Major in Spanish, Certificate of Secondary Education
- Universidad de Sevilla, studies in early Spanish literature
- 2013 – current: American Planning Association Member
- National Charrette Institute Certification

Relevant Project Work & Experience

- DRCOG Sustainable Communities Initiative, Denver Regional Council of Governments, CO: Transit Oriented Development research, including analysis for existing stations and Gold Line. Littleton related experience included detailed connectivity analysis of station and 1/2 mile buffer
- Lyons, CO Housing Collaborative Site Selection and Housing Design support team for community engagement. Highest voting turn out in history of the community.
- HUD Technical Assistance for Sustainable Communities Initiative Grant: Research for best practices for accessory dwelling units
- National Charrette Institute: Certificate in NCI practices and presented on technical tools to support NCI training

Donna Latson Gittens

EXPERIENCE

1997–Present MORE Advertising Newton, MA
Founder/Principal

- Launched a full-service communications firm specializing in innovative marketing and advertising for socially responsible companies and diverse audiences including Massachusetts General Hospital, The Boston Red Sox, Massachusetts Department of Public Health to name a few.
- Established a core team of creative and experienced professionals supplemented by a diverse coalition of consultants and freelancers.

1983–1996 WCVB-TV Channel 5 Boston, MA
Vice President, Community Programming

- Created and produced a number of award-winning programs and special projects, one of which was syndicated to sixty television markets.
- Converted community service programs into revenue producers, primarily through corporate sponsorships.
- Organized and managed a diverse team of both staff and out-sourced contractors.

1979–1982 WCVB-TV Channel 5 Boston, MA
Director, Community Affairs

- Supervised Community Programming department with \$1.5 million budget.
- Coordinated all aspects of communications production for sales and promotional campaigns.

EDUCATION

MBA Degree, Northeastern University
Boston, MA; June, 1993

BA Degree, Park College,
Kansas City, MO; May, 1974

Hon. Doctor of Laws Degree, Elms College
Chicopee, MA; May, 1989

ACHIEVEMENTS

- Awarded the First Annual Jackie Robinson Diverse Partner Award by Major League Baseball and the Boston Red Sox.
- Recognized by the Greater Boston Chamber of Commerce with its Pinnacle Award for Entrepreneurship.
- Named one of Boston's "Ten Outstanding Young Leaders" by Boston Jaycees.
- Given the Professional Award of the Boston & Vicinity Club of the National Association of Negro Business and Professional Women's Clubs.
- Recipient of New England Women's Leadership Award by the Boys and Girls Club of Dorchester.

AFFILIATIONS

- Trustee, Boston Public Library Foundation, Board of Overseers
- Board Member, Mother Caroline Academy and Education Center
- Member, Greater Boston Chamber of Commerce



Lisa Grace

EXPERIENCE

1998–Present MORE Advertising Newton, MA
Account Supervisor

- Coordination of research into corporate and non-profit organizations, new business development and account management.
- Creation of media products.

1982–1999 WCVB-TV, Hearst/Argyle Broadcasting Needham, MA
Project Manager, Public Service Campaigns

Management of station-wide public services campaigns. Responsibilities include sponsor relations, PSA production, development of collateral materials, creation and coordination of community events and station relations with area non-profit organizations.

- **1997-1999- The Health Beat Project**
With guidance and contributions from Former U.S. Surgeon General C. Everett Koop and ABC/WCVB Medical Editor Dr. Timothy Johnson, the project was designed to provide viewers with the information they needed to take charge of their health.
- **1995-1997- Success By 6**
The campaign was a call to action for intervention in the lives of children at risk before the age of six. Working with the United Way of Massachusetts Bay, this program included production of syndicated programming for 60 other stations.
- **1993-1995- A World of Difference**
Along with the Anti-Defamation League, WCVB designed this project to encourage tolerance of racial, ethnic and religious differences. Our focus was high school students.

1982–1993 Chronicle, WCVB-TV

Management and production responsibilities for a nightly, half an hour, live news magazine including story research, field production, script writing and editing.

1980-1981- Public Affairs Department, WCVB-TV
Internship

EDUCATION

Associates Degree; Broadcast Journalism
Graham Junior College
Boston, MA; 1981

AWARDS

- National Headliners Award
- Public Service Award- American Cancer Society
- Management Consortium Award- Team, Boston's Crusade Against Cancer
- Gabriel Awards (2)
- New England Emmy Award



Bob Boucher

Creative Director, Copywriter, Content Creator, Marketing Strategist

SUMMARY

30 years experience as a communications professional within agencies, enterprises and media outlets. Positions include creative director, – including marketing executive, communications creative director, copywriter, content producer, editor and journalist. Developed successful branding and lead generation campaigns for numerous B2C and B2B companies, including Hewlett-Packard, Canon, Nikon, Pantone, Kodak, Polaroid, and Tyco Telecommunications, as well as non-profit organizations, such as the Dana-Farber Cancer Institute, World Wide Web Consortium, Combined Jewish Philanthropies, and the Samaritans.

EXPERIENCE

MORE Advertising Newton, MA

Creative Director | June 2013- Present

Boucher Communication Newton, MA

Owner | December 2012- Present

Cole & Company, Boston Boston, MA

Creative Director & Marketing Strategist | 2001- 2012

NewRiver, Inc. Boston, MA

Marketing Manager | 2000- 2001

Polaroid Cambridge, MA

Marketing Communications Director | 1991- 2000

Instrumentation Laboratory Lexington, MA

Creative Director, Principal Copywriter | 1983- 1991

Dana-Farber Cancer Institute Boston, MA

Creative Director, Principal Copywriter | 1980- 1983

Boston School Committee Boston, MA

Director, Parents Special Education Communications | 1979- 1980

EDUCATION

Master of Science, Communications

Boston University

Bachelor of Arts, English

Wesleyan University

more
ADVERTISING

Julia Beck

EXPERIENCE

MORE Advertising Newton, MA
Account Executive/ Digital Media
November 2014–Present

Junior Account Executive/ Digital Media
July 2012–October 2014

- Implement social media strategy for MORE as well as its clients.
- Manage, update and track all social media platforms.
- Brand research and analysis of social media efforts.
- Competitor research and analysis of social media efforts.

October 2011– July 2012 Chadwick Martin Bailey
Marketing Intern

Research and write competitive assessments, company overviews, client contact research, data entry, research. Inbound marketing and sales.

January 2011-October 2012
Kelly Chunn And Associates
Communications Intern/Assistant

- Media relations, social media, media tracking.
- Website and social media audits.
- Marketing/social media strategy.

January 2011-October 2011
Alzheimer's Association Massachusetts and New Hampshire Chapter
Communications Intern

- Media relations, social media, media tracking, Google Adwords, data entry.
- Wrote and distributed press releases.
- Designed and wrote copy for print and online advertisements, flyers.

EDUCATION

BS Marketing Communications
Emerson College
Boston, MA 2012

- Research Methods: Conducted controlled surveys and focus groups.
- Media Planning: Created a media plan for the Massachusetts Bottle Bill.
- Strategic and Creative Planning for IMC: Worked with a team to create a multi-media campaign for Nissan including TV, print, online, out-of-home, and radio ads.
- Campaign Planning: Worked as the Account Manager with a team of 4 classmates to develop a multi-media campaign for New England Coffee Company.

COMPUTER SKILLS

- Microsoft Office (*Publisher, PowerPoint, Excel and Outlook*)
- Adobe InDesign
- Adobe Photoshop
- Constant Contact
- Mintel, SRDS
- Salesforce
- Hubspot
- Data.com
- Google Analytics
- PC
- MAC



Brad Fritz

EXPERIENCE

**October 2014–Present MORE Advertising
Newton, MA**

Graphic Designer

Responsible for design projects from concept to delivery including Cambridge College, Red Sox Foundation, Mass General Hospital, MA Department of Public Health, University of Massachusetts, and the Boys and Girls Club of Newton, MA.

**March 2013–October 2013 The Creative Group
Boston, MA**

Graphic Designer

- Illustrated characters for an advertising campaign.
- Designed grocery store signage, t-shirts, postcards, trifolds, and posters.
- Designed annual report infographics for an investment firm.

**March 2008–February 2013 YMCA of Greater Boston
Boston, MA**

Graphic Designer

- Conceptualized, designed, and proofed marketing and fundraising materials for print media.
- Oversaw design of web content and digital media.
- Ensured all communications aligned with the corporate brand position and educated employees on brand guidelines.

**March 2004–November 2007
Massachusetts College of
Pharmacy and Health Sciences
Boston, MA**

Administrative Assistant

Performed general administrative support for department personnel.

**November 1998–November 2001,
October 2003–March 2004
WBUR 90.9 FM, National Public Radio
Boston, MA**

Associate Producer and Newswriter

- Managed all facets of production including editorial selection, presentation of ideas to senior producers, field production, pre-interviewing guests, and digital editing.
- Researched, wrote, and produced a weekly segment covering the high tech industry.
- Mixed interviews and music into sound-rich radio segments under tight deadlines.

**May 2002–October 2013 WBZ 1030 AM
Boston, MA**

Newswriter

Wrote scripts for newscasts covering breaking news, arts, and entertainment.

**June 1995–November 1998
Reading Eagle/Reading Times
Reading, PA**

Freelance Reporter

Covered municipal and school board meetings for newspaper serving 100,000 readers. Interned in news department while paying college expenses.

EDUCATION

Certificate in Graphic Design
Massachusetts College of Art and Design
Boston, MA 2007

BA in Communication/Journalism
Shippensburg University
Shippensburg, PA 1998

PLANNING AND URBAN DESIGN FOR THE CITY OF BOSTON

We are committed to Boston, and to its continuing flowering as one of the world's great cities. NBBJ's extensive experience in Boston began in the early 1980's (until 2011 we practiced as Chan Krieger Sieniewicz) and has included urban planning, urban design, architecture, community advocacy, civic engagement and research on the history of Boston.

Among the most significant planning assignments have been:

- Co-authors of the BRA's Boston 2000 Plan (1988-1990) that first established the city's design guidelines and the concept plan for the surface design for the Central Artery Project. It was the genesis of the idea of a public corridor and greenway as the result of the demolition of the Artery;
- The master plan for Massport's holdings in South Boston (1999-2001) still in use today, and we continue to advise Massport on its various planning initiatives;
- We served as the planners for the Trust for City Hall Plaza (1995-2001), during which we gained a tremendous amount of knowledge both about the City Hall and its Plaza;
- We have produced a half-dozen Institutional Master Plans for the city's educational and health care institutions including Northeastern University, Suffolk University, UMass Boston and Mass General Hospital. And we have served many other local institutions to advance their projects and gain regulatory approval.

Central Artery Master Plan (1994-2007) • NBBJ developed the earliest master plan for the 27-acre area of Boston that lies over the Central Artery Highway and co-authored the BRA's Boston 2000 Plan, which established the initial design parameters for the Rose Kennedy Greenway. NBBJ's original master plan was selected as part of eighteen innovative urban design projects by the Museum of Contemporary Art, in Los Angeles for a two-year North American traveling exhibition, and was awarded a Progressive Architecture Citation.



CENTRAL ARTERY MASTER PLAN

Rowes Wharf Streetscape Design (2002) • In anticipation of the removal of the elevated, the hotel owners hired NBBJ to design a reconfigured sidewalk proposed by the Central Artery to incorporate a vehicular drop-off and a broad public sidewalk along the edge of Rowes Wharf. The design incorporates a double-row of trees, pedestrian lighting, benches and a distinct granite paving pattern reinforcing access to the harbor and connections to Greenway.

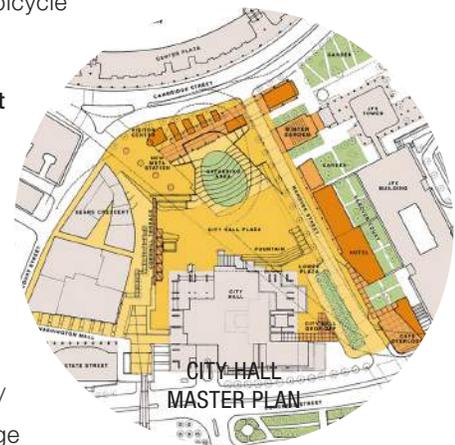


CENTRAL WHARF PARK

Atlantic Avenue, Central Wharf (2006) • Design and construction of the Park at Central Wharf. Completed in 2007, the park was the first green space to emerge from Boston's Big Dig, and connects the Central Artery Greenway to the New England Aquarium, further enhancing the pedestrian network from Boston's downtown and historic districts and creating a gateway to its waterfront.

Crossroads Initiative: Causeway Street Redesign (2008-2010) • A project to transform the corridor into a pedestrian-oriented boulevard, improve traffic operations and safety, provide significant upgrades to existing bicycle accommodations, and improve pedestrian amenities and convenience.

City Hall Plaza Master Plan & Community Arcade and MBTA Government Center Station Head House • NBBJ served as master planner and architect to improve Boston's 11.5-acre City Hall Plaza. Design concepts for up to \$250 million of improvements to enhance the plaza's character included activating the spaces around City Hall and connecting them to adjacent streets and neighborhoods, enhance the relationship to the two subway platforms through the design of two new entrance platforms and improve pedestrian safety across busy Congress Street and strengthen the connection from Beacon Hill to Faneuil Hall/Quincy Marketplace with the design of a new pedestrian bridge that would connect City Hall Plaza to Sam Adams Square.



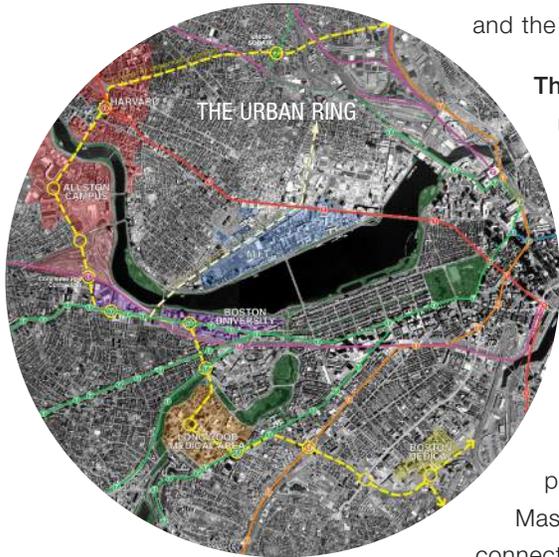
CITY HALL MASTER PLAN



CHARLES RIVER PROMENADE

Charles River Promenade • The Metropolitan District Commission engaged NBBJ to design a promenade to connect the open space networks of the Charles River between Boston and Cambridge along the site of the Old Charles

River Dam and the Museum of Science. The schematic design includes a new public path that would provide continuity for pedestrians and cyclists between the two banks of the river; enable the reorientation of the Museum of Science towards the Charles River and the Back Bay skyline.



The Urban Ring • NBBJ has worked with several institutions and municipal agencies to develop an alternative vision for Boston's Urban Ring. Since early in the 20th century, Boston imagined a transportation ring to connect the spokes of the City's parkways and to reflect the ring of open spaces that were begun with Olmstead's Emerald Necklace. NBBJ is working with organizations in Boston to make the New Urban Ring a tool to pursue economic development, transportation policy and neighborhood equilibrium.

Mass Pike Air Rights • NBBJ did an urban design study for potential air rights development over the first three miles of the Massachusetts Turnpike in downtown Boston. Key objectives include: connecting severed neighborhoods; infilling and completing established districts; maintaining treasured open spaces; revitalizing existing urban centers; and mitigating campus-to-residential edges.

Master Plan for Old Colony Housing Redevelopment, Phase II • NBBJ produced a master plan for the redevelopment of the Old Colony Housing development. The plan includes: renewable energy, a sophisticated building envelope, the introduction of significant open spaces and an urban design strategy to overcome the isolation of the development from the remarkable neighborhoods of South Boston.

Master Plan for NorthPoint Redevelopment • NBBJ developed a 40-acre master plan for 5M square feet of mixed-use development on the eastern edge of Kendall Square, home of some of the most dynamic biotechnology and technology companies in the U.S. The program consists of an equal split of residential and office/laboratory space and a retail core with urban style grocery and a hotel surrounding an urban plaza. The site features a five-acre open space park that serves as the storm-water treatment facility.



Master Plan for One Congress Street Garage

Redevelopment • NBBJ completed a master plan for the redevelopment of three city blocks currently occupied by the Government Center Garage. NBBJ led a comprehensive effort that included a feasibility study, urban design, architecture, programming, and development analysis as well as a complex permitting and public process for the project. The phased redevelopment of the large concrete building will be achieved through partial demolition and adaptive reuse of the remainder. The master plan centers around a series of high rise buildings and reopening Congress Street as an important view corridor.



Seaport District Master Plan • A strategic plan and urban design for Massport's landholdings comprised of 300 acres in South Boston's Commonwealth Flats. The study investigated real estate development options for maritime, industrial, and mixed-use potential over the next 20 years. Design concepts included conceptual parcel design and feasibility analysis, architectural guidelines for development parcels, streetscape design, and open space planning. Detailed investigation included



schematic design for a 2.5 acre park, design of new light fixtures and signage standards, and enhancements to federally-funded highway bridges and streets.

Walk to the Sea (2008) • Design of a series of nine glass panels in seven locations along a path to Boston Harbor to reveal four centuries of Boston's growth and changing relationship to the sea, using text and contemporary and historic maps, photographs, etchings, and painting.



WALK TO THE SEA

Boston Living with Water Competition •

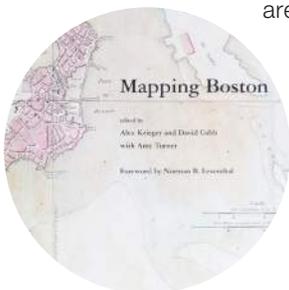
Sponsored by the BSA, NBBJ led a team entry for Boston's Living with Water competition for the 100 acres at Fort Point Channel that received the only honorable mention in the competition



BOSTON LIVING WITH WATER COMPETITION

Beacon Yards • NBBJ led an interdisciplinary team with the Boston Society of Architects for the redevelopment of the Beacon Yards in Allston to assist State DOT in identifying urban design principles for the redevelopment of the site.

Boston Greenway Links • NBBJ led a team for the BSA and Livable Streets-sponsored ideas competition for Greenway Links in the greater Boston area featuring Columbia Road for transformation to an urban greenway.



Mapping Boston (MIT Press 1999. Edited by Alex Krieger and David Cobb) • An account of Boston's physical and cultural transformation over four centuries using the city's extensive cartographic record as a guide. Considered one of the definitive, illustrated histories of Boston.

A Design Primer for Cities and Towns (Anne Mackin & Alex Krieger, 1989)

- A volume commissioned by the then Massachusetts Council on the Arts and Humanities to enable public officials and citizens to become more effective advocates, consumers and decision-makers in the design of their communities. The book was distributed by the Council to each of the 351 Commonwealth of Massachusetts municipalities.



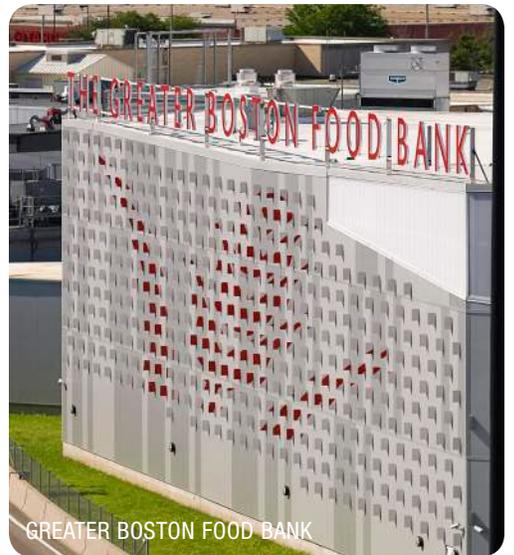
A Design Primer for Cities and Towns

ARCHITECTURE FOR THE CITIES OF BOSTON + CAMBRIDGE

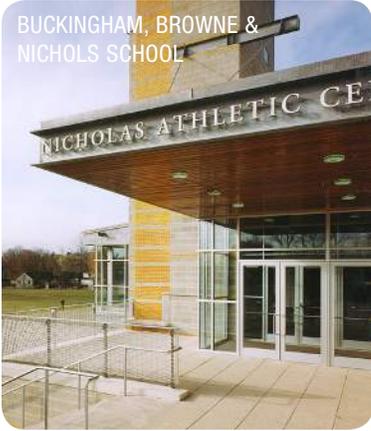
BRIGHAM AND WOMEN'S HOSPITAL
BRIGHAM BUILDING FOR THE FUTURE



GOVERNMENT CENTER STATION



BUCKINGHAM, BROWNE &
NICHOLS SCHOOL



BRIGHAM AND WOMEN'S HOSPITAL
SHAPIRO CARDIOVASCULAR CENTER



MASSACHUSETTS GENERAL HOSPITAL
LUNDER BUILDING



SUFFOLK UNIVERSITY
NEW ACADEMIC BUILDING



BETH ISRAEL DEACONESS MEDICAL CENTER
SHAPIRO BUILDING



THE PARK SCHOOL



Suffolk University - Somerset Street Academic and Science Building
Slideshow - May 13 2015 - 09

ANACOSTIA WATERFRONT INITIATIVE FRAMEWORK PLAN

WASHINGTON, D.C.

Client
Anacostia Waterfront
Corporation

Size
36 miles of waterfront

Completion date
2003

Construction Cost
\$1.5 million

Awards
AIA Honor Award for
Regional & Urban Design,
2005

Boston Society of Architects,
Special Citation for a Physical
Plan, 2005

The Anacostia River in Washington, DC has long been the city's neglected "second" river in relation to the better known Potomac. Today, following generations of economic development in the Northern and Western portions of the District, growth is now turning to the Eastern half of the city in the vicinity of the Anacostia. The District of Columbia Office of Planning selected NBBJ to produce the Anacostia Waterfront Initiative Framework plan as part of its larger Anacostia Waterfront Initiative (AWI), whose goal is to reinvigorate the southeast sector of the District. The AWI envisions the river as the center of a vital and prospering city, rather than as an economic and cultural divide. The Framework Plan encompasses the entire length of the river and adjacent neighborhoods and makes recommendations for the waterfront in five interrelated courses of action: transportation improvements, the creation of a great urban waterfront park system, environmental sustainability, potential sites for cultural and historical destinations, and the reconnection of neighborhoods and schools to waterfront recreation along new trails, transit lines, and commercial growth corridors.





Grand Gateway and Signature Bridge at South Capitol Street

- New crossing at South Capitol Street, including new bridge and new tunnel
- Grand Urban Boulevard: South Capitol Street

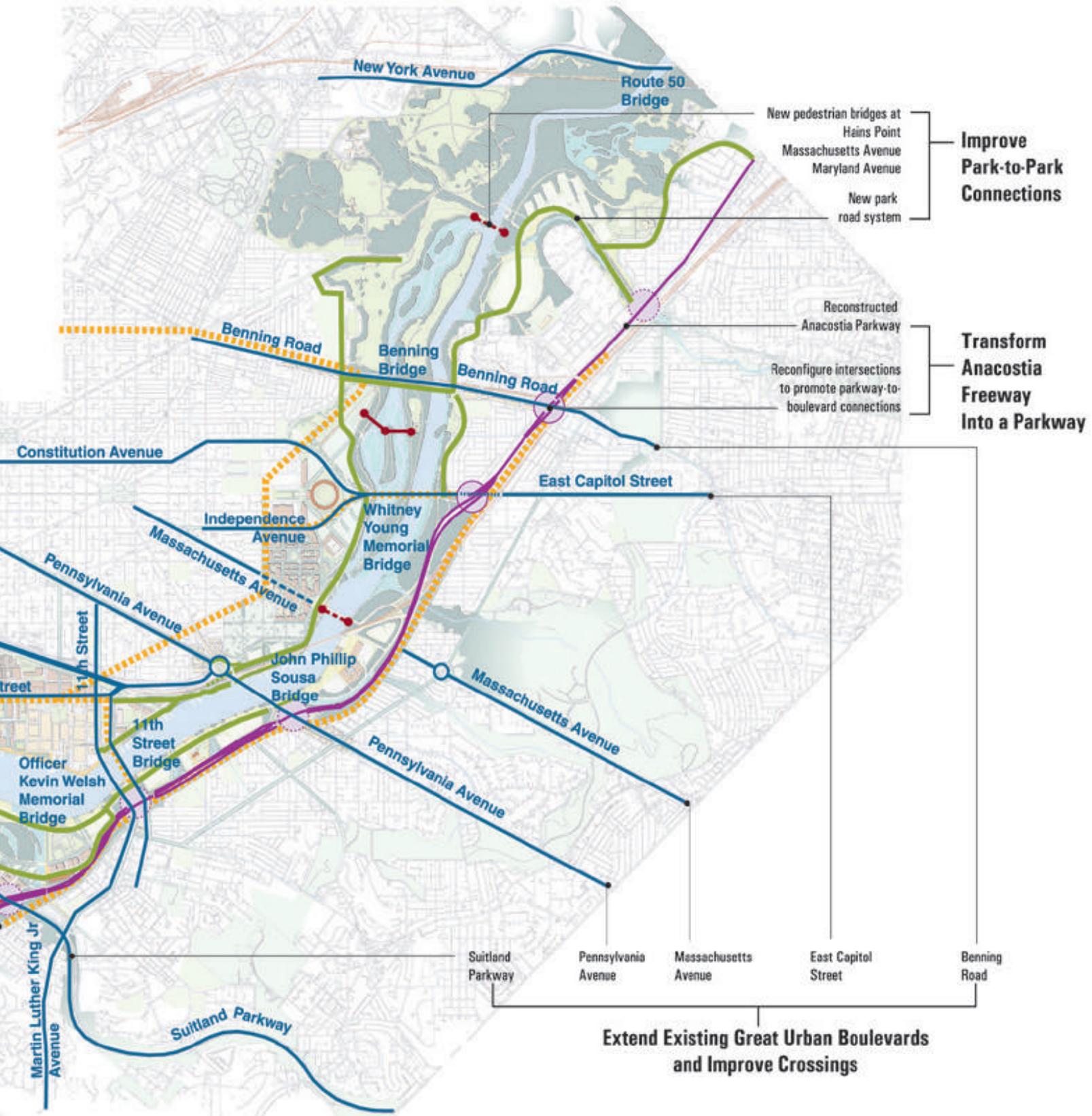
New Great Urban Boulevards

- M Street
- Maine Avenue



Additional Capacity Provided Through Transit

Implemented open space in the Anacostia area: Canal Park, The Yards Park, Anacostia Riverwalk



**Improve
Park-to-Park
Connections**

- New pedestrian bridges at
Hains Point
Massachusetts Avenue
Maryland Avenue
- New park
road system

**Transform
Anacostia
Freeway
Into a Parkway**

- Reconstructed
Anacostia Parkway
- Reconfigure intersections
to promote parkway-to-
boulevard connections

**Extend Existing Great Urban Boulevards
and Improve Crossings**

- Suitland Parkway
- Pennsylvania Avenue
- Massachusetts Avenue
- East Capitol Street
- Benning Road

New York Avenue

Route 50
Bridge

Benning Road

Benning
Bridge

Benning Road

Constitution Avenue

East Capitol Street

Independence
Avenue

Whitney
Young
Memorial
Bridge

Massachusetts Avenue

John Phillip
Sousa
Bridge

Massachusetts Avenue

11th
Street
Bridge

Pennsylvania Avenue

Officer
Kevin Welsh
Memorial
Bridge

Martin Luther King Jr
Avenue

Suitland Parkway

MASSACHUSETTS PORT AUTHORITY SEAPORT DISTRICT MASTER PLAN

BOSTON, MA

Client
Massachusetts Port Authority
(Massport)

Size
300 acres

Completion Date
Master Plan: 2003
Additional work: 2015 est.

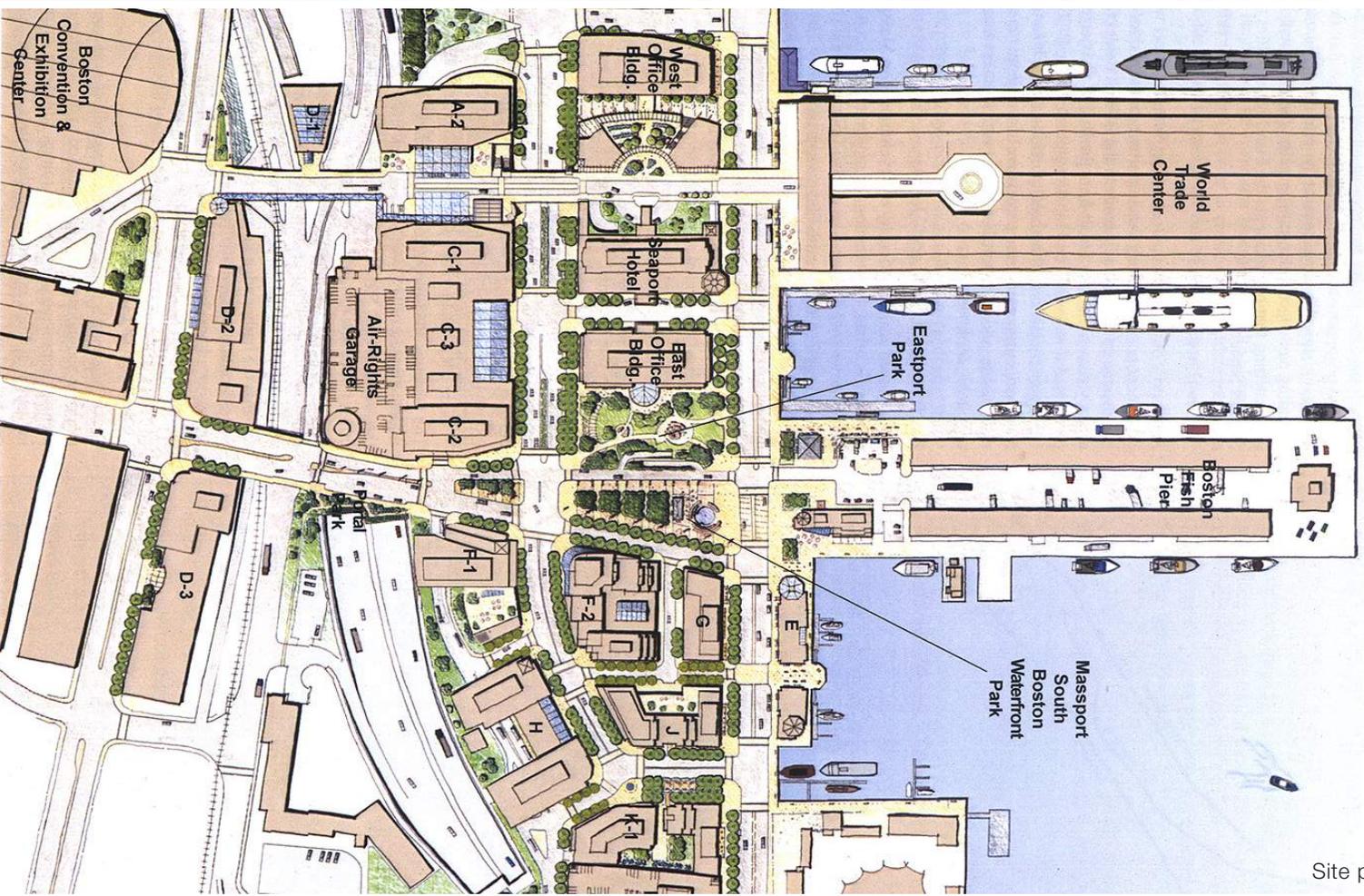
Construction Cost
Estimated \$500 Million

The Seaport District Master Plan is a strategic plan and urban design for Massport's landholdings comprised of 300 acres in South Boston's Commonwealth Flats. The study investigated real estate development options for maritime, industrial, and mixed-use potential over the next 20 years.

Design concepts included conceptual parcel design and feasibility analysis, architectural guidelines for development parcels, streetscape design, and open space planning. Detailed investigation included schematic design for a 2.5 acre park, design of new light fixtures and signage standards, and enhancements to federally-funded highway bridges and streets.

From 1998 to 2003, NBBJ was the primary review consultant for ongoing development proposals and Massport-sponsored capital improvements in the district. Massport has succeeded in attracting over a million square feet of office and hotel development. Additionally, it has proceeded with the design of a 2.5-acre district park and a promenade connecting the Boston Exhibition and Convention Center to the World Trade Center and new waterfront development.

In 2014, NBBJ was retained by Massport to create a precedent analysis of the various navy yards and working ports, prepare alternative visions for Commonwealth Pier and Fish Pier and review current concession operations at D Street Park.



Site plan





Innovation District public realm



Development in the Innovation District



South Boston Maritime Park



BOSTON GREENLINKS PLAN

BOSTON, MA

Client
City of Boston
Transportation Department

Completion Date
2015 (estimated)

NBBJ Services Provided
Master planning,
stakeholder engagement,
public outreach, geospatial
data analysis

NBBJ has been selected by the City of Boston's Department of Transportation to work with residents and stakeholders to develop a city-wide Greenlinks Plan. The initiative stems from Boston's centuries-old legacy of investment in public parks, combined with a modern focus on forms of active transportation (walking and cycling). Through development of the plan, the NBBJ team will identify critical connections between the City's historic parks and its neighborhoods and institutions and will establish design guidelines for development of low-stress pedestrian and bicycle routes according to sustainable design strategies, street typologies, and neighborhood character.

The project will be completed in two phases: a community-based vision and accompanying guidelines for the Boston Green Links system and development of a 25 percent design for the Greenway Links pilot project. NBBJ is achieving active community engagement through an interactive mapping tool and a crowdsourced geospatial app. The team has been regularly engaging with various stakeholders to build consensus with the goal of aligning the public's vision for the project and resulting plans.

Ultimately, the final plan and pilot project will build enthusiasm, support, and momentum for ongoing implementation of the Green Links system – a project with the potential to improve quality of life through providing a healthy, low-stress, and sustainably designed mobility alternative for access to the City's new and existing parks.



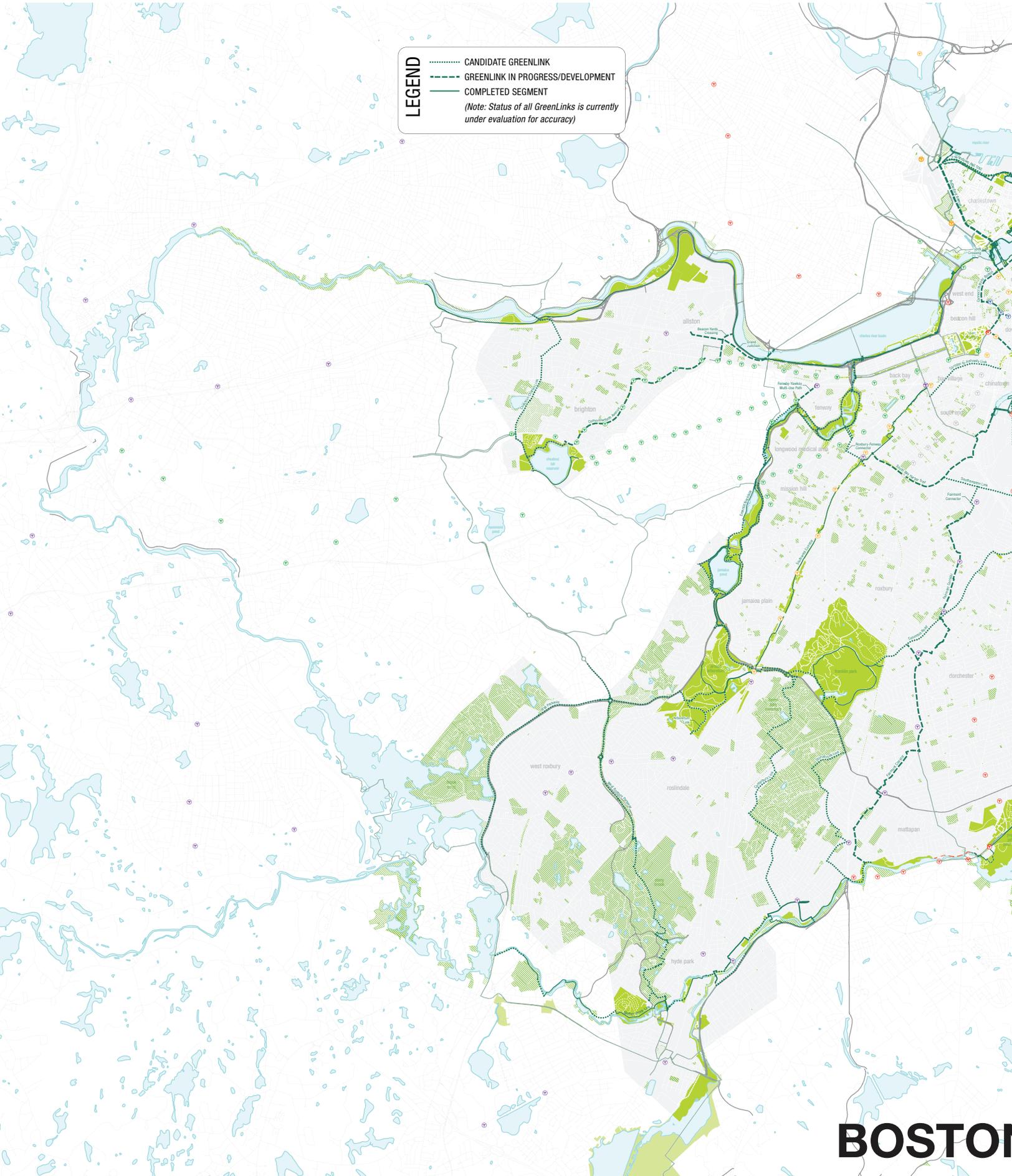
Community engagement



Proposed street design



Community engagement

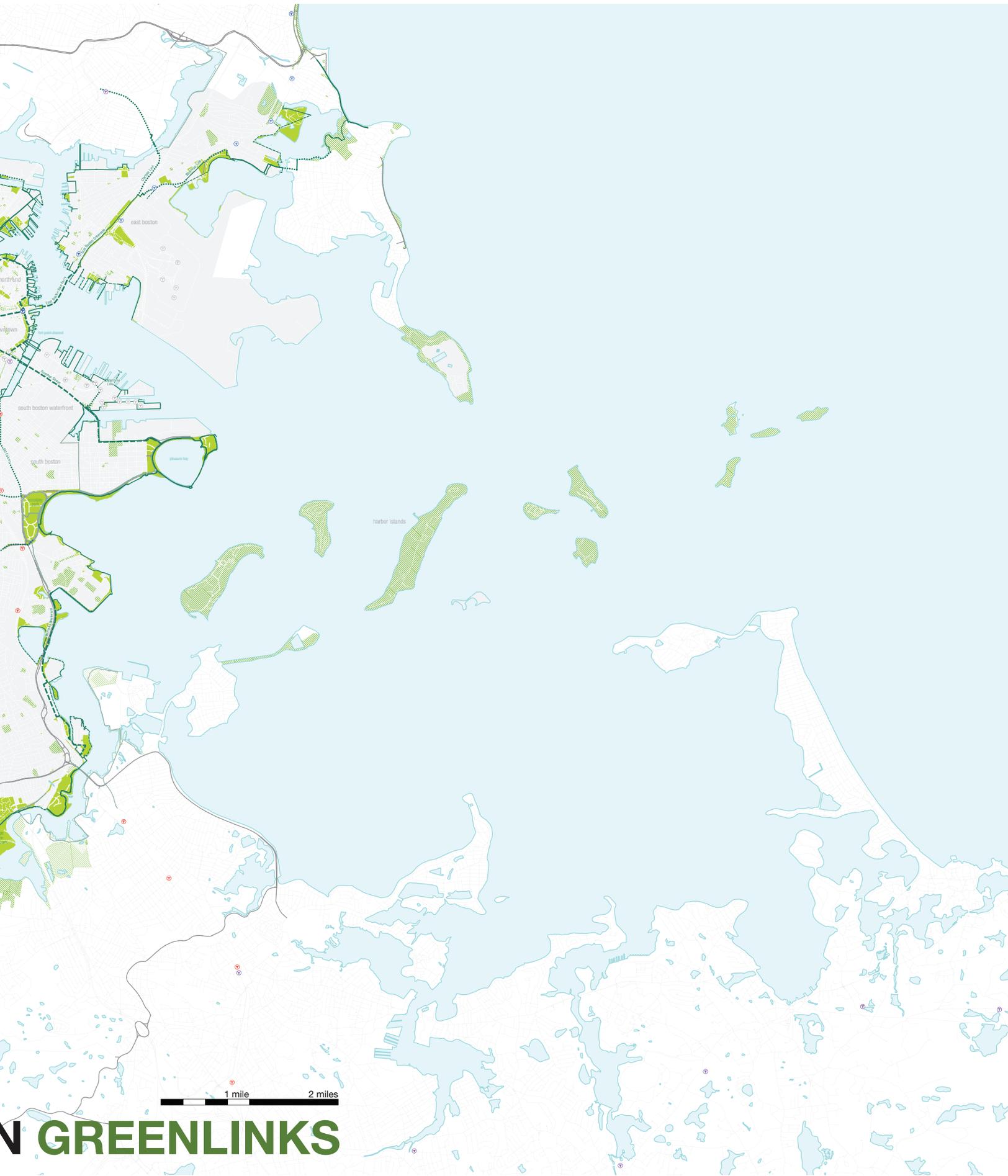


LEGEND

- CANDIDATE GREENLINK
- - - GREENLINK IN PROGRESS/DEVELOPMENT
- COMPLETED SEGMENT

(Note: Status of all GreenLinks is currently under evaluation for accuracy)

BOSTON



GREENLINKS

PITTSBURGH WATERFRONT MASTER PLAN

PITTSBURGH, PA

Client Name
Riverlife Task Force

Completion Date
Apr. 2000 - Feb. 2002

Awards
2002 AIA Honor Award for
Regional and Urban Design

The Pittsburgh Waterfront Master Plan was a vision plan to energize and direct development along Pittsburgh's three riverfronts. NBBJ was chosen to work with the Riverlife Task Force to ensure that new private development and public investment will be implemented within a balanced and sustainable framework, designed to world class standards. Two new stadiums, a new convention center, an extension to a light rail system, and several corporate headquarters along the riverfronts have been built as a result of the master plan.

NBBJ assembled a multi-disciplinary team of economic, engineering, and landscape experts to guide and structure new initiatives in a 5-mile radius of the Golden Triangle. New housing, water transit, and an overall balance of private uses and public amenities were reviewed through an extensive public process. The resulting plan calls for the rivers to become, once again, the center of Pittsburgh's community, and outlines a vision to create a great urban river park. With the backing of the Heinz Foundation, the Carnegie Institute, and other Fortune 500 companies, the Riverlife Task Force is charged with directing public and private investment in Pittsburgh totaling \$10 billion over the next ten years.

NBBJ was subsequently invited back for peer review on implementation projects and most recently to guide a sustainability program for new development along the Ohio River Basin.

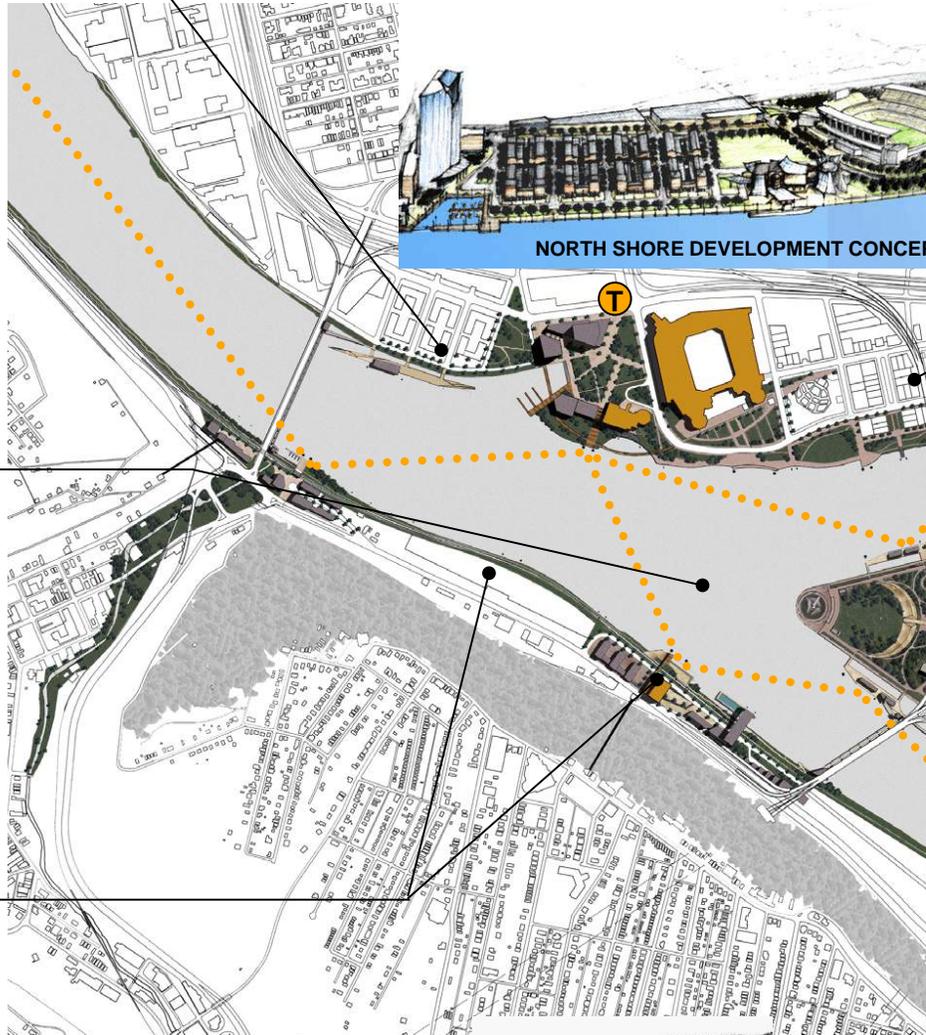


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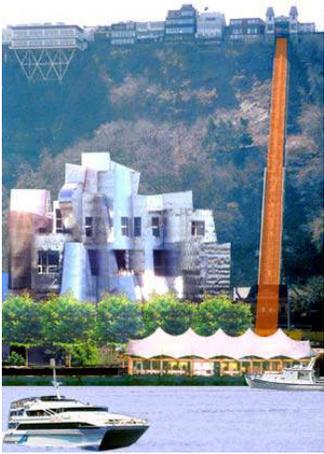
WEST END / NORTH SHORE REDEVELOPMENT & CARNEGIE SCIENCE CENTER EXPANSION



Three Rivers Park is an ambitious idea that will require a generation of new environments and related institutions which together will constitute a new urban core.



CONFLUENCE LIGHTING AND WATER TRANSIT

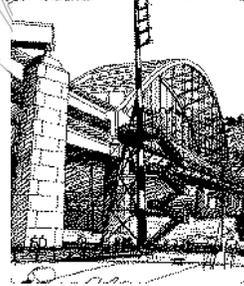


A water landing at Duquesne Incline

SOUTH SHORE ESPLANADE AND RIVER CENTER AT DUQUESNE INCLINE LANDING



Esplanade on the South Shore with views to the city



Stairs to the Fort Pitt Bridge



STATION SQUARE ESPLANADE AND RIVER LANDING

THREE RIVERS PARK

on-or-more to realize in full. It is a series of interconnected places, itute a metropolitan open space system centered on the rivers.



A pedestrian causway below the Fort Pitt Bridge

STADIUM AREA DEVELOPMENT

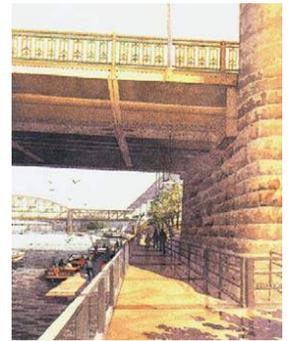


A Great Lawn near Heinz Park and watersteps designed near PNC Park (left)

ALLEGHENY RIVERFRONT PARK EXTENSIONS



Riverfront amphitheater below Fort Duquesne Bridge (above) and river landing below Ninth Street Bridge (right)



POINT STATE PARK RENOVATION

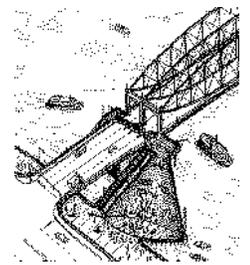


Point State Park redesign (left) and an overlook at the Wabash Bridge pier (above)

MON WHARF RECONSTRUCTION



The Mon Wharf (above) with a stairway/amphitheater at the Smithfield Bridge (right)



PLAN BATON ROUGE PHASE II MASTER PLAN

BATON ROUGE, LA

Client
Center for Planning +
Excellence

Size
730 acres

Completion Date
2009

The master plan seeks to build on the momentum of recent successes to create a compelling downtown vision and market it regionally and nationally. In order to do so, the vision for downtown focuses in five transformative initiatives:

The Green Braid, embracing and maximizing the experience of the river, and extending the green infrastructure throughout downtown: North Boulevard, Town Square, Central Green Corridor, Capitol Ground, Spanish Town, Desoto Park Corridor, River Road and River Promenade, and the extended street tree canopy.

The development of a regionally significant culture, arts and entertainment anchor by repositioning Third Street as the backbone of a vibrant mixed-use district.

A new Victory Park and neighborhood along the Seventh Street corridor, a vibrant and diverse residential district well-connected to the nearby vicinity.

Several infill and street enhancements for the two existing neighborhoods, Spanish and Beauregard Towns.

Expansion of downtown's reach and improved connectivity to other regional centers in order to catalyze private sector investment and make the most of public incentives.





The Central Green features a viewing terrace over the Mississippi River



South Capitol Street Urban Design Framework

Uwe S. Brandes
(Former director of the Anacostia Waterfront Initiative)
Executive Director, Urban and Regional Planning Program
Georgetown University School of Continuing Studies
640 Massachusetts Ave., N.W.
Washington, DC 20001
(202) 784-7352
ub17@georgetown.edu

Massport

James P. Doolin
Chief Development Officer
Economic Planning & Development Department
Massachusetts Port Authority
One Harborside Drive, Suite 200S
East Boston, MA 02128-2909
(617) 568-3102

Plan Baton Rouge Master Plan Update & Economic Strategic Plan

Elizabeth "Boo" Thomas
President and CEO
Center for Planning Excellence
402 N. Fourth Street
Baton Rouge, LA 70802
(225) 267-6300

NBBJ Statement of Financial and Economic Ability

NBBJ is a private, closely held business and it is our policy not to distribute financial statements. However, we understand and appreciate that our clients want assurance that they are dealing with a firm that is financially solid, stable and highly rated by external parties, such as our bank and Dun & Bradstreet. Furthermore, it is important to both our clients and NBBJ that there is independent testimony to NBBJ's financial worthiness as expressed through an independent review by outside certified public accountants.

NBBJ would be pleased to review our financial situation if selected for the project proposed.

Our Banker:

Mr. Dan Evans

Senior Vice President, Global Commercial Banking

Bank of America

WA1-501-36-02

800 Fifth Avenue

Seattle, Washington 98104-3176

Telephone: (206) 358-6576

Our Independent Accounting Firm:

Ms. Elaine Ervin, CPA, Partner

Moss Adams, LLP

1001 Fourth Avenue, Suite 2900

Seattle, Washington 98154-1199

Telephone: (206) 442-2358 (direct) or (206) 223-1820

NBBJ is also registered with Dun & Bradstreet.

Should you have any questions, please feel free to contact our Controller, Brenda Clark, Principal, at (206) 223-5026.

NBBJ takes great pride and care to assure any project related issues are addressed and resolved on a current basis with its clients and the design team, an attitude and culture which is apparent through its exemplary claims experience. Our firm worldwide has no legal issues that would affect our services or performance on this project.

Our Professional Liability insurer, Lloyds of London, has confirmed that NBBJ has one of the most impressive track records and lowest loss ratios in our industry in general and among peer firms.

There is currently no pending lawsuit or administrative action against NBBJ LP. While our claims history is confidential, we disclose the following lawsuits involving NBBJ LP that were concluded in the past 5 years:

- **Tang v. Anschutz Entertainment Group, et al.:** Personal injury action against owner, among others, such as NBBJ. NBBJ was summarily dismissed at the trial court level, and affirmed on appeal.
- **NBBJ v. Los Angeles Community College District, et al.:** Payment bond claim. NBBJ was contracted under a design-builder, who was terminated by LACCD. The lawsuit resulted in confidential settlement.
- **Bell v. NJB Properties, et al.:** Personal injury action against owner, among others, such as NBBJ. Plaintiff entered into a stipulation dismissing NBBJ, shortly after naming NBBJ in the suit.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
6/10/2015

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. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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

PRODUCER Michael J Hall & Company Hall & Company 19660 10th Ave NE Poulsbo WA 98370	CONTACT NAME: Michael J Hall & Company PHONE (A/C No, Ext): 360-598-3700 FAX (A/C, No): E-MAIL ADDRESS: certificates@hallandcompany.com INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : Underwriters at Lloyd's, London INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :
INSURED NBBJ One Beacon Street Suite 5200 Boston MA 02108	NBBJ000-02

COVERAGES **CERTIFICATE NUMBER: 79920512** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR VVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liab: Claims Made			LDUSA1500466	6/6/2015	6/6/2016	Per Claim \$2,000,000 Aggregate \$2,000,000

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

CERTIFICATE HOLDER

CANCELLATION

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

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

State of)

)ss.

County of)

Thomas M. Sieniewicz, BEING FIRST DUTY

SWORN DEPOSES AND SAYS THAT:

1.0 He/she is (owner, partner, officer, representative, or agent) of

NBBJ LP, the Bidder that has submitted the
attached Bid:

2.0 He/she is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;

3.0 Such Bid is genuine and is not a collusive or sham Bid;

4.0 Neither the said Bidder nor any of the officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly sought by agreement, collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the Bid price of any other Bidder or to secure through any collusion conspiracy, connivance or unlawful agreement any advantage against the Boston Redevelopment Authority or any person interested in the proposed Contract; and

5.0 The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed)_____

Partner

Title

Subscribed and sworn to before me this 20 day of July, 2015

Title

My commission expires:

Contact:

Alex Krieger, FAIA
Principal
NBBJ

akrieger@nbbj.com

O 617 378 4838

M 617 645 2507

