

imagine
BOSTON
2030

S A S A K I

imagine boston

TOWARDS A NEW VISION FOR CIVIC INNOVATION

Its first settlers imagined Boston as a place for radical freedom: a new model for governing and living, for planning and design, for cities and citizens. Through the centuries, it was to become a place of constant ferment where ideas about equity, environment, wellness, learning and access were tested and contested. It was to become a place from where big ideas spread. It was to become the very heart of a democracy.

Today, Boston is once more poised to extend the promise of democracy—to make the city more inclusive and equitable, more efficient and sustainable, a city with fewer boundaries and greater consensus. With an engaged and informed planning process, Boston will be at the forefront of civic innovation. There is no limit to what, together, we can imagine.

Sasaki Associates and the Interaction Institute for Social Change recognize the tremendous opportunity—and responsibility—embodied in this critical moment. We offer a vision that balances rigorous analysis with empathetic listening, and one that is attuned to the buzz of civic life: a dynamic democracy that encompasses both order and energy in a ceaseless flux. Ultimately, ours is a vision deeply rooted in our own histories and future hopes as proud Bostonians.

IMAGINE BOSTON 2030 WILL CREATE A PROTOTYPE FOR DESIGN AND DEMOCRACY IN THE 21ST CENTURY

Today, over half of the world lives in urban areas. As the world's population continues to grow, cities are projected to gain about 1.35 billion people by 2030, equivalent to the entire population growth estimate for that period. As more people move into our cities, how will we as planners and designers respond? As we seek to provide new homes, opportunities, and amenities for those coming to the city, what will we do to increase the resiliency and prosperity of those already living there? And how will we engage our neighbors in a productive dialogue about our future that empowers us all to make positive change together?

For Imagine Boston 2030, we propose an engagement process that turns public meetings into community gatherings. People will want to participate, not out of fear of their voices going unheard, but rather out of desire to be part of something exciting and visionary. Our team has experience in bringing people together around the complex issues of urban planning and design in new and compelling ways. We understand that different methods are required to reach different audiences. We are also leaders in developing civic technologies that expand the reach of traditional engagement processes. And, we are eager to help forge new relationships across City government, building critical capacity to move us from big data to big democracy.

IMAGINE BOSTON 2030 WILL INSTILL A RENEWED SENSE OF IDENTITY AND PRIDE FOR ALL BOSTONIANS

Allston. Back Bay. Bay Village. Beacon Hill. Brighton. Charleston. Chinatown/Leather District. Dorchester. Downtown. East Boston. Fenway/Kenmore. Hyde Park. Jamaica Plain. Mattapan. Mid-Dorchester. Mission Hill. North End. Roslindale. Roxbury. South Boston. South End. West End. West Roxbury. These 23 neighborhoods together form Boston, but some of our neighborhoods still feel worlds apart from each other. Can we expand our level of awareness for our neighbors without losing community pride? And can we further expand our thinking beyond our 650,000 residents, to include the more than 2,000,000 people who come to Boston daily from its neighboring communities?

Our collective identity is defined across a wide spectrum of scales and experiences. Our wealth of diversity is an asset, a cause for celebration, and an opportunity to learn from one another. Our team provides depth in experience in planning at multiple scales and with diverse stakeholders, including climate change and resiliency planning, regional planning, comprehensive planning, downtown plans, and urban districts. We see Imagine Boston 2030 as a vehicle for moving across all the different scales of place and identity to reveal the values and priorities for Boston today and in the future.

IMAGINE BOSTON 2030 WILL UNITE US TOGETHER AROUND A BOLD VISION FOR THE FUTURE

Today, Boston is a global hub of education, health care, and technology, and as a result, we have a privileged opportunity to be proactive in shaping the development of our City. The time is upon us for a bold new vision that can energize the Boston community, one that reflects the increasingly dynamic nature of the city. Imagine Boston 2030 will be a living plan that builds on the energy of numerous other planning efforts already completed or underway, and puts them into a framework that can and will evolve over time.

To establish the vision, we need to begin by asking: Where have we been? Where are we now? And, where are we going? This process will allow us to create compelling visualizations for what the status quo, or "business as usual", might look like in the year 2030. This will provide us with a common starting point from which to develop a scenario model that will demonstrate the impacts of planning decisions and policies at a city and region wide scale in pursuit of a bold vision for the future that is rooted in reality. We can also establish key indicators that can be monitored over time to measure the success of the planning vision, and make changes to it as needed. Imagine Boston 2030 will inspire people with its boldness, and give them the tools they need to achieve the vision.

visit imagine.sasaki.com

TEAM leadership

Innovation. Inclusive and imaginative community engagement. Transparency. A data-driven framework for making better decisions. These are some of the key goals outlined for Imagine Boston 2030. These are also the attributes that our core team embodies. Together, Sasaki, Interaction Institute for Social Change, and InkHouse will provide the leadership needed to inspire a new model for planning in Boston, build the capacity needed to carry the plan forward, and bring the community together to celebrate our collective future.





Sasaki Associates

Sasaki is an interdisciplinary collaborative of innovative minds, focused on improving the quality of life in American urban centers. The core tenets of our work are partnerships with our clients toward shared outcomes, meaningful and memorable community outreach, data-driven analysis, well-defined implementation strategies, and transformation through visionary planning and design. We believe that America's cities are critical to long-term environmental, economic and social sustainability. Boston is undeniably a model of what many cities around the globe strive to achieve. Yet, cities cannot be content amid today's successes; evolution is necessary for long term sustainability. Today, challenges for Boston exist, particularly around equity, education, housing, resilience, transportation, and community health, among other issues. We believe this plan is an opportunity to integrate the many future-looking efforts already underway, build consensus, and create an inspired vision for the next decades.

Sasaki will lead the Imagine Boston 2030 planning effort in partnership with the BRA and the interagency steering committee. Sasaki's project leadership team is composed of **James Miner**, Principal-in-Charge; **Martin Zogran**, Project Manager and Senior Urban Designer; **Chris Horne**, Project Planner; and **Stephen Gray**, Planner and Urban Designer. To enhance our community engagement and communications services, which we see as essential to this effort, we have partnered with the **Interaction Institute for Social Change (IISC)**, who will spearhead the community engagement process with Sasaki and **InkHouse**, a leading Boston-based Public Relations and Communications firm who has served as our own in-house PR consultant for the past two years.

Interaction Institute for Social Change (IISC)

IISC approaches the public engagement aspects of the plan with the goal of both engaging Boston residents equitably throughout the planning process as well as helping to build long-term infrastructure for public engagement. IISC's guiding question is—How can we build the technology of collaboration inside city government, connect neighborhood residents across difference, and build unprecedented public mandates for Boston's development? IISC will provide thought leadership relative to community engagement based on their experience in Boston and around the world. Their work will involve digital strategy, including public engagement framing and messaging strategy, film production and photography management, resource strategy for community engagement, field strategy, and capacity building for consultant team partners, your team, and the public. The IISC team will be led by Ceasar McDowell and Andrea Nagel.

InkHouse

InkHouse will provide overall communications strategy, creating a plan and timeline upfront that corresponds to the goals and milestones throughout the two-year effort. InkHouse will: 1) Provide public transparency about what we are doing at all times; 2) Drive residents and stakeholders to participate by publicizing engagement activities, defining the issues, telling the stories, shining a light on the team as one they can trust; 3) Remind the public of our progress along the way to keep interest strong; and 4) Create and communicate a compelling 'brand awareness' for this planning process. Specific services within the communications function include the creation of messaging/marketing materials, working closely with the team; social media campaign creation and execution; media relations; and developing strategic speaking opportunities throughout the city for the team. The InkHouse team will be led by Tina Cassidy.

TEAM STRUCTURE

CORE TEAM

SASAKI

James Miner
PRINCIPAL-IN-CHARGE

Martin Zogran
PROJECT MANAGER
& URBAN DESIGNER

Chris Horne
PROJECT PLANNER

Stephen Gray
PLANNER & URBAN
DESIGNER

SUPPORT TEAM

EDUCATION

Bob Culver
MANAGING DIRECTOR
SASAKI

PARKS & OPEN
SPACE

Barbara Heller
DIRECTOR OF
PARKS PLANNING
SASAKI

COMMUNICATIONS

Philip Barash
CREATIVE DIRECTOR
SASAKI

URBAN &
DOWNTOWN
PLANNING

Jill Allen Dixon
ASSOCIATE

Allen Penniman
ASSOCIATE
SASAKI

PROPOSED ADVISORS

REGIONAL
PLANNING

MAPC

ECONOMICS

JAMES LIMA PLANNING
AND DEVELOPMENT
UMASS DONAHUE INSTITUTE
TACC
BARRY BLUESTONE
AND NEU DUKAKIS CENTER

COMMUNITY
RELATIONSHIPS

JAMES JENNINGS
PENN LOH

MOBILITY

NELSON NYGAARD
GABE KLEIN
MCMAHON ASSOCIATES

INTERACTION INSTITUTE
FOR SOCIAL CHANGE, MBE

INKHOUSE, WBE

Cesar McDowell
THOUGHT LEADER,
CIVIC ENGAGEMENT

Andrea Nagel
PROJECT DIRECTOR

Tina Cassidy
SENIOR VP & CHIEF
CONTENT OFFICER

LANDSCAPE

Gina Ford
PRINCIPAL
SASAKI

RESILIENCE

Jason Hellendrung
PRINCIPAL
SASAKI

ARCHITECTURE

Victor Vizgaitis
PRINCIPAL
SASAKI

SUSTAINABILITY

SASAKI + SUSTAINABILITY
THINK TANK

ARUP

HEALTH

JSI
ANN
FORSYTH

BRANDING

SASAKI
SELBERT PERKINS

ARTS

CULTURAL
PLANNING
GROUP
MASS DESIGN

CORE TEAM



James Miner, AICP

PRINCIPAL-IN-CHARGE, **SASAKI**

James' work spans all scales and includes urban centers, comprehensive and regional planning, and strategic land development. He brings a collaborative spirit of leadership and provides his teams and clients with broader ownership of key issues. James also has a passion for innovation and is always looking for new ways to use technology to improve the planning process.



Martin Zogran

PROJECT MANAGER/
PRINCIPAL URBAN DESIGNER, **SASAKI**

A resident of Boston, Martin has led numerous master planning projects in urban and campus environments around the world, including projects for Boston; Louisville, Kentucky; Washington, DC; Mumbai, Abu Dhabi, and New York City, working on long-term development plans, streetscapes, and public space design.



Caesar McDowell

THOUGHT LEADER/CIVIC ENGAGEMENT, **IISC**

When asked what his work is about Caesar always says, "Voice." He has a deep and abiding passion for figuring out how people who are systematically marginalized by society have the opportunity to voice their lived experiences to the world. Caesar's experience includes co-founding MIT's Co-Lab, working with the global civic engagement organization Engage The Power, and teaching civic and community engagement at MIT.



Andrea Nagel

PROJECT DIRECTOR, **IISC**

Andrea is driven by a desire to challenge inequity and bridge the divisions between people. Andrea believes in the possibility of community because of her own experiences bridging cultural and socio-economic differences. Andrea delivers training, consulting and facilitation services to IISC clients in both Spanish and English.



Stephen Gray

PLANNER AND URBAN DESIGNER, **SASAKI**

Practicing both internationally and domestically, Stephen is planner and urban designer who lives in Boston with extensive experience in complex urban environments. In these contexts, he represents a broad base of constituents including municipal agencies, colleges and universities, private developers, non-profits, and the public.



Chris Horne

PROJECT PLANNER, **SASAKI**

Chris is an urban planner with a focus on large-scale city and regional comprehensive planning, technology, sustainability, real estate, and community engagement. He has worked at multiple-scales and in diverse contexts. Prior to joining Sasaki in 2011, Chris worked at MIT as a researcher on urban change simulation, scenario planning, and climate change adaptation.



Tina Cassidy

CHIEF CONTENT OFFICER, **INKHOUSE**

Tina's passion for connecting stories with the right audience has not changed since she began writing for newspapers as a teenager. At InkHouse, she leads account teams that work on campaigns, launches, branding, and issues management. She also oversees InkHouse's Content Bureau, which produces communications that reflect the voice, vibe and goals of the organization for which they are written.

SASAKI EXPERTS



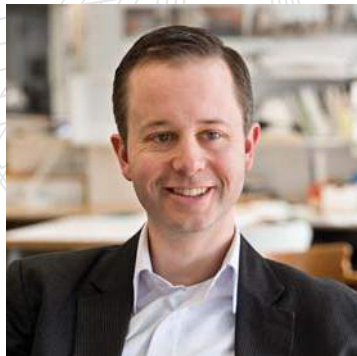
Gina Ford, PRINCIPAL

Gina is a landscape architect and chair of Sasaki's urban studio. She has two decades of experience leading complex, urban landscape projects that encompasses a wide range of scales and project types, from urban plazas to citywide planning.



Jason Hellendrung, PRINCIPAL

Jason is a landscape architect, urban designer, and leader of Sasaki's resiliency practice. He chairs the firm's Sustainability Committee, encouraging resilient solutions in a diverse array of projects that range from long-range resiliency planning to targeted disaster response.



Victor Vizgaitis, PRINCIPAL

Victor is a leader in Sasaki's architecture practice in both campus and urban environments. He is passionate about creating spaces that foster interaction, collaboration, and community, and his portfolio demonstrates a strong understanding of sustainable solutions, urban character, and community collaboration.



Allen Penniman, ASSOCIATE

Allen is a planner and designer focusing on urban environments. His work spans campus and city, and his diverse portfolio includes work within dense, vertically-integrated contexts and mobility solutions that promote transit, cycling, and walking.



Jill Allen Dixon, ASSOCIATE

Jill is a planner in Sasaki's urban studio. She excels at projects requiring a strong integration of ecology and planning, and has significant experience with regional planning, community outreach strategies, scenario planning, and implementation strategies.



Barbara Heller, DIRECTOR OF PARKS PLANNING

Barbara is a nationally recognized parks planning and municipal operations specialist. As former director of a number of large park systems around the US, she brings extensive knowledge in strategic planning, operational assessments, business planning, and service quality assessments.



Bob Culver, MANAGING DIRECTOR

As a former member of the first Appointed Public School Committee in Boston along with having been the Sr. VP/ Treasurer of Northeastern University, Bob will provide ongoing advice on issues most related to education as an element critical to the ongoing success of the City and planning for all of its residents.



Philip Barash, CREATIVE DIRECTOR

Philip leads Sasaki's communications and place-branding practice. As a writer, curator, and brand-builder, he crafts compelling stories about the public realm and helps clients define and communicate vision, strategy and design principles to the public.

PROPOSED ADVISORS

Our network of advisors represents a diverse and exceptionally qualified group of experts who we believe can add significant value to the planning process. The majority of this network is exclusive to Sasaki, and we imagine these consultants to be engaged on an as-needed basis to contribute expert knowledge at key points throughout the planning process. As we work with the City to determine the full scope of services for this project, we will similarly work to determine the firms that can best contribute value to this project.

Regional Planning

Metropolitan Area Planning Council is a regional planning authority in the greater Boston area that offers an exceptionally deep knowledge of planning and development in our region. The organization's local experience, expertise, and relationships—built over a period of 50 years—can be leveraged as a regional advisor, and Marc Draisen and Emily Torres-Cullinane will lead the firm's engagement.

Community Development

Penn Loh is Director of Tufts University's Master in Public Policy and Community Program, and previously served as Executive Director of the Alternatives for Community & Environment, a Roxbury-based environmental justice group. As an international expert in issues of environmental and social justice, he provides an in-depth understanding of the diverse populations that will be part of this planning process.

Urban Equity

James Jennings is a Professor Emeritus of Urban and Environmental Policy and Planning at Tufts University with extensive experiences in neighborhood revitalization, community engagement, and local economic development. James has provided technical assistance to Boston for a number of racial disparity studies, and for Imagine Boston 2030 can deliver key expertise on issues of prosperity and equity in the city.

Redevelopment Economics

James Lima Planning and Development (JLP+D) has extensive experience advising public clients on policy and real estate development strategies for large-scale planning projects. JLP+D works with partners throughout North America to take city-wide plans from vision to reality, and can be a key contributor to this project as an economic redevelopment advisor.

Economic Research

The UMass Donahue Institute applies an extensive background in research and analysis to projects that monitor, examine, and forecast economic and demographic changes. Led by Mark Melnik, the Institute measures the impact of industries and investments on economies and their workforces, and for this project can contribute a deep understanding of economic and policy issues related to the plan.

Demographic and Housing Analysis

NEU Dukakis Center | Barry Bluestone develops detailed projections of urban environments relating diverse measures of economic growth. For Imagine Boston 2030, Barry and his team can offer projections and fine-grained analysis of demographic trends, economic growth, and housing needs in Boston.

Multimodal Transportation

Nelson\Nygaard is an industry leader in holistic planning for all modes of transportation. Their team brings international experience in planning for mobility and accessibility, and develops solutions in the context of a community's needs and goals. With prior experience supporting the GoBoston campaign, Nelson/Nygaard can provide valuable assistance integrating existing transportation initiatives into the Imagine Boston 2030 project.

Innovative Transportation

Gabe Klein is both visionary and collaborative, and brings 20 years of experience leading operations and marketing efforts for transportation organizations in both public and private sectors. A proven performer in both short-term engagements and long range planning, Gabe can provide visionary guidance related to strategic planning and consensus building, particularly for elected officials and community groups.

Transportation Engineering

McMahon Associates specializes in multimodal transportation engineering. The company's work focuses on smart transportation solutions that create more livable communities across the region. McMahon has extensive experience in Boston, and can contribute both a deep understanding of the City's transit network, as well as innovative solutions tailored to this urban setting.

Sustainability Engineering

Arup is an international engineering firm with expertise in sustainable planning for large urban environments. Arup marries technical expertise with strategic understanding, allowing them to create plans that foster meaningful action. With expertise in carbon, water, waste, and energy, Arup's diverse experience can help Imagine Boston 2030 create technical, innovative solutions for a sustainable future.

Social and Ecological Design

Ann Forsyth, trained in planning and architecture, is a professor of urban planning at the Harvard Graduate School of Design. She focuses on social aspects of physical planning and development, and her research examines innovative methods of building more sustainable and healthy cities. For Imagine Boston 2030, Ann can bring a key understanding of the tensions between social and ecological values in urban design.

Community and Capacity Development

The American City Coalition (TACC) is a public charity addressing systemic problems creating barriers to the well being of low-income residents. TACC works in areas of concentrated poverty, including previous and ongoing work in Roxbury, Dorchester, and Mattapan. For Imagine Boston 2030, TACC can provide key leadership and insight in inclusive community planning and equitable economic development.

Community Health

JSI Research and Training Institute is a public health research and consulting firm with over 30 years of experience. Their team brings extensive knowledge of healthy communities, and embraces a broad definition of health and well-being. JSI works with cities across the country to engage diverse stakeholders and focus on systems change, all services that can make key contributions to the Imagine Boston 2030 planning process.

Citywide Brand Identity

Selbert Perkins Design has developed brand identity master plans for cities, counties, and regional groups for over 35 years. Their work ranges from wayfinding and signage, to overall brand identity development, and their team has rich multicultural experience, and an extensive portfolio within Boston, as well as internationally.

Cultural Design

MASS Design Group is an award-winning design firm that excels at engaging diverse stakeholders and developing new ways for design to positively impact local communities. MASS creates beautiful and unexpected architecture in low-resource areas, and for the Imagine Boston 2030 project can provide a bridge between design solutions and Boston's demographically diverse communities.

Cultural and Creative Placemaking

Cultural Planning Group has provided consulting services for arts and culture to a vast array of public clients throughout the nation, including in the City of Boston. With an understanding that cultural development is not simply limited to arts institutions, CPG's work can lead Boston in creating synergistic partnerships with artistic and creative groups that foster vibrant, dynamic communities.

BOSTON KNOWLEDGE

We add value to the City we call home—project by project—in a consistent, engaging and thoughtful way

Over the last several years Sasaki has meaningfully contributed to design and planning efforts throughout Boston and across a variety of scales and project types. We have fostered relationships through our planning and built work at all levels in the City from public entities including the BRA, Massport, MassDevelopment, and the Massachusetts Convention Center Authority; institutional clients such as UMass Boston, Northeastern University, the Harvard Kennedy School, and Babson College; and have worked with cities throughout the Commonwealth including Worcester, New Bedford, Amherst, Everett, and Springfield. We have also worked with a wide array of private developers and corporations within the metropolitan Boston area. We embrace urban vitality and a spirit of community building through careful attention to placemaking in each and every project we pursue.

The Bruce C. Bolling Building in Dudley Square is the embodiment of this idea. Rooted in the existing fabric of the site, the new home of Boston Public Schools welcomes the public by providing generous spaces for gathering, meeting, and gaining access to critical city services. It heralds a new chapter of public building and has kick-started the renaissance of Dudley Square. In the Seaport District, Sasaki is working with Massport to imagine what an otherwise utilitarian parking garage could be. **The Air Rights Garage** – set to accommodate nearly 1700 parking spaces – has the potential to remake the district by providing public spaces and programs in addition to its core use. We are looking to the best examples of public placemaking across the globe – as we work with Massport to envision “more than a garage.”

Sasaki has had great success in designing Boston’s first great urban laboratory – **The Lawn on D.** Recently awarded a Boston’s Best award by the Improper Bostonian, the Lawn on D is now in its





second season of programming. It has become a memorable “go-to” place for many Bostonians, and through its innovative roster of installations and events is particularly attractive to younger crowds. The Lawn on D is the outcome of Sasaki’s larger urban design plan for **D Street**, an effort initiated by the MCCA.

Beyond architecture and landscape projects helping to revitalize the city – Sasaki is actively engaged in research, site proposals, city-wide initiatives, and community engagement. Advocating for a long-term resiliency strategy for the Greater Boston area, Sasaki launched a research initiative - culminating in an exhibition and symposium at District Hall - on sea level rise called **Sea Change**. The Sea Change team tapped into the firm’s interdisciplinary practice to engage in preparedness planning at the building, city, and regional scale. This research along with our participation in the national Rebuild by Design Competition led to our involvement with Boston and the Rockefeller Foundation’s **100 Resilient Cities** initiative as well as work with the Boston Harbor Foundation on the **Living with Water** report. Our provocative **Plaza Plus** site proposal for Boston’s City Hall Plaza refresh took to social media to inspire real time explorations of public space. Through engaging graphics, public outreach and a robust twitter campaign, the youthful Sasaki team pushed the boundaries of design and programming to help ignite new thinking for the Plaza. Our planning work with the BRA for the **Avenue of the Arts** looks to provide consistent urban design thinking for an important institutional corridor in the city. Finally, Sasaki continues to work with IISC on the **GoBoston 2030** effort, engaging communities across the city to imagine the future of mobility and its impacts going forward.



qualifications

PROJECT EXPERIENCE

An innovative and successful Imagine Boston 2030 process and plan will require solutions that draw from a diversity of experiences, disciplines and points-of-view. The projects described on the following pages push beyond traditional project typologies as the result of the collaboration among Sasaki's multidisciplinary teams.

We are unique in the depth and breath of urban issues we address each day, from city-wide plans to the planning of urban districts; development of regional plans; resiliency, recovery and ecological restoration; parks master planning; workspace design; campus master planning and educational design; and branding and graphic identity. We will bring all of this expertise to bear for the City on the Imagine 2030 Plan.

Visit imagine.sasaki.com for sample project reports of selected projects.



CITY-WIDE PLANNING & URBAN DISTRICTS

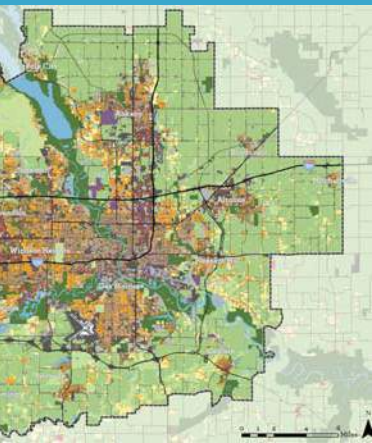


RESILIENCY & RECOVERY PLANNING



CIVIC PARKS & PUBLIC SPACES





REGIONAL PLANNING



SCIENCE & INNOVATION DISTRICTS



MIXED-USE DEVELOPMENT



WORKPLACE ENVIRONMENTS



STREETS & TRANSIT



BRANDING & IDENTITY



CAMPUS PLANNING & DESIGN



CIVIC & MUNICIPAL FACILITIES

YOUR REQUIREMENTS, OUR PROJECTS

Each project we present addresses the areas of experience requested in the Imagine 2030 RFP, which reflects the holistic and multi-disciplinary nature of our work. We have framed the projects in response to the RFP's three main areas of focus: Planning, Engagement, and Data & Analysis.

PLANNING

- Experience with comprehensive urban planning and the preparation of citywide plans.
- Experience leading interdisciplinary planning and policy teams and resolving tensions among multiple disciplines, agencies, and approaches in the service of creating a shared vision and implementation strategy.
- Experience and expertise in land use, zoning, urban design and development, placemaking, and civic engagement.
- Experience preparing engaging planning documents and other materials which will be readily understood by a wide audience.
- Demonstrated ability to achieve the goals of the Citywide Plan on time and within a reasonable budget.

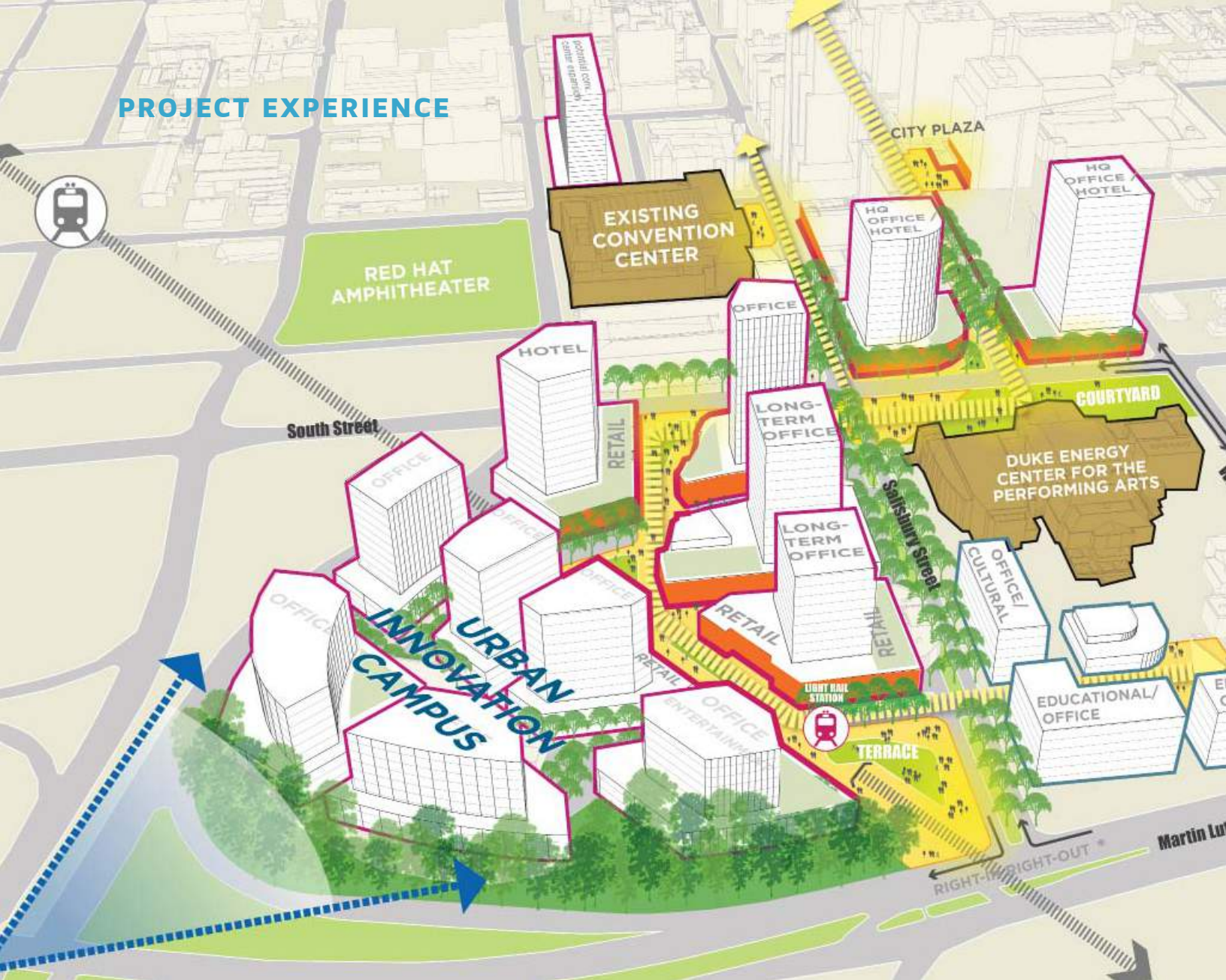
ENGAGEMENT

- Experience working with public sector clients and community-based organizations in an intensive public participation process.
- Experience developing and implementing novel, imaginative strategies to engage diverse communities across multiple outreach platforms, both for major city plans as well as other initiatives.
- Proven track record of engaging minority and low-income constituents who traditionally have not been engaged by conventional outreach methods.

DATA & ANALYSIS

- Experience analyzing alternative scenarios and associated trade-offs and explaining those analyses to multiple audiences.
- Experience in evaluating and utilizing economic and demographic data analysis and projections.

PROJECT EXPERIENCE





RALEIGH DOWNTOWN PLAN

Raleigh, North Carolina

Sasaki recently completed the development of a downtown plan for Raleigh, North Carolina. Raleigh is a rapidly growing, up-and-coming tech hub, and the plan is working to focus future investment to incentive and direct growth; create a balance of residential and office development downtown; protect historic and district character; and create an authentic sense of place. The goal is to ensure Raleigh's recent and projected growth can better position Downtown to remain competitive regionally and nationally, while also making it a better place to live, work, visit, and study.

PLANNING

The Downtown Plan identifies and analyzes public realm, infrastructure, connectivity improvements, and future development. A top priority for the Plan is to establish clear, achievable, and community-supported action items that can catalyze the continued transformation of Raleigh's center city over the next 10 years. The plan includes a series of 5 catalytic projects, which will help bridge downtown's districts; bring new streetlife, retail, and anchor developments; renew and expand green space; and add new cultural and community uses. At the same time, this plan also seeks to create the "glue" that will bind these exciting projects together and yield a richer downtown experience. Four big themes—Breath, Move, Stay, and Link—knit it all together, showing how to bring nature to the City, provide transportation choices, create a place to linger and savor, and cultivate the partnerships necessary to make it all happen.

Together, these recommendations will shape the next phase of Downtown Raleigh's evolution into a nationally competitive downtown that fosters innovation, creativity, and entrepreneurship while remaining authentic.

ENGAGEMENT

An extensive public engagement process that included a number of new and trusted techniques was utilized to encourage a diverse group of citizens to contribute to the plan. Opportunities to participate included large public meetings to small stakeholder roundtables, online surveys, project web page updates, MindMixer social media engagement, email notifications, YouTube videos, and twitter post. Each method encouraged the public to learn and convey their opinions on what was important for the



city to consider over the next 10 years. Members of the Downtown Plan Advisory Committee, appointed by the Raleigh City Council, advised the City and the Downtown Raleigh Alliance on the Downtown Plan formulation. Its membership represented a broad cross-section of 33 downtown stakeholders.

DATA & ANALYSIS

Through our work on the Raleigh Downtown Plan, we have coordinated with the city's GIS and 3D model database and worked seamlessly to use and share files. Data and analysis also was a key factor of our engagement strategy. All input was collected into a central database, organized by topic area and geography. This database was a key resource for our team to analyze and synthesize public feedback. With many diverse opinions, this database helped us track and identify emerging consensus points, as well as the ranges of opinions on key topics.

PROJECT EXPERIENCE



CINCINNATI UPTOWN/ MLK CORRIDOR VISION

Cincinnati, OH

Uptown Cincinnati is home to many of the city's major educational, health, and cultural institutions and is the second largest employment center in the city. But although the district is bustling with activity, Martin Luther King Drive (MLK)—the spine of Uptown—is an auto-dominated strip with little street life or pedestrian amenity. This plan defines MLK's transformation inline with Uptown's diversity, vitality, and sophistication.

PLANNING

Inspired urban design, practical and progressive traffic operations analysis, insightful economic research, and energetic community engagement all combine in a plan for a new MLK that enhances vehicular access while anchoring a walkable urban district. The study provides a strategy and tools to guide land use, infrastructure, and institutional investment. More than a transportation plan, the MLK/Reading Road Corridor Study voices the community's ambition to unite Uptown and give it a unique identity. The land use strategy includes infill housing and knowledge clusters along MLK and Reading Road, supported by local living initiatives on the part of area employers. Public realm improvements will focus on pedestrians and placemaking. Parking and transit will be coordinated to mitigate traffic and promote sustainable transportation.



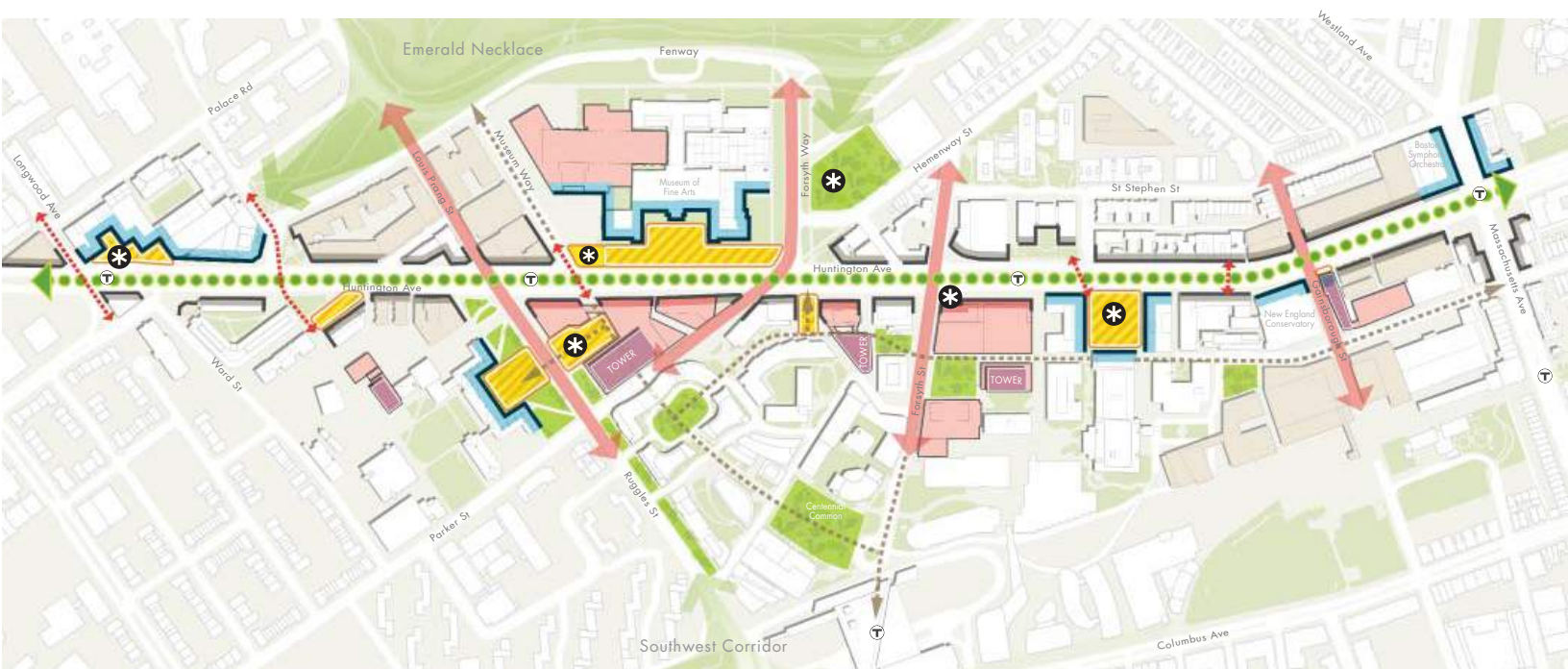
EXISTING

ENGAGEMENT

Community stakeholders, including neighborhood and institutional leaders, came together to guide this work and advance the common goals of those who live, work, and play in the neighborhoods of Uptown. This study builds on the existing institutional, residential, business, cultural, social, and physical assets of the area in order to guide policy decisions and promote positive investment.

DATA & ANALYSIS

The core of the planning exercise was analysis of relationships: between institutions and their host communities; between economic growth, community vitality and the public realm; between the street as a transportation facility and as a place. In a highly collaborative and public process, Sasaki tested urban design and traffic management concepts and merged them into a multilayered plan for land use, road design, transportation demand management, community economic stabilization, and institutional growth. Sasaki built a computer animation of future traffic and integrated it into a 3-D model of the study area, simultaneously creating a tangible vision around which the stakeholders could rally and providing a technical analysis to support decision-making.



THE AVENUE OF THE ARTS PLANNING STUDY

Boston, MA (In Progress)

Huntington Avenue, known as the “Avenue of the Arts,” is home to several of the City of Boston’s major cultural and educational institutions. As these institutions continue to grow, and as limited building footprint drives the desire for vertical expansion, the BRA has engaged six of the Avenue’s major institutions (Northeastern, Wentworth Institute of Technology, the MFA, the Boston Symphony Orchestra, MassArt, and the New England Conservatory) to fund a collective urban design study that will culminate in comprehensive design guidelines for the length of the Avenue from Longwood Ave to Massachusetts Ave.

PLANNING

This planning effort is unique in its comprehensive scope, multiple participants, and its relationship to the established permitting process. The project is a first-of-its kind supplemental planning initiative that follows and builds on existing Institutional Master Plans and Planned Development Areas as reached through past Article 80 processes. It precedes and will inform and expedite the Article 80 large project review process. This process will result in a more comprehensive, holistic vision for the Avenue and will set design guidelines and standards that ensure individual development projects work together to make the Avenue a more vibrant, pedestrian-friendly, active, and well-designed place.

ENGAGEMENT

Sasaki and the BRA have met regularly with representatives of the six funding institutions, which has built trust and common goals, fostered greater transparency among the individual objectives of each institution, as well as ensure collective development needs are being addressed.

Four public meetings form an integral part of this process, during which the public has learned and been able to comment on the planning effort. At each public meeting, Sasaki and the BRA have fielded questions and addressed each individual directly, folding comments and concerns into the project as it moves forward.

DATA & ANALYSIS

Because this process follows extensive IMP and PDA processes, Sasaki has worked with the BRA and the funding institutions to fully synthesize the thinking behind each institution’s past planning efforts. By building on these planning efforts rather than undoing the work that led to them, the public processes that informed the IMPs and PDAs remain intact, valid, and integral to the future.

PROJECT EXPERIENCE



PROVIDENCE 2020 PLAN

Providence, RI

Providence features a dramatic setting in which residential neighborhoods on surrounding hills overlook the waterfront of Narragansett Bay. During industrialization, railways and highways pierced the city and the resulting districts developed distinct, yet complementary, identities.

PLANNING

Providence 2020 celebrates each district's historical and architectural attributes while creating greater unity among them. The plan sets forth a flexible framework for development and encourages a network of pedestrian-friendly streets within former industrial lands and highway corridors. The Promenade, a former industrial district with a wealth of loft-style buildings, becomes a center for innovation and research. The Capital Center builds on

its strengths as the city's traditional financial and political hub. The Jewelry District—another former industrial zone—will take advantage of its proximity to universities and hospitals to generate jobs in biomedical research. The Narragansett Bayfront, a working waterfront, becomes ripe for residential conversions and new building development.

Sasaki's work included reconciling previous plans and extensive outreach to stakeholders and the public. Sasaki defined implementation priorities and roles and responsibilities to ensure ongoing public investment. To accommodate private development interests, the team used three-dimensional modeling to test different height zones, which will influence the city's new zoning.

ENGAGEMENT

Sasaki engaged a variety of interest groups including neighborhood representatives, arts and cultural organizations, real estate developers, large employers, economic development, environmental, institutions, and State and City staff.

The Mayor and City Council were also consulted for their ideas and priority issues. After synthesizing a range of issues and developing design studies and alternatives for the study area, the project team met with stakeholders and held two consecutive open house/public meetings. The comments received in these meetings shaped the draft plan, which was reviewed and discussed with stakeholders and the public during another series of public meetings.

GREATER HILL DISTRICT MASTER PLAN

Pittsburgh, PA

Pittsburgh's Greater Hill District—a collection of neighborhoods in close proximity to downtown's Golden Triangle—has experienced significant loss of population and investments. To restore the district's vibrancy, Sasaki led a year-long planning effort to integrate previous, unimplemented recommendations with additional urban design propositions to create a planning framework.

PLANNING

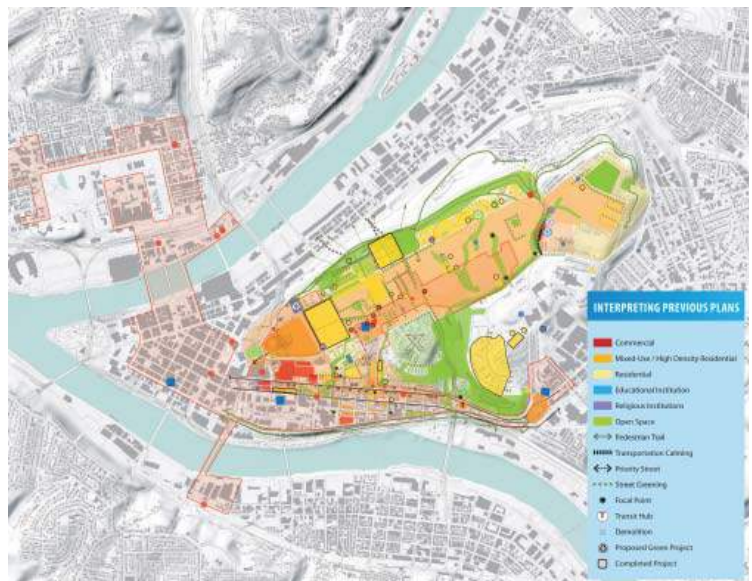
The master plan and development strategy provides guides ongoing public, private, and institutional investment as well as a strategic implementation to guide high-priority propositions and projects. The master plan also includes recommended program initiatives for projects to assist the Hill District meet its goals for improving the quality of life for residents while contributing to the city's broader regeneration goals.

ENGAGEMENT

The master planning process engaged Hill District residents, neighborhood leaders, local foundations, and city agencies in developing goals and strategies for regeneration and redevelopment. Sasaki also helped these parties establish criteria for evaluating proposed residential, commercial, and institutional investment and development in the future.

DATA & ANALYSIS

The Community Goals drew from over twenty-five existing plans for various parts of the Hill. Given the significant investment of time and energy already spent on previous planning efforts in the Hill District, the first step of the master planning process was to review, summarize, and synthesize previous plans. An interactive website was created as a central repository for all plans to be reviewed, overlaid, and compared by the public. Goals and recommendations identified in previous plans informed the community goals and served as a beginning point for the master plan. A composite opportunity diagram was created based upon the content of existing plans and additional observations, residents identified additional priorities for the future of the Hill, and evaluation criteria was established based on community goals, market viability, and urban design best practices.



PROJECT EXPERIENCE

MIDTOWN DETROIT TECHTOWN DISTRICT PLAN

Detroit, MI

The TechTown District Plan articulates an inspiring vision for the revitalization of this emerging knowledge district in Midtown Detroit district. The plan accelerates innovation, promotes entrepreneurship, and builds community around the generation of ideas in a vibrant, mixed-use setting. Leveraging the potential of key institutional anchors within the district (Wayne State University, College for Creative Studies, and Henry Ford Health System), the plan creates an environment that fosters knowledge generation and innovation.

PLANNING

The purpose of the TechTown District Plan is to define an aspirational framework for the development of the district that promotes innovation, entrepreneurship, and community building around the generation of ideas in a vibrant, mixed-use setting. Through a robust open space framework and urban design strategy, the plan transforms places for cars into places for people, while creating a clearly defined heart and visual identity for the district. The plan also defines key corridors that integrate a mix of uses and enhance connections within the district and to surrounding neighborhoods in Midtown Detroit. A significant program of new innovation uses will reposition the district to become Detroit's primary science and technology hub, supporting the commercialization of research and ideas and nurturing a culture of creativity and entrepreneurship.

ENGAGEMENT

The team employed a variety of creative strategies to encourage participation in the TechTown planning process. A stakeholder committee comprising representatives from the anchor institutions and other constituents provided leadership and direction at key milestones. Interactive games at the forums, such as the "Circuit Board" and the "Coin Survey," tested program and design alternatives, and ranked strategies for investment. TechTownTalk, the project blog, documented the planning process and provided another vehicle for information exchange. The team distributed a "MyDistrict" survey, an interactive online graphic tool, to anchor institution employees and other constituents to surface qualitative impressions of



the district. Individuals were asked to identify where ideas are formed, where they collaborate, favorite dining locations, favorite outdoor areas, and other questions about the amenities and qualities of the district. The survey responses helped to tailor the planning, programming, and urban design strategies to the unique requirements of an innovation district that supports the institutions.

DATA & ANALYSIS

Analysis of input gathering through the custom-designed "MyDistrict" survey tool synthesized usage data of existing space according to a series of elements such as preferred work areas, areas of collaboration, perceived unsafe zones, dining and socializing areas, most frequent circulation patterns, and parking, among others. Demographic information was simultaneously recorded, enabling deeper filtering and analysis. This information providing a qualitative overlay to the quantitative data collected throughout the process, and provided an understanding of how users experience the district. The tool was valuable in helping to better understand the way that individuals make use of the study area and the extent to which connections permeate to surrounding neighborhoods.





PROJECT BLOG



3rdtown Detroit Inc. is working with [Hines](#) and [Ford](#) to create a master plan for the TechTown district. The plan will maximize existing energy in the area and create new opportunities for energy and growth. The goal is to bring people together and inspire new ideas.

On TechTownTalk, we will share interviews with community members, updates on the master planning process, and ideas about innovation. But most importantly, we hope to gain input from you!

Here is how you can contribute:

Submit photos of places in TechTown where you envision something great. Can that empty storefront become an independent coffee shop? Could a building wall become a mural, or host outdoor movie screenings? Let us know and we'll post your ideas!

Take the TechTown MyDistrict survey. Share where you work, park, eat, socialize, etc., to help the design team gain an in-depth understanding of how TechTown works—and how we can improve upon it.

Got a question or comment? Tell us! Email info@3rdtown.com

Send me an email

JANUARY 13, 2012 10:43 AM

Light-rail project to get \$25M in fed aid --

Designing a Framework for Change in TechTown



Many of the TechTown project stakeholders, such as Henry Ford Health, have similarly expressed interest in public realm improvements that would enhance the quality of life for their employees. When the [Hines](#) and [Ford](#) met a few weeks ago to develop a public realm framework for Detroit's TechTown, the

OPEN FORUMS



PROGRAM CHIPS

REPORTING

COIN SURVEY

MYDISTRICT SURVEY



WHERE IS THE BOUNDARY FOR TECHTOWN?

WHERE DO YOU COLLABORATE?

WHAT AREAS DO YOU CONSIDER UNSAFE?



PROJECT EXPERIENCE

VIBRANT NEO 2040

Northeast, Ohio

Vibrant NEO 2040 was a regional planning effort spanning a 12-county area of Northeast Ohio, including the Cleveland, Akron, and Youngstown metro areas. Vibrant NEO was launched to create a more vibrant, resilient, and sustainable Northeast Ohio – a Northeast Ohio that is full of energy and enthusiasm, a good steward of its built and natural resources, and adaptable and responsive to change. The project received the American Planning Association’s 2015 Daniel Burnham Award for a Comprehensive Plan.

PLANNING

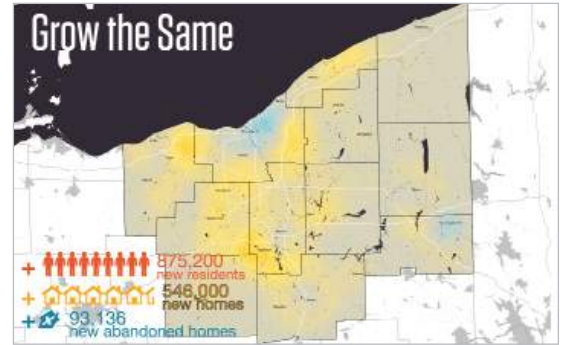
The Sasaki team developed guidelines and recommendations at multiple scales and for a diverse range of community-types, including several major downtown areas. In this context, key themes included economic development, finance, transportation, redevelopment, land use, urban design, recreation, and the environment. The planning and engagement process has built a shared vision for a very diverse region, and now, a year after the plan was completed, counties and cities are already working together to implement the regional vision in their own jurisdictions. Comprehensive plan updates, watershed-based planning districts, and bus rapid transit are some of the elements that are currently underway.

ENGAGEMENT

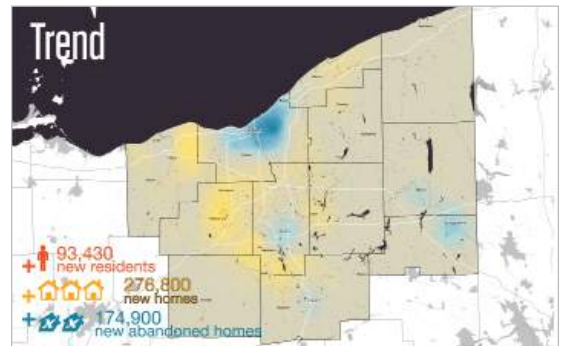
Engaging the right community stakeholders and targeted audiences was crucial to the success of Vibrant NEO. The plan had three objectives: produce a framework that reflects the region’s values, inform the process with local knowledge, and create champions for implementation. To achieve these campaign objectives, Sasaki launched a two-tiered outreach effort that included building relationships with key stakeholders and regional leaders connected with large networks and community members often left out of the planning process. The team employed techniques that included surveys, new and social media, and public workshops. By the end of the project, the team had engaged thousands of Northeast Ohio residents, including underrepresented populations in low-income and minority communities. New areas of focus like housing affordability and access to jobs flowed from these conversations and informed further plan development.

DATA & ANALYSIS

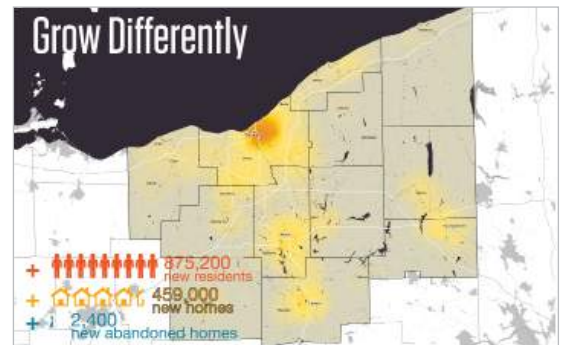
The planning process was based upon a scenario planning approach, which used advanced GIS-based spatial modeling to reveal different potential outcomes of four different future paths for the region. The results of the scenario modeling were summarized using easy-to-understand indicators covering topics in fiscal health, the environment, housing, and transportation. A customized Fiscal Impact Model was a key part of the scenario modeling; it showed the financial outcomes of alternative development patterns and infrastructure choices. Together, scenario modeling demonstrated how the health of individual communities is critically linked to the health of the overall region, helping build the case for the importance of working together for a better shared future.



“Grow the Same” has the same emphasis on outward development as “Trend,” but higher growth in this scenario reduces the amount of abandonment in existing communities.



“Trend” has a nearly stable population but sizable growth away from existing communities. As a result, abandonment is highest.



“Grow Differently” has the same increase in growth as “Grow the Same” and the same focus on reinvestment as “Do Things Differently.” As a result, abandonment is the lowest.



“Do Things Differently” focuses new development in and near existing areas. Abandonment is significantly lower than “Trend” even though there is no additional population growth because there are fewer “extra” housing units constructed.

THE TOMORROW PLAN

Des Moines Area Metropolitan Planning Organization, Des Moines, IA

The Tomorrow Plan is an unprecedented regional planning effort. The project pairs technical analysis of existing conditions and future trends with ongoing community engagement around priorities, trade-offs, and aspirations. Bringing together a number of recent area planning efforts, The Tomorrow Plan establishes a vision for what a sustainable Greater Des Moines will look like in 2050—and the steps to make it a reality.

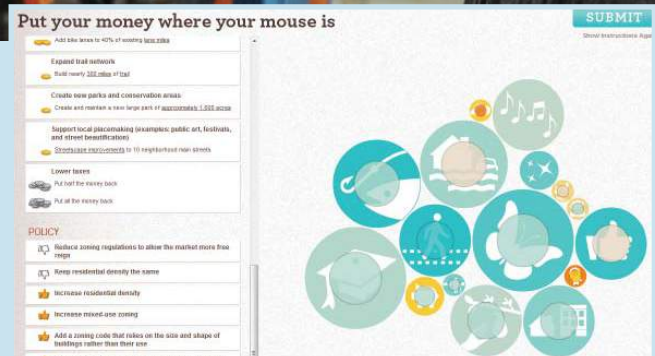
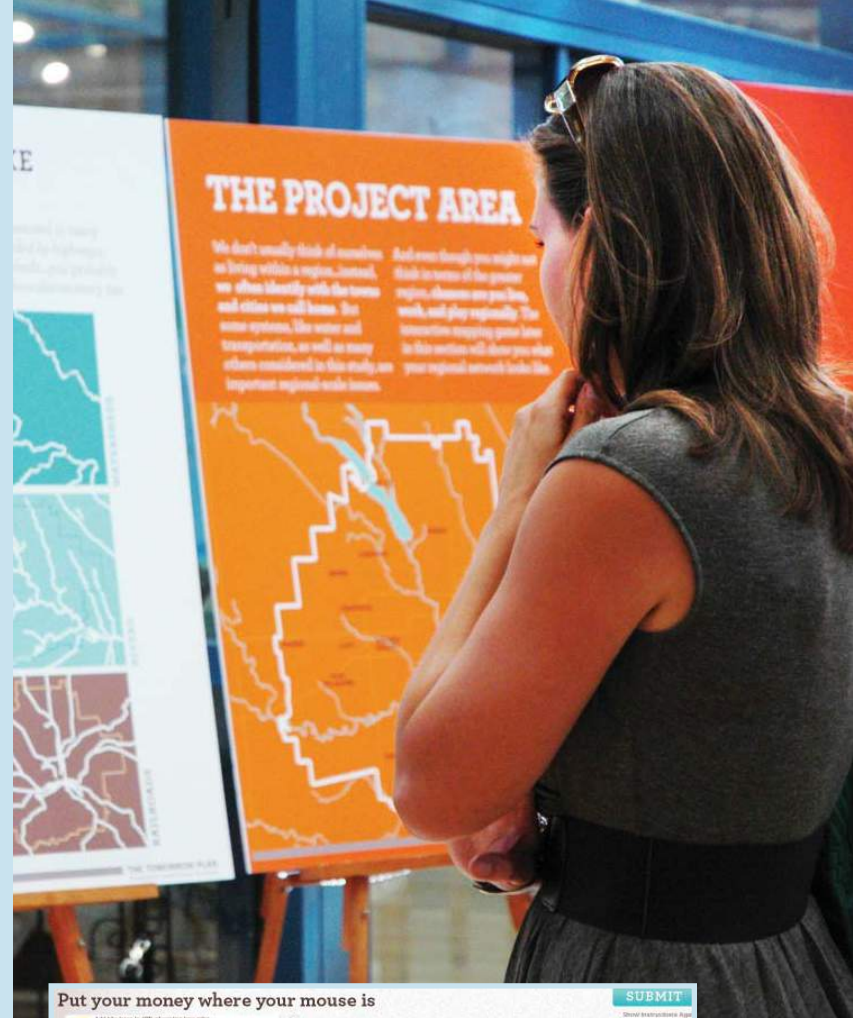
PLANNING

The Tomorrow Plan aligns multiple planning elements—transportation, land use, housing, economic and workforce development, and the environment—in a comprehensive framework for sustainable development. Key themes of the plan include providing choice for future generations, ensuring economic and environmental resilience, and creating healthy neighborhoods. Equally important to the goals and initiatives set out in the plan itself, the planning process has fostered discussion and increased collaboration in Greater Des Moines to work towards the common goals of having a safe, healthy, and sustainable region; supporting the growth of existing and future businesses; and protecting sensitive natural resources.

ENGAGEMENT

Sasaki's bold project branding and comprehensive outreach approach have led to a distinctive project identity evident in all aspects of the planning. The Tomorrow Plan's crowdsourcing and participatory planning techniques educated and surveyed constituents regarding how different planning decisions, policies, and projects generate varied outcomes. Special emphasis was given to the younger demographic—often absent from public meetings or other traditional forms of engagement. Intentionally developed to appeal to youth and young professionals, DesignMyDSM provided a playful online experience where people could explore how their personal preferences relate to regional benefits—and begin to see overlapping interests.

These efforts provided significant insight into priorities for the region's future—transportation choice, good schools, and access to parks and nature—informing the major goals for the plan. And ongoing conversations with neighborhood associations, chambers of commerce, professional groups, elected bodies, the African American Leadership Forum, focus groups, and plan advisors all helped build allies for the implementation phase.

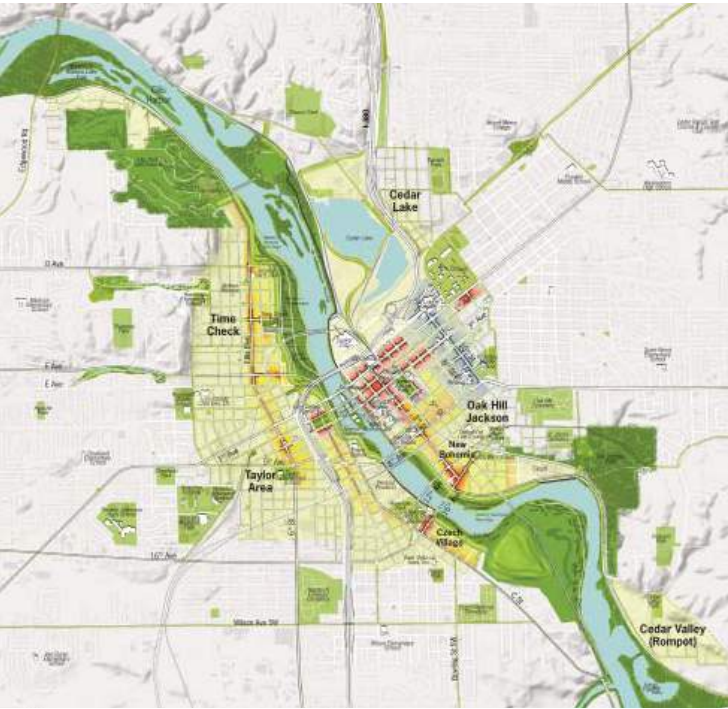


DATA & ANALYSIS

Sasaki led a team of national experts to project trends and develop an interactive scenario planning tool to help residents envision various possible futures for the region. The four alternative futures developed during the planning process were the outcomes of a systematic analysis of the 542-square mile study area. The Tomorrow Plan's four scenarios were technically rigorous while still providing avenues of engagement for non-experts. Each scenario modeled future land use changes at the parcel level and internalized numerous factors, including land use policy, real estate markets, infrastructure, historical trends, physical design, and natural features. At the same time, each scenario remained transparent to the extent that its main assumptions were communicated in simple flow diagrams and altered with relative ease depending on stakeholder feedback.

Visit www.thetomorrowplan.com.

PROJECT EXPERIENCE



CEDAR RAPIDS CORRIDOR REDEVELOPMENT PLAN

Cedar Rapids, IA

In June 2008, a flood of unimaginable scale forced thousands of evacuations and caused over six billion dollars in damage in Cedar Rapids. Over 10 square miles were flooded, including the downtown. Just before the flood, Sasaki had been selected to generate a riverfront master plan for the city and the team was quickly called in to chart out a recovery plan. Within days of the flood, Cedar Rapids City Council outlined a series of strategic recovery goals. Sasaki worked with the city to accomplish these goals in 11 months with a broad and unprecedented public engagement process.

PLANNING

Phase I, the Flood Management Strategy, minimizes future flooding risk while improving the city's relationship to the river. Phase II, the Framework for Neighborhood Reinvestment, provides a reinvestment framework for the city's nine flood-affected neighborhoods, including downtown. The intention was to not only help Cedar Rapids recover, but also to make it stronger and more vibrant than it was before the flood. Sasaki developed three planning study areas, each containing multiple neighborhoods and spanning the river.

This enabled a discussion of shared interests across neighborhood boundaries and long-held psychological boundaries like the river itself. Collectively, the resulting Area Plans envision a sustainable future for the city characterized by strong pedestrian, transit, and vehicular connections, open spaces, revitalized and diverse neighborhoods, economic opportunities, and thriving cultural destinations.



ENGAGEMENT

The planning process has been a partnership between community members, multiple city departments, the City Council, and various agencies. Over 1,420 citizens attended 8 public meetings and spent over 6,000 hours collaborating. Sasaki helped to train approximately 70 people from multiple city departments to facilitate table discussions at planning meetings, which fostered more cross-departmental coordination and improved community service from city employees to residents.



REBUILD BY DESIGN

US Department of Housing and Urban Development, Ocean and Monmouth, NJ

An initiative of the Hurricane Sandy Rebuilding Task Force, Rebuild by Design asks some of the world's most talented design professionals to envision solutions that increase resilience across the Sandy-affected region. Leveraging nontraditional partnerships among designers, scientists, the local communities, and the federal government, Sasaki developed resilience solutions that are both locally contextual and regionally scalable.

PLANNING

Sasaki's design evolves from not only a physical and ecological understanding of the region's three coastal typologies, but in fact a cultural understanding. The project goal is to protect future communities as well as the role of the beach as a cultural icon and economic driver for the Jersey Shore. To accomplish this, ecological relationships, beach infrastructure, tourism, and settlement patterns will be adapted to accommodate new modes of beach travel. Solutions define a new type of resiliency—one that not only protects the beach but also enhances social capital and connectivity.

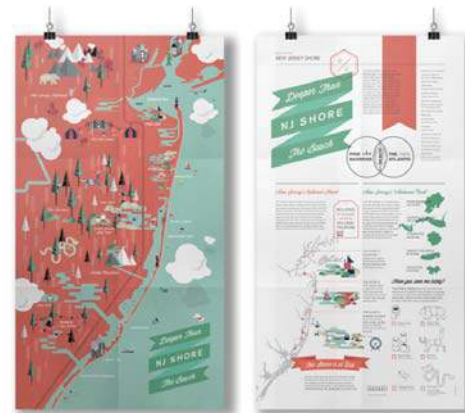
ENGAGEMENT

To engage a broad range of people on a large scale, we employed our online survey and mapping tool, CrowdGauge.

CrowdGauge is an open-source framework for creating educational online games. It first asks users to rank a set of priorities, then demonstrates how a series of actions and policies might impact those priorities. The third part of the sequence gives users a limited number of coins, asking them to put that money towards the actions they support most. In addition to the CrowdGauge surveys, we led community meetings at each of our three locations, where we presented the design concepts and then broke out into working groups.

DATA & ANALYSIS

The analysis of the data gathering through CrowdGauge helped us understand the geographic tipping point of consensus, which was important in the Rebuild by Design competition to identify the best client to partner with for implementation.



PROJECT EXPERIENCE

BRIDGEPORT PARKS MASTER PLAN

Bridgeport, CT

The Bridgeport Parks Master Plan represents a comprehensive understanding of the importance of green, healthy open spaces to the community and to city-wide revitalization of Connecticut's largest city. The plan seeks to ensure all citizens and visitors have access to the parks and park amenities that are aligned with the needs of their communities, a goal achievable through the creation of new parks and addition of amenities and visibility to the city's forty-five existing parks.

PLANNING

As Connecticut's largest city with a growing population, the City and its citizens have set a course for revitalization through a series of progressive planning initiatives, including a forward-looking sustainability framework called BGreen 2020. The City's regeneration framework emphasizes the critical role of parks both for urban vitality and livability, but also as the City's green infrastructure. Sasaki's Parks Master Plan acts on this understanding, to ensure walkable access for all residents to park space and to increase the overall health of the city's ecosystem, economy, and community. The Plan creates a comprehensive vision that repositions the city's parks as a healthy, connected system of ecological and recreational infrastructure, and reclaims the Park City legacy for the City's continued revitalization.

ENGAGEMENT

To gather feedback on the plan and build a partnership base, a diverse public outreach strategy was an integral part of the planning process. This included a series of public forums, in-the-park charettes, on-the-ground outreach and park-user interviews. The structure of public outreach ensured the community not only contributed their voices in order to shape the plan, but also found new ways to engage with future maintenance and continuing implementation of the parks vision.

Hundreds of park users replied to an online survey and used its interactive mapping tool to answer questions around park priorities, helping to shape the initial direction of the plan. From this survey, park users revealed that family-friendly parks and amenities, such as playgrounds, splash pads, picnic shelters, and swimming facilities are the most desired park improvements.



A key to the success of the plan has been its strong visual identity, which combines clear and accessible graphics with exciting and marketable visualizations of the parks system. The Plan identifies key partnerships at the local, regional and national level that will help provide funding and stewardship for future park initiatives in the city, and includes a matrix of "quick win" projects that can be implemented immediately to improve the parks system and build excitement and support for future projects

DATA & ANALYSIS

A system-wide inventory and needs assessment identified a centralized belt of high need in the urban neighborhoods at the City's core and concluded that specific programmatic deficits corresponded largely with these highest-need communities. The analysis also showed that Bridgeport is managing its parks with a staff size much smaller than many guidelines for systems and cities of its size. Therefore, minimizing maintenance, streamlining operations, and developing partnerships became paramount goals of the plan.

The needs assessment was supported by a demographic analysis of Bridgeport's population that combined access to a car, population density, income, and diversity. Using this metric, the plan identified a central belt of high need running east-west across the center of Bridgeport extending from either side of downtown. Meeting the open space and recreation needs of this central need belt is a high priority of the master plan.

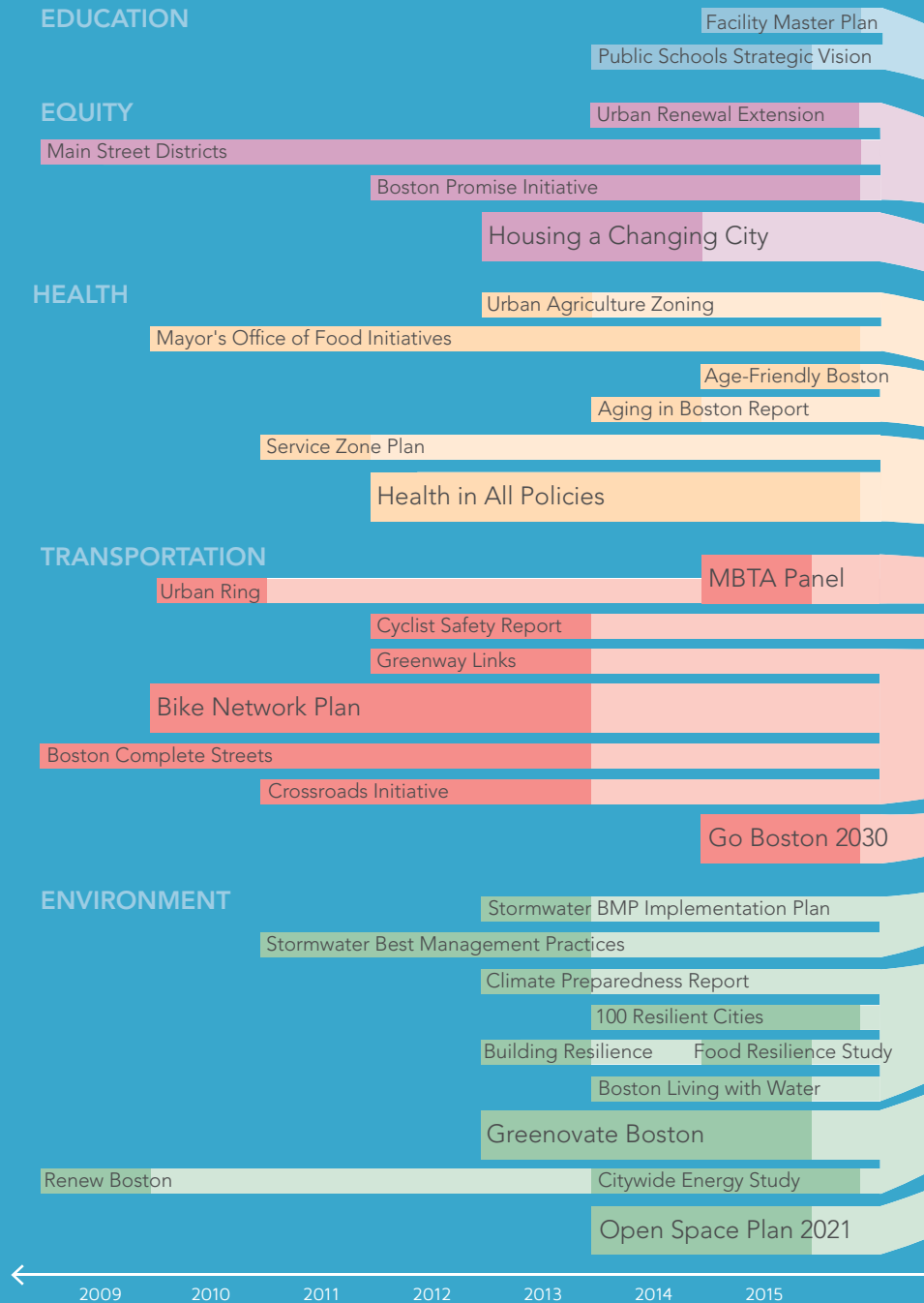




approach

GUIDING PRINCIPLES FOR OUR WORK

For Imagine Boston 2030, as planners, we see ourselves as leading a complex process that aims to integrate and synthesize a multitude of diverse aspirations, identities, interests, histories, resources, and planning initiatives. This will not be a plan handed down from on high, nor will it be an academic exercise. The values, priorities, goals, and principles will be identified through intense engagement, and the knowledge will come from a multitude of sources, both within the team and outside of it.





IMAGINE BOSTON 2030

CREATION OF A SHARED VISION

A primary outcome of this effort is the creation of a shared vision for the City of Boston—one that unifies and rallies the full spectrum of constituent voices. We believe that great plans truly embody the collective – and sometimes disparate – aspirations of a diverse, engaged community like Boston. Sasaki’s core strength is our ability to listen intently, shepherd dialogue, and deliver tangible and compelling results for complex projects with diverse stakeholders. We are able to understand and unite the various, complex issues at play into an inclusive, bold, and aspirational vision for the process and plan.

A FLEXIBLE & ACTIONABLE FRAMEWORK

We see the Imagine Boston 2030 plan as being not just a plan but also a flexible and actionable framework; a set of tools, protocols, guidelines, templates, process prototypes, and ultimately a redefinition of expectations. We believe that the planning process should set the tone for the lifetime of plan implementation and include capacity building within the local community at every step. While we see ourselves managing the planning process, we intend on empowering the local community to become stewards for the city and contribute to a better Boston both during the implementation of the plan and in the longer term.

LEVERAGING THE BEST AVAILABLE RESOURCES & SYNTHESIZING PLANNING WORK TO DATE

An incredible amount of knowledge, tools, staff resources, in-progress and recently-completed plans will be made available to the selected planning team. How these resources are leveraged will in large part define the success of Imagine Boston 2030. Successful synthesis of existing planning information and, perhaps more importantly, engagement with the stakeholders of those plans will be key to developing a shared, inclusive and implementable vision. The plan will require the buy-in of these various departments, agencies, organizations, and individuals within and outside of City Hall. In order to be successful, partnering widely from the beginning will be essential.

THE POWER OF INTERDISCIPLINARY COLLABORATION

Sasaki’s depth of urban planning experience and the breadth of in-house multi-disciplinary experts we offer will allow us to get our hands around the multi-faceted nature of the existing planning information and harness the tremendous human capital invested in them. At Sasaki, our approach to planning is based upon the power of interdisciplinary collaboration. In addition to the core skills of planning and design, this means we necessarily embrace a variety of other skillsets, including disciplines not typically found in peer firms such as economics, statistics, software development, and modeling. As an interdisciplinary practice we are compelled to think and maneuver across boundaries, constantly synthesizing and integrating feedback, seeking common threads and consensus, all with the goal of garnering support and enthusiasm around a compelling, shared vision.

INCLUSIVITY & ACCESSIBILITY

We believe that the Imagine Boston 2030 plan should cater to multiple audiences. While being accessible and meaningful to the general public and non-experts, it should also be credible and worthwhile to experts, City staff, investors, developers and other professionals more directly involved in the implementation of the plan. In order to develop a successful plan and ensure public buy-in, it is essential that every individual and community within the Boston area understands the plan and feels a sense of ownership towards it.

A TAILORED APPROACH

We also know that each project is different. While we bring to the table expertise gained from many past planning and design projects, we do not believe in recycling work for new projects. This applies not only to our plans and designs, but also to the various planning tools developed to support the process. Based on the unique needs of the 2030 Plan, we will develop new technological tools or adapt existing tools to suit the needs of the project in the best way possible.

approach

BUILDING AN INFRASTRUCTURE FOR DEMOCRACY

We see the Imagine Boston 2030 plan as a very rare opportunity to redefine the way in which planning is carried out in the City and we believe that effective engagement and communication should be one of the foremost priorities of the planning process.

It provides an opportunity to create ownership among the residents of the City and generate support not only for the plan but also for City leadership. It also allows for underrepresented communities to have a voice and allows for a more comprehensive and thorough planning framework that incorporates the needs and aspirations of all stakeholder groups in the city.





THE LENS OF DEMOCRACY

At Sasaki, we see engagement through multiple lenses. One lens is the lens of democracy, the lens through which we seek to actively create the just and mutually respectful relationships, groups, organizations, and networks that embody the values that we are trying to make manifest in the world. This focus enables us to avoid replicating the social structures and forms of exclusion that we are trying to shift through our work.

THE LENS OF ECOLOGY

The second is the lens of ecology, which enables us to shift away from an organization centric paradigm into a system-oriented, network paradigm. With this lens, the intent is to understand systems and build ecology for transformation, a social space that is more organic and less industrial. This helps us to focus on systemic change instead of targeting change at an individual level, and to strengthen relationships between elements in a system and their capacity to act.

THE POWER OF PEOPLE

We believe that if people are convened in constructive ways with relevant information and attention to power, equity, and inclusion, there is great opportunity for the creation of authentic visions and effective long-term strategies for addressing shared concerns. Our approach includes a combination of direct engagement in decision making and representative democracy wherever appropriate during the planning process.

STEWARDSHIP & OWNERSHIP

New forms of engagement are necessary to bring historically excluded populations into the planning process and an important step to eliminating economic, social, and racial disparities in issues like health outcomes, employment, access to education, housing equity, transit, open space, etc. For the Imagine Boston 2030 Plan, our goal is to build infrastructure for democracy that lives beyond the life of the project. One part of that infrastructure is to make the government not only more open but also more approachable, responsive, and effective. Another part of that infrastructure includes garnering a sense of stewardship and ownership among city residents that empowers them and drives them to engage with the city in a positive and effective way.

GRASSROOTS & GRASSTOPS

Boston – the youngest city in the country; well educated; diverse – is a dynamic city to effectively engage for planning. We aim to engage both at the grassroots and the grasstops level to ensure that all voices are heard without bias. In addition to the general public and community leaders, we also aim to engage business owners, investors, developers and other such organizations which will play a role in the implementation of the plan. We aim to understand their economic realities and requirements to find solutions that work for everyone.

ENGAGEMENT STRATEGIES FOR IMAGINE BOSTON 2030

1. Challenges: In developing a strategy for equitable engagement, we must first recognize a few specific challenges. These include:

- The need to be sensitive to planning fatigue and find ways to make stakeholder engagement fresh and different from various previous efforts without compromising on quality of information gathered
- The need to acknowledge complicated racial history and dynamics directly in a way that is honest and direct but also respectful and ultimately productive for the city
- The need to balance between focusing within neighborhoods and across neighborhoods and the need to understand what it means to be a Boston neighborhood in 2030. There is a need to think about what the attributes of Boston's future neighborhoods should be. Perhaps diverse, magnetic, and inter-dependent. There is also a need to consider questions related to the type of development, preservation, mobility, and social supports that are needed to create these new kinds of neighborhoods.

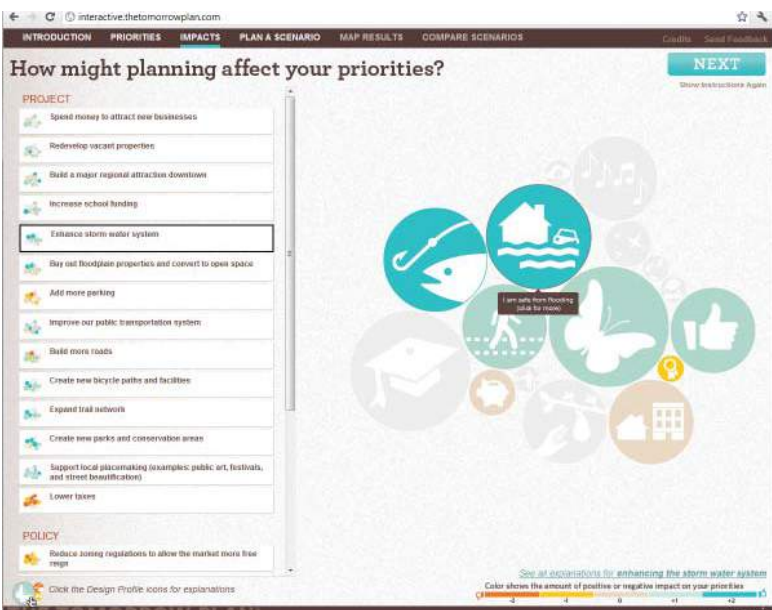
BUILDING AN INFRASTRUCTURE FOR DEMOCRACY

2. Key Principles: In order to make the planning process successful, key principles for public engagement of the Imagine Boston 2030 plan should include:

- Engage in ways that foster equity
- Consider all feedback as expert feedback
- Meet people where they are, both online and on the ground
- Build capacity in both process and relevant content
- Leverage the power of networks for engagement
- Strive for maximum transparency
- Balance results, process, and relationships in measuring success
- Create clear calls to action when informing, asking for public consultation, or deliberation
- Identify and engage critics early in the process

3. Public Engagement Approach: We aim to make the stakeholder engagement process as flexible as possible to ensure the ability of the process to adapt to the evolution of the plan. At the onset, the key elements of our proposed public engagement approach would be to:

- Realize the potential for the City to be an engine for facilitating collaboration with and amongst the public
- Resource the Office of Civic Engagement to act as a hub that facilitates connections within City Hall and across neighborhoods
- Recognize the unique assets, opportunities, and challenges of each neighborhood and shared interests and connections between and among them, leveraging organizations like the Community Development Corporations
- Use a “sister neighborhood” approach to build bridges across neighborhoods and foster big picture thinking
- Create a cohort of “ambassadors” who participate deeply in the process
- Use storytelling as a way to build trust, relationships, and understanding between people and neighborhoods
- Use arts and culture as a vehicle for fostering creative thinking, connecting people across differences, and bringing communities together
- Create conditions for community action to follow the planning by providing policy and regulatory support
- Leverage and grow network power by using the network of networks concept. Harness the network of leaders within the community by allowing them to bring their networks into the process as an alternative to the conventional method where all parties are connected to a central control point. Our team was assembled to provide deep connections to Boston community networks.



4. Tactical Engagement: As mentioned earlier, in order to make the engagement process fresh and thought-provoking, there are several tactics that our team would adopt through different parts of the process. The selection of appropriate tactics would depend on objectives for each specific instance of outreach, project development status, experience with prior events, and target audience. These tactics

include design charrettes and workshops; open houses; interactive games, displays, and surveys; project vehicles circulating the city similar to that adopted for Go Boston 2030; pop up venues at existing community events such as farmers markets, block parties, festivals, transit stations, and music concerts; stoop surveys; photo booths; board games and role playing at in-person events; and neighborhood dialogue forums.

This list of tactics will evolve with the project as per changing needs and opportunities. Care will also be taken that the target audience for each engagement event or activity is culturally catered to. For any major public event series, we would host numerous sessions with similar content, programming, and purpose in multiple locations and during different days and times to accommodate schedules and ability to travel.

5. Harness the Power of Data: At Sasaki we also believe in the power of data and aligning technology with engagement to reach a wider audience and create avenues for engagement that are more fun and interactive. We will create digital platforms that accompany in-person events and traditional event material. These platforms not only provide information about the plan and the planning process, but also host dynamic content that allows for a digital feedback loop and a richer database to draw from while formulating ideas and strategies.

CrowdGauge is a web-based platform that allows communities to prioritize their needs and understand trade-offs that accompany any such planning effort. The tool first asks users to rank a set of priorities, and then demonstrates how a series of actions could impact those priorities. The final step asks users to vote on the actions they support most, with an understanding of the various trade-offs and compromises. The MyCity tool is an online survey tool that enables users to comment on how they experience and use their urban environments, in various categories such as dining and social spaces, memorable spaces, opportunity areas, underutilized spaces, circulation patterns, parking areas, among others. This tool helps Sasaki understand how different users experience and live in the city and develop strategies that aim to enhance those experiences. All of these tools have the potential to be linked with existing online presence of the City such as the website of the Boston Redevelopment Authority as well as with various social media

avenues. We also intend on building upon and connecting with the City's ongoing engagement efforts such as the "Participatory Chinatown" campaign; and the City's many existing digital platforms, such as Citizen's Connect.

6. Effective Communication: A primary component of effective engagement in a public planning process is effective communication. In order to ensure maximum communication through the process, we intend to:

- Provide public transparency about the process at all times
- Encourage residents and stakeholders to participate by publicizing engagement activities, defining prevalent issues, telling stories, and building trust
- Remind the public of our progress along the way to ensure that they feel like they are an essential part of the process and to keep interest strong
- Create 'brand awareness' for the planning process by developing an aspirational story about the future of the city
- Regularly update a digital copy of the plan for public access
- Hand out fact sheets and FAQs at meetings
- Write and place by-lines, op-eds, letters to the editor on popular media networks
- Use social media such as Twitter and Facebook to provide process updates and receive comments and ideas
- Provide digital newsletter updates for the growing mailing list
- Screen videos and short films at various venues across the city
- Develop partnerships with several media networks for better publicity and information discharge
- Identify strategic speaking opportunities
- Provide support for spokespeople before major public events
- Create and maintain a database of photographs of events carried out throughout the planning process

PROCESS

approach





Phase 1: Project Launch, Baseline Conditions, and Trends (September – December 2015)

The project would begin with an investigation into where the City has been and where it is today. Boston is a 400-year old city and has few peers when it comes to historical legacy. That means that one of the central requirements of a successful process will be reconciling the past with the future, honoring tradition while envisioning a bold, new future.

Task 1.1: Prior Plan Review (September 2015)

Our first task will be to compile and synthesize recent and on-going planning efforts. We will work with City staff to identify and prioritize pre-existing initiatives. This process will result in a baseline understanding of context as well as a list of additional experts and data sources to incorporate into Imagine Boston 2030.

Task 1.2: Data Collection (October 2015)

Data collection will be the initial assembly of base maps, digital models, thematic GIS files, operating and capital budgets, socioeconomic forecasts, etc. Much of this information is already available from City resources, the MetroBoston DataCommon, MassGIS, the Dukakis Center, UMass Donahue, and from other partners among our proposed Extended Team. Our preference is to keep the initial request light and revisit data collection with more targeted requests as key issues, priorities, needs emerge. Regarding forecasts in particular, we would leverage the multitude of existing forecasts from the BRA, MAPC, Go Boston 2030, the Dukakis Center, and others. This task also encompasses interviews with thematic experts to establish an initial “lay of the land” and to fill in gaps where our Core and Extended Team require additional local knowledge.

Task 1.3: Trend Analysis (October – November 2015)

Trend analysis tells us where we are headed and what might happen in the absence of a planned future. It also provides a baseline with which to compare alternative planning and design concepts. At this stage, and throughout the process, we will need to consider multiple themes, most of which have already been identified in the RFP. It would be excessive to provide an exhaustive overview of these themes here and the issues associated with them. Instead, the list

below provides a small sample of some key issues we will seek to understand as part of the trend analysis:

Arts and Culture

- Affordable space for artists to work and live
- Arts districts
- Arts and culture programming

Economic development

- Current economic sectors and trends
- Local and regional economic agglomerations, including, for example, biopharma, finance, technology, medicine, education, and professional services
- Labor pool characteristics
- Physical and institutional assets: education and research institutions, waterfront, historic building stock, public realm, cultural institutions, transportation infrastructure, etc.

Education

- Physical accessibility of school facilities
- Demographic and geographic trends of families and household composition
- Space capacity and needs
- Linkages between education and the City's IT infrastructure

Environment

- Climate change, sea level rise, and disaster resilience
- Energy generation, transmission, and consumption
- Air, water, and soil quality
- Brownfield inventory

Health

- Food security and access
- Exposure to hazards like noise, chemicals, and other pollutants
- Active transportation and recreation opportunities

PROCESS

Housing

- Current and projected housing supply and demand by product type, both within Boston and regionally
- Real estate market metrics, such as cap rates, absorption, and vacancy
- Building condition analysis
- Demographic changes and generational preferences
- Drivers and barriers to new construction and redevelopment

Land use, urban form, and urban design

- Current land use and land cover patterns and regulations
- Regulatory framework, preservation policies, incentives, and barriers
- Future space demands, both in terms of use-type and physical form
- Streetscape and public realm function and character

Parks and open space

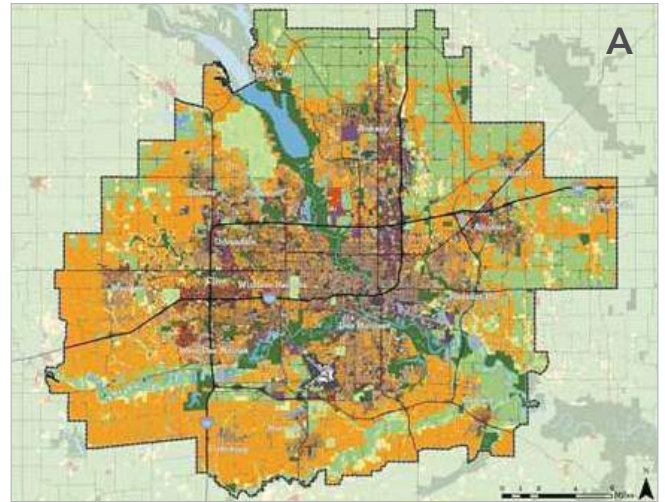
- Current park and open space inventory and programming
- Park accessibility and levels of service
- System cohesion and connections

Transportation/Mobility

- Network characteristics and performance
- Future transportation demands, capacity, and mode share
- Parking supply and demand

Although it is useful to list these themes individually, in our work we approach them as being integrated. For example, new jobs must be sited in locations that are accessible to their target labor pool, requiring a dual economic development and transportation planning approach; arts and culture development requires a strategy that integrates land use, demographics, real estate dynamics, architecture, macroeconomics, institutional partnerships, and public sector policy and investments.

See examples of Boston data visualization at [imagine.sasaki.com](https://www.imagine.sasaki.com).

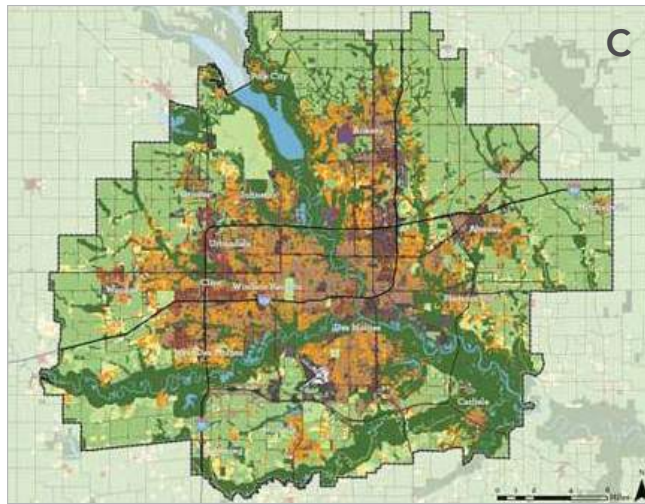
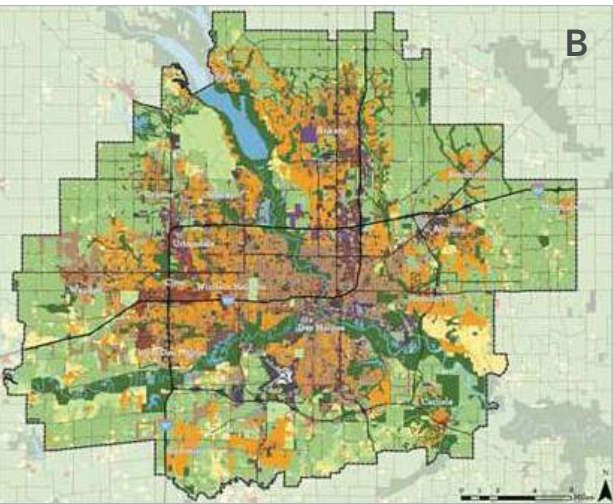


One way to integrate multiple themes into a composite distillation of trends is to model a spatial trend scenario. The Sasaki Urban Growth Model works by resolving spatial probabilities, constraints, and demand numbers into a future land use output. We could also conduct thematically focused spatial and quantitative trend analyses that tests a spatial build-out for the City using current zoning and land use patterns, which provide many of the insights of a full land use model at a fraction of the cost.

As we investigate these topics, we would work at multiple time-scales simultaneously. 2030 would serve as our immediate time horizon, but we must also think much longer term to be able to prepare the City for slow-moving, yet significant, dynamics like climate change and macroeconomic shifts. We would pursue a vision with a multi-generational timeframe, within which 2030 would be the first, major milestone.

Similar to our approach regarding multiple time horizons, we would approach the work at multiple spatial scales as well. The neighborhood scale has been, and will continue to be, critical; however, one of the most exciting aspects of this plan is that it represents the first opportunity in 50 years to think holistically at a city, and even regional, scale. We emphasize the regional context since many of our themes transcend city boundaries, such as commuting behavior, housing, and economic development. Many key sites also overlap with other jurisdictions, like Sullivan Square (Somerville and Everett) and Chelsea Creek (Chelsea and East Boston).

At the end of Phase 1, as a synthesis of plan review, data collection, and analysis, we will create a Baseline Conditions and Trends Report, providing the foundation and reference point against which the remainder of the planning process will be compared.



A. "business as usual" scenario
 B. current land use plans scenario
 C. regional greenways scenario
 Land use scenarios created using the Sasaki Urban Growth Model for Greater Des Moines

Task 1.4: Develop and Launch Engagement Strategy (September–December 2015)

Given the importance, magnitude, and complexity of the public engagement required for this project (see previous section), a fully articulated Public Engagement Strategy would be developed, which would be a written document describing the core principles, goals, objectives, and process for engagement.

Task 1.5: Establish Project Branding (September–December 2015)

Project branding is the outward identity of Imagine Boston 2030 and will be critical to its success. We would build off of the existing branding already established by the BRA to create a full-fledged Branding Identity to guide subsequent work. This would provide specifications for logos, colors, fonts, language, talking points, and answers to common questions that we are likely to receive from the media.

In addition to these primary tasks, Phase 1 would also establish protocols for team management. These protocols will depend on the final team configuration determined through discussions with the BRA, but the following are some general best practices that Sasaki follows for team communication and management:

- Regular check-ins with primary client contacts: at least once per week
- Full client progress reports, feedback, and/or internal work sessions: 1 - 2 times per month
- Thematically oriented working groups: convened as frequently as necessary
- Core Team internal check-ins and/or in-person work sessions: at least once per week

Phase 2: Principles, Goals, and Objectives

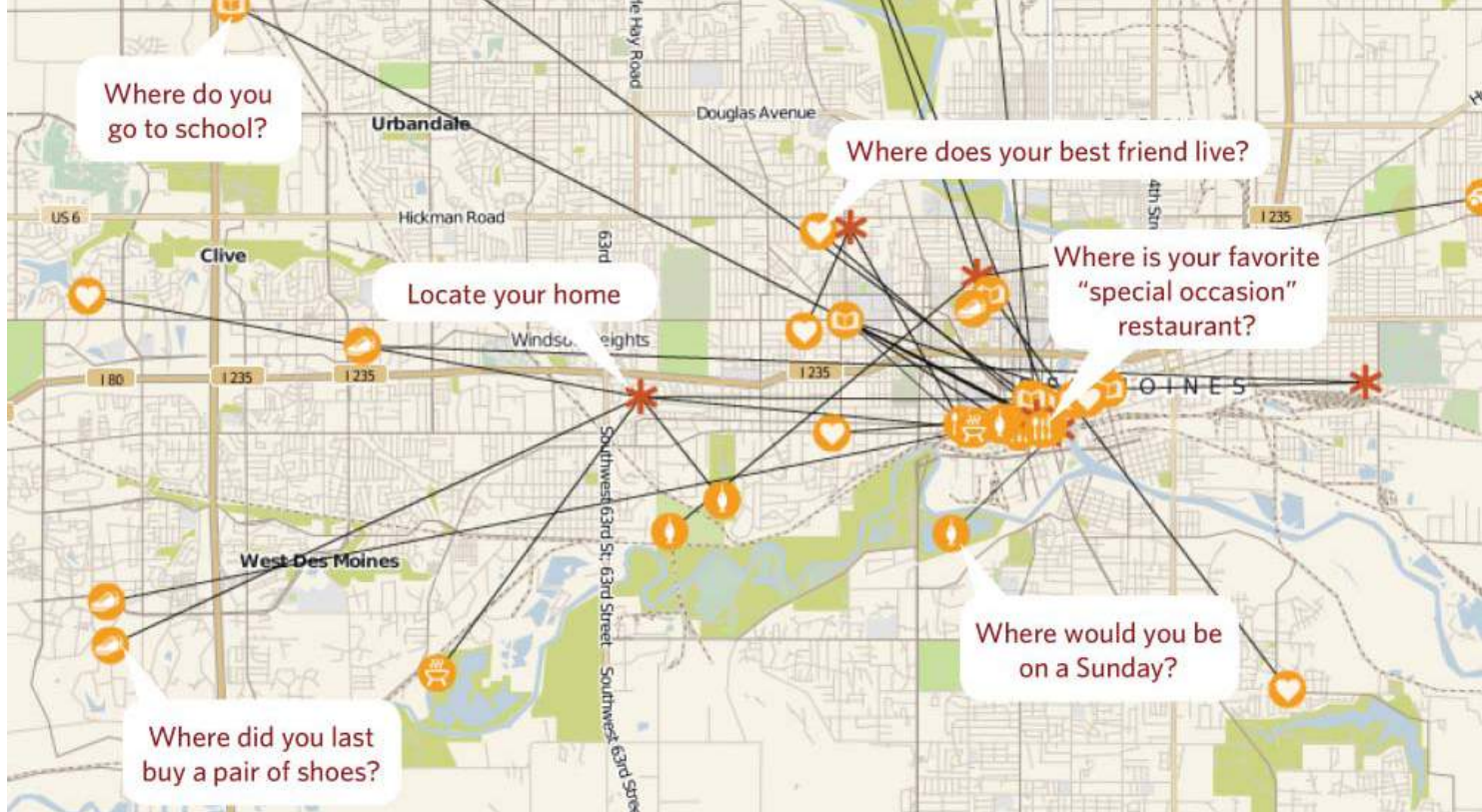
(January – March 2016)

Phase 2 of the project will include the launch of the public engagement initiatives, the articulation of the project principles, goals and objectives, and the definition of success within the context of this process. By the end of this phase, we will document all outlined principles, goals, objectives, and metrics. In future phases, we anticipate the need to revisit these topics on an iterative basis pending subsequent findings and stakeholder input.

Milestone: Digital Engagement Platform Launch (January 2016)

In order to cast a wide net and reach out to a large audience, we will launch a series of digital engagement platforms. These include MyBoston and CrowdGauge, tools that will aim to dynamically engage users and facilitate public input.

MyBoston is a visual survey that asks users to identify and draw points of interest and circulation routes throughout the city. It tells us how spaces, districts, and the city as a whole is being used, which helps inform subsequent planning and design proposals. It has also proved to be successful in showing cross-neighborhood and intra-regional connections in prior projects. We ask users to identify their places of residence, work, recreation, socializing etc, which not only helps gather information about the way in which the city's inhabitants use the city and move through it, but also helps the users to understand the connections that they have to the other neighborhoods and communities within their region. The MyBoston tool will be customized with questions and parameters that are specific our city and will help reveal trends that might not be directly visible through other forms of engagement.



MyCity results showing connections across jurisdictions

The CrowdGauge tool is designed to solicit priorities and prompt reflection about trade-offs regarding a set of policy and investment options. It provides substantive input for the planning team, a learning experience for stakeholders, and an accessible and fun platform through which to engage with the process. The information collected with CrowdGauge has the power to fundamentally transform the direction of a project. For example, in Vibrant NEO 2040, the data gathered with CrowdGauge greatly surprised both the client and the Sasaki team. Before the tool was used, there was an assumption that job creation was the region’s biggest priority. However, the data showed that access to clean water, air, and soil was the top priority among respondents, by a large margin, and universally shared across all jurisdictions. This strong and uniformly held view created a mandate for the Sasaki team to pursue aggressive environmental initiatives for the region and gave our client the confidence that their constituents supported our proposals. This kind of tool will provide high value for Imagine Boston 2030 to clarify trade-offs and distill areas of convergence and divergence.

Milestone: Public Workshop Series #1 (January 2016)

This public workshop series will kick-off the citywide, in-person public engagement process for Imagine Boston 2030. For major public workshops described in this approach, we want to emphasize the purpose as opposed to the format. The format will be designed based on the evolution of the project but will generally incorporate some combination of tactics previously described. We suggest that

each workshop series have 5–10 public meetings in rotating locations at different times of day. The goals for this first workshop series will include announcing the launch of the digital engagement platforms, hearing reactions to the current conditions and trends from Phase 1, and soliciting priorities, goals, and objectives from various stakeholders to understand needs and aspirations for the city.

After completion of the first workshop series, a Phase 2 Public Engagement Results Summary will be produced by February 2016. It will include a comprehensive summary of all the information collected throughout the workshop series and all smaller engagement activities up until that point. Results from the digital engagement platforms will be reported no sooner than a month after launch, possibly longer depending on our specific objectives regarding the data collected. These tools often remain online and available to the public even after the useful window of time for the data closes relative to project production.

Tasks 2.1 and 2.2: Define Project Priorities and Guiding Principles / Outline Project Goals and Objectives (January–February 2016)

Through the public workshop series and the digital engagement tools, we will gather and develop priorities and principles to guide the subsequent planning work for Imagine Boston 2030. These would be high-level, normative statements establishing a ‘true-north’ for the project and covering the categories listed in Phase 1. The principles and priorities would be reflective of the higher level values

and aspirations as defined by various stakeholders. The goals and objectives will be more specific and will represent a commitment to a particular direction (goals) and way to measure progress towards concrete, measurable outcomes (objectives). The last step of this task will include compiling Final Principles, Goals, and Objectives Documentation in March 2016.

Task 2.3: Defining Success: Initial Metrics (March 2016)

Following the definition of the goals and objectives, the last task within this phase would include the development of indicators and metrics that will help track the progress of the plan as well as provide accountability to the process. We intend to harness existing efforts such as the Boston Indicators Projects and our partner MAPC's MetroBoston DataCommon. For the development of these indicators and metrics, there is a risk to fall into the trap of using conventional measurements that do not reflect the key issues of the project. For Imagine Boston 2030, we propose to think creatively about custom metrics that are more focused and useful in tangible way. For example, a summary of citywide housing supply is somewhat useful, but it tells an incomplete story. To improve this indicator, we could develop a custom index that also considers accessibility, transportation infrastructure, geography, income levels, and housing types to measure the fundamental effectiveness of the city's housing supply in meeting its demand, which is what we actually want to know (not a summary of units). Our Initial List of Metrics will be documented at the end of this process in March 2016 and will be used as a draft list that will be adapted as the plan evolves.

Alternatives could be presented as thematically based concepts or as composite scenarios. An example of the former would be a district or corridor design; an example of the latter would be additional scenarios in the style of the trend scenario derived from an urban growth modeling process described on page 38. Our recommendation is a blended approach that combines designed options with thematically focused modeling outputs, such as carrying capacity tests given future density, land use, and design options. It is important to keep in mind that a designed option can also be rigorously quantitative—Sasaki has developed two major parametric design software suites to provide quantitative feedback on design decisions: SmartPlan for land use plans and S-Cubed for 3D volumetric design.

A detailed list of alternative concepts is impossible to provide before completing Phases 1 and 2, but the list below provides some examples of the kinds of opportunities, interventions, policies, etc. that we might consider exploring:

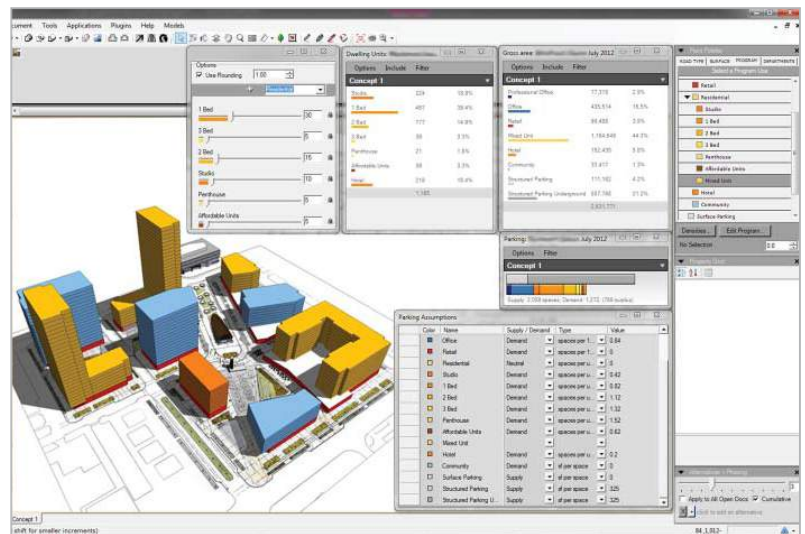
- **The potential for large, underutilized parcels to become vibrant, mixed-use urban centers.** At locations such as Widett Circle, Beacon Yards, the South Boston Waterfront, and sites along the Mystic River north of Charlestown, significant changes to former industrial sites may yield significant opportunities for the City in the upcoming years. In imagining these opportunities, we should not be afraid to experiment.

Phase 3: Alternatives and Options

(April – September 2016)

Task 3.1: Define Initial Range of Alternatives and Options (April 2016)

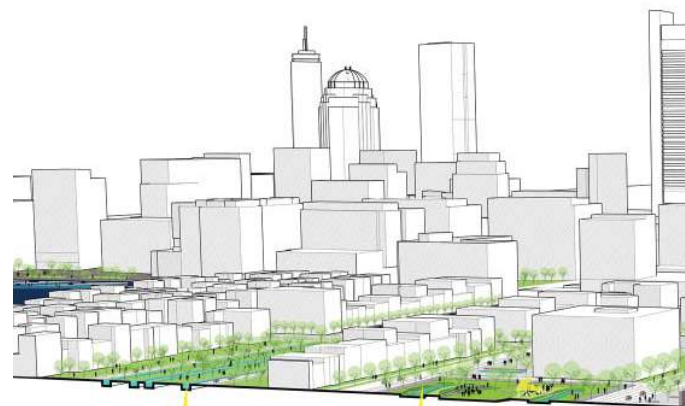
At this point in the process, we will have established a baseline understanding of current conditions and trends and a set of values and metrics to guide the planning process. Phase 3 would synthesize this work into a set of alternatives and options. These alternatives would be a mix of concepts both spatial and non-spatial, quantitative and qualitative. For example, using Phase 1 demographic projections, we would start to define housing typologies and their required supply levels needed to house Boston's 2030 population.



SmartPlan software developed by Sasaki links programmatic and spatial information to quantitative data

PROCESS

- **Policies for how and when to maintain industrial land.** once it switches to non-industrial, the process rarely goes in reverse.
- **Activating traditionally unused spaces,** like rooftops, underpasses, interstitial space, alleys, etc.
- **Resiliency measures for climate change and sea level rise,** building off of Sasaki's experience with Sea Change, Designing with Water report, and the Living with Water Competition.
- **The reuse of waste**—household, industrial, commercial, etc.—for energy and compost.
- **A multi-functional view of parks and open space.** Successful parks and open space systems like the Emerald Necklace, Rose Kennedy Greenway, and Charles River Valley Natural Storage Area connect bike and pedestrian paths, provide recreational opportunities, host events, retain and filter stormwater, and provide local habitat. Even small spaces on streets, side lots, and rooftops can be incredibly successful and high-functioning.
- **Leveraging public realm investment** as a driver of economic development, rather than treating it as a write-off.
- **New uses, including temporary uses, for public space,** like Sasaki's recent The Lawn on D project.
- **Continuing the trend of embracing the waterfront** and redoubling efforts to take advantage of one our nearly 200 miles of river and harbor shorelines that communities as far apart as Hyde Park and Orient Heights share. Ensure that access to the waterfront for all our communities is strengthened by new and existing development.
- **Alternative housing typologies to better align supply and demand** and take advantage of existing space, drawing on the architectural capacity at Sasaki and MASS Design. Example: laneway houses piloted in Vancouver.
- **Strategies for supporting the innovation economy:** supportive regulations, favorable city contracting status, IT infrastructure, connections to capital, and public sector data transparency and availability.
- **Identifying the economic hubs best equipped to act as focal points for business growth,** based on economic trends and the physical capacity to absorb new development. How can the City support that growth through policy, targeted investments, and public realm improvements?
- **Transit as a multi-functional strategy:** density must be aligned with existing and proposed transit infrastructure. TOD (now taken for granted in many cities across the US) will be critical for Boston going forward.
- **Scaling up innovative bicycle and pedestrian improvements,** such as those designed for Casey Arborway, Mount Vernon Street, or Congress and Summer Streets under the Crossroads Initiative.
- **Rethinking density.** Many of Boston's existing neighborhoods could be improved by additional density. With protections against displacement and an aggressive affordable housing component, communities can benefit from increased density and renewed housing stock.
- **Enabling community-driven placemaking** that is informed by shared stories, memories, and personal histories, such as in Dudley Square, where Sasaki crafted a series of outdoor spaces and interior program opportunities that link the past to the future and provide a genuine expression of the values shared by the community itself.



Absorbent
Street



Floodable
Park



Dry Floor
Proofing

- **The capacity to plan for emerging technologies**, like drones and self-driving cars. What are the spatial implications of these technologies? Will we need new logistical hubs in Boston to serve as distribution centers? What are the economic implications?
- **Explore not only emerging technologies, but also the intersections between them.** For example, with the Vehicle2Grid concept from Amsterdam, citizens can transfer locally produced renewable energy into their electric car batteries, creating a virtuous, closed loop system.

In the same way that the planning themes are integrated during our trend analysis, they would also be integrated in our exploration of options and alternatives. For example, streets: how should public rights of way be designed to accommodate multiple, competing uses and changes in technology and mode share? Streets are vital connecting and framing spaces in the city whose purpose is much more than the movement of goods and people. They are the connective tissue of the City's social networks, the determinants of a place's visual character, and key drivers of environmental factors like wind, sun, heat, air, water, and soil quality.

To the extent possible, we would evaluate each of our alternative concepts against the metrics established in Phase 2. Some concepts would be directly measurable—such as physical designs—while others would be more qualitative and require a holistic and intuitive evaluation.

Milestone: Public Workshop Series #2 (April 2016)

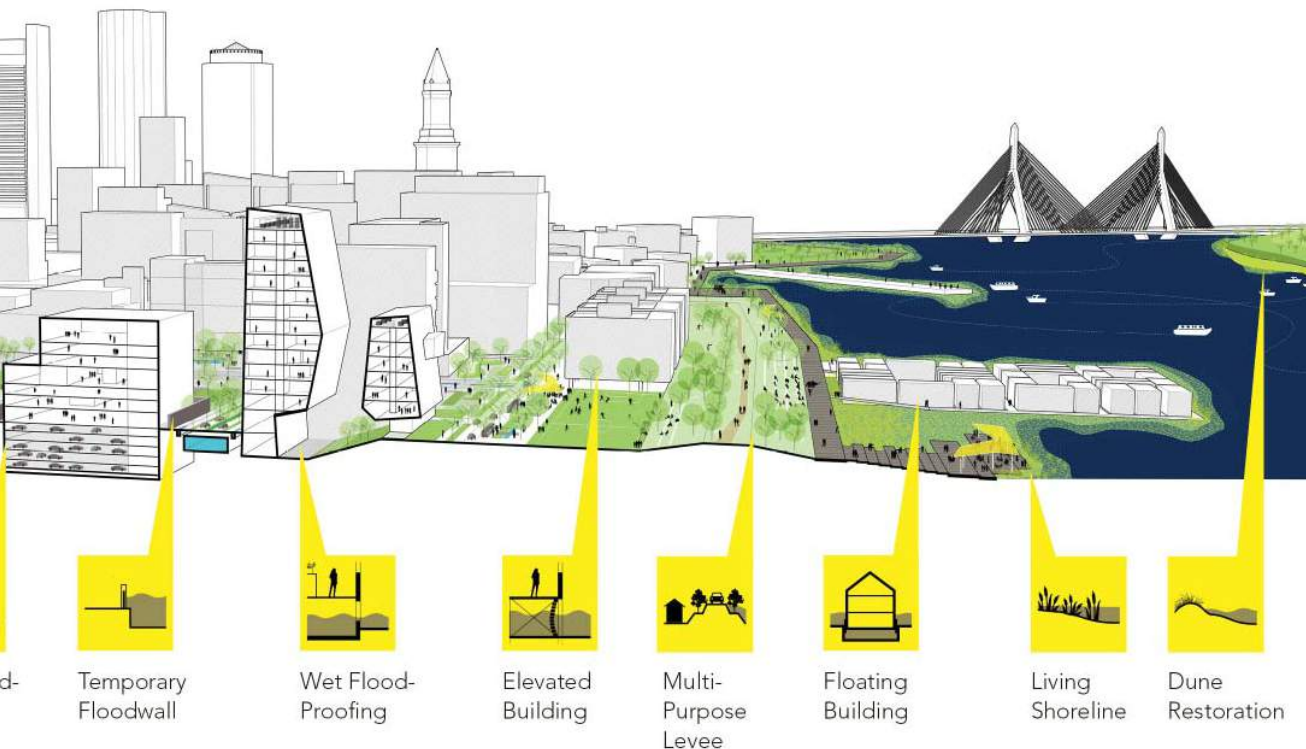
The second workshop series would present the initial work on alternatives to solicit early feedback and ideas for new options and variations. The content for this series lends itself to a charrette-style format, given the hands-on and physical nature of many of the alternatives.

Task 3.2: Alternatives and Options Development (May–July 2016)

During the late spring and early summer of 2016, we would use the information gained from Workshop Series #2 to produce a second, more refined set of alternative concepts.

Milestone: Public Workshop Series #3 (July 2016)

Workshop Series #3 would provide a second opportunity for the public to provide input to the alternatives. This will be the last opportunity to widen the scope of concepts considered before we begin narrowing them into a final vision throughout Phases 4 and 5. Results from Workshop Series #2 and #3 would be recorded in a Phase 3 Public Engagement Results Summary, made available by the end of Phase 3 (September 2016).



PROCESS

Task 3.3: Alternatives Refinement and Analysis (August 2016–September 2016)

After the second round of public outreach, we will compile the final set of alternative concepts—including their performance relative to our Phase 2 indicators and metrics—into an Alternatives and Options Report.

Phase 4: Draft Plan and Review (October 2016–February 2017)

Phase 4 will focus on the initial production of final content for Imagine Boston 2030. This phase will include multiple public workshops to provide iterative feedback on plan development. This process will lead to the creation of final plan deliverables and implementation strategy in Phase 5.

Task 4.1: Initial Draft Plan Development (October–November 2016)

The first task in Phase 4 will be the creation of the primary content for a draft plan. This content will include first drafts of proposed goals, objectives, designs, plans, policy recommendations, development strategies, etc., based on the information gathered through the previous phases. During this phase, the content will focus on ideas, solutions, and proposals that align with the values and priorities set forth throughout the process up until that point. The development of this content will be a direct departure from the trends revealed in Phase 1 and the alternatives explored in Phase 3: the best performing and most subjectively favorable alternatives will form the basis for the final recommendations.

Milestone: Public Workshop Series #4 (November 2016)

Public workshops carried out during this series will focus on gaining as much feedback as possible on the first iteration of the draft plan content. This content will be presented at in-person events and through various print and digital media with multiple avenues for feedback and input.

Task 4.2: Second Iteration of Draft Plan (December 2016–February 2017)

Public feedback received during the first iteration of the plan during Series #4 of the public outreach program would be used to create a second, revised set of plan content. Each round of the content development will have successively longer amounts

of time devoted to it – two months for the first draft, three months for the second, and six months for the final plan document. This would enable us to be comprehensive and critical of the ideas at every step in order to generate solutions that are thoroughly vetted.

At the end of this task, all content would be compiled into a Draft Plan document.

Milestone: Public Workshop Series #5 (February 2017)

Similar to Series #4, these workshops would focus on gathering feedback through multiple avenues and sources on the revised draft plan. By this milestone, we would aim to have solutions that are feasible and agreeable to a large audience. At the end of this series, we would produce a Phase 4 Public Engagement Results Summary that would include feedback provided on both the first and second round draft plans.

Phase 5: Final Plan (March–August 2017)

Task 5.1: Final Plan Development (March–August 2017)

Feedback received on the second iteration of the draft plan during the fifth public workshop series would be used during this phase to create content for the final plan document. In addition to the content revised from the second draft plan, this version would contain additional sections including a list of potential early-win projects, suggested policy interventions, best practices, and proposed implementation strategies and recommendations which would be crafted with specific ownership and budget in mind.

In addition to a city-wide vision and spatial plan, we would also identify focal sub-geographies such as neighborhoods, districts or parcels that would play a critical role in the realization of the plan and would provide recommendations for their development or preservation. However, the inclusion of sub-geographies would not seek to be comprehensive or preempt subsequent local planning efforts. The plan would also outline capital investment priorities for the City along with estimated cost information and implementation pathways. Care would be taken to develop ideas and recommendations in tandem with eventual implementing entities, and to involve all stakeholders as early in the process as possible.



A primary implementation goal for the plan will be to send a clear signal to the private sector about the City’s comprehensive vision and to incentivize new development or redevelopment consistent with that vision. This could include simplifying the development approval process and increasing transparency without compromising benefits to existing communities, design excellence, and alignment with the goals and objectives set forth in the plan. The plan could also be used as leverage funding for the City from various federal and state agencies, such as the MBTA and MassDOT, and would be developed with these possible applications in mind.

Ultimately, Imagine Boston 2030 must be more than simply an assemblage of individual projects, proposals, concepts, etc. It must provide a compelling, cohesive, city-wide vision for the future of Boston. It should be accessible on many levels to many different audiences, inform, guide, and most importantly inspire. This overarching vision—a single vision for the entire City—has been lacking in Boston for over a generation.

At the end of this task, in August 2017, we would produce a Final Imagine Boston 2030 Plan that will compile all of the proposed ideas and strategies developed through Phases 1 to 5.

Milestone: Public Unveiling (August 2017)

This series of engagement events would feature the presentation of the final plan to the public and a dialogue about ways in which they can become active participants in the implementation process. This would aim to build support for the plan and establish local champions to build capacity and accelerate transformative action.

Task 5.2: Website Content Development (April–August 2017)

This task would include working with the BRA to enhance their existing website to communicate final plan content, progress updates, and provide tools to support implementation. One example of a web tool is a portal for property owners and developers to easily access parcel information about planned use and zoning, height restrictions, FAR, ground coverage, set-backs, etc. Sasaki created a tool like this for Oklahoma City’s recent comprehensive plan.

Progress updates would entail the creation of online metrics and a plan tracker to communicate with the public. These metrics and indicators—the “dashboard”—must be clear, measurable, achievable, and capable of being impacted within a reasonable timeframe. As with other elements, our previous experience working on comprehensive city plans gives us a good starting point for the development of these quality indicators. We intend on building upon existing knowledge both within our team and from other local initiatives to develop indicators that are specific to Boston to measure the plan’s success. The Project Website Content will be the final deliverable for this task.

Task 5.3: Toolkit Development (June–August 2017)

In addition to the Plan document, we would also develop a unique toolkit that would support capacity building and plan implementation. For example, we could develop a tool that would visualize infill opportunities, build out potential, and impacts of potential zoning changes at a parcel, neighborhood, or district scale in addition to an overlay of various data points relative to taxes, schools, recreational amenities, distance to jobs, etc. Moreover, the tool could integrate potential development incentives tailored to specific communities. As a part of this task, we would provide a Project Database and a Project Toolkit to supplement the plan document.

TIMELINE

2015

SEPT. OCT. NOV. DEC. JAN. FEB. MAR. APR. MAY

Phase 1 Project Launch, Baseline Conditions, & Trends

- Task 1.1: Prior plan review (Sept. 2015)
- Task 1.2: Data collection (Oct. 2015 - Oct. 2015)
- Task 1.3: Trend analysis (Oct. 2015 - Nov. 2015)
- Task 1.4: Develop & launch engagement strategy (Oct. 2015 - Dec. 2015)
- Task 1.5: Establish project branding (Oct. 2015 - Dec. 2015)
 - Deliverable: Baseline Conditions & Trends Report (Dec. 2015)
 - Deliverable: Public Engagement Strategy (Dec. 2015)
 - Deliverable: Branding Identity (Dec. 2015)

Phase 2 Principles, Goals, & Objectives

- Task 2.1: Define project priorities & guiding principles (Jan. 2016)
 - Milestone: Digital engagement platform launch
 - Milestone: Public workshops series #1
- Task 2.2: Define project goals & objectives (Jan. 2016 - Feb. 2016)
- Task 2.3: Defining success: initial metrics (Mar. 2016)
 - Deliverable: Phase 2 Public Engagement Results Summary (Mar. 2016)
 - Deliverable: Initial List of Metrics (Mar. 2016)
 - Deliverable: Final Principles, Goals, & Objectives Documentation (Mar. 2016)

Phase 3 Alternatives & Options

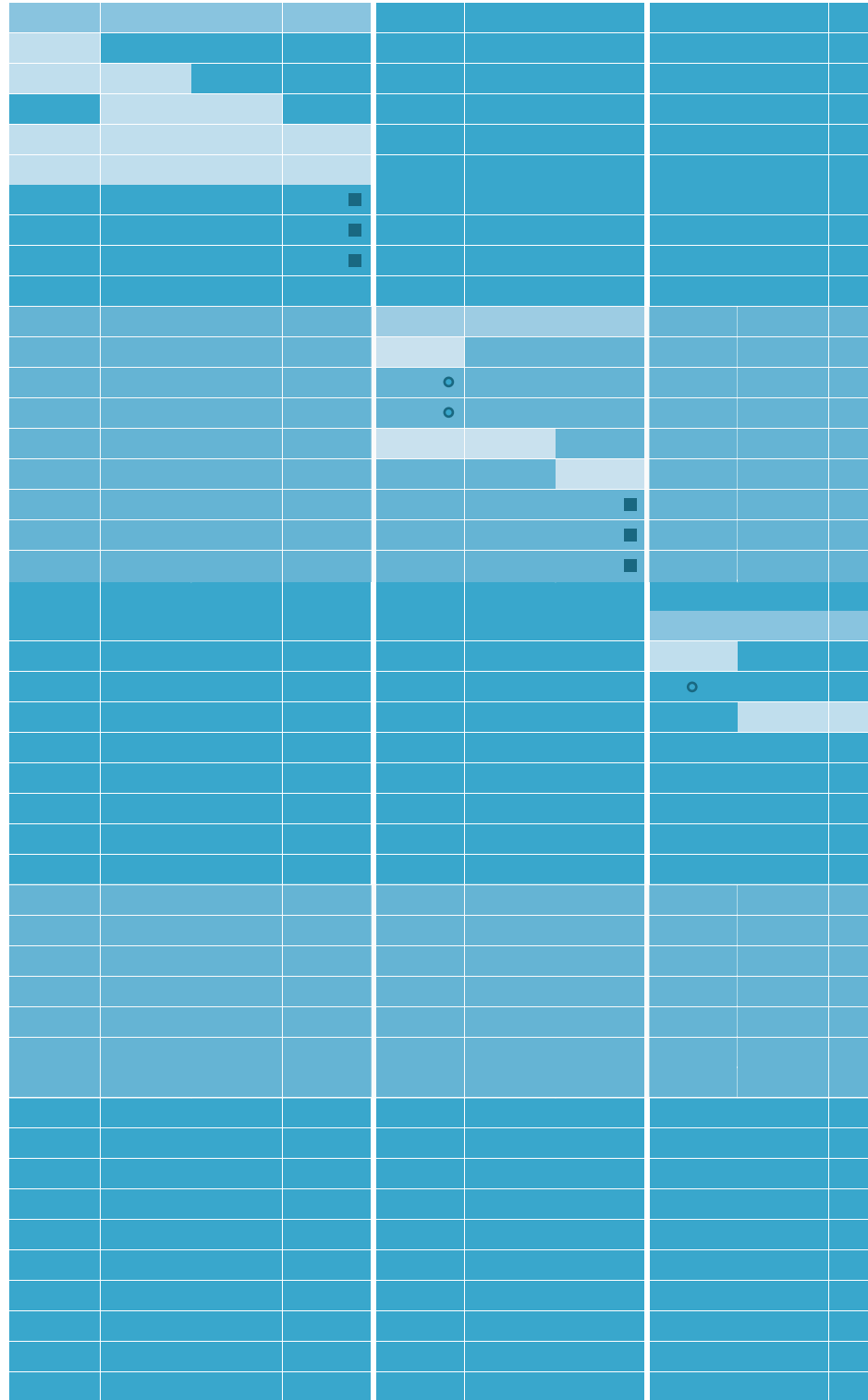
- Task 3.1: Define initial range of alternatives & options (Apr. 2016)
 - Milestone: Public workshop series #2 (Apr. 2016)
- Task 3.2: Alternatives & options development (May 2016 - July 2016)
 - Milestone: Public workshop series #3 (July 2016)
- Task 3.3: Alternatives refinement & analysis (Aug. 2016 - Oct. 2016)
 - Deliverable: Phase 3 Public Engagement Results Summary (Oct. 2016)
 - Deliverable: Alternatives & Options Report (Oct. 2016)

Phase 4 Draft Plan & Review

- Task 4.1: Initial draft plan development (Oct. 2016 - Nov. 2016)
 - Milestone: Public workshop series #4 (Nov. 2016)
- Task 4.2: Second iteration of draft plan (Dec. 2016 - Feb. 2017)
 - Milestone: Public workshop series #5 (Feb 2017)
 - Deliverable: Phase 4 Public Engagement Results Summary (Feb. 2017)
 - Deliverable: Draft Plan (Feb. 2017)

Phase 5 Final Plan

- Task 5.1: Final plan development (Mar. 2017 - Aug. 2017)
 - Milestone: Public unveiling (Aug. 2017)
- Task 5.2: Website content development (Apr. 2017 - Aug. 2017)
- Task 5.3: Toolkit development (Jun 2017 - Aug. 2017)
 - Deliverable: Final Plan Document (Aug. 2017)
 - Deliverable: Project Database (Aug. 2017)
 - Deliverable: Project Toolkit (Aug. 2017)
 - Deliverable: Project Website Content (Aug. 2017)



■ Deliverables ○ Milestones

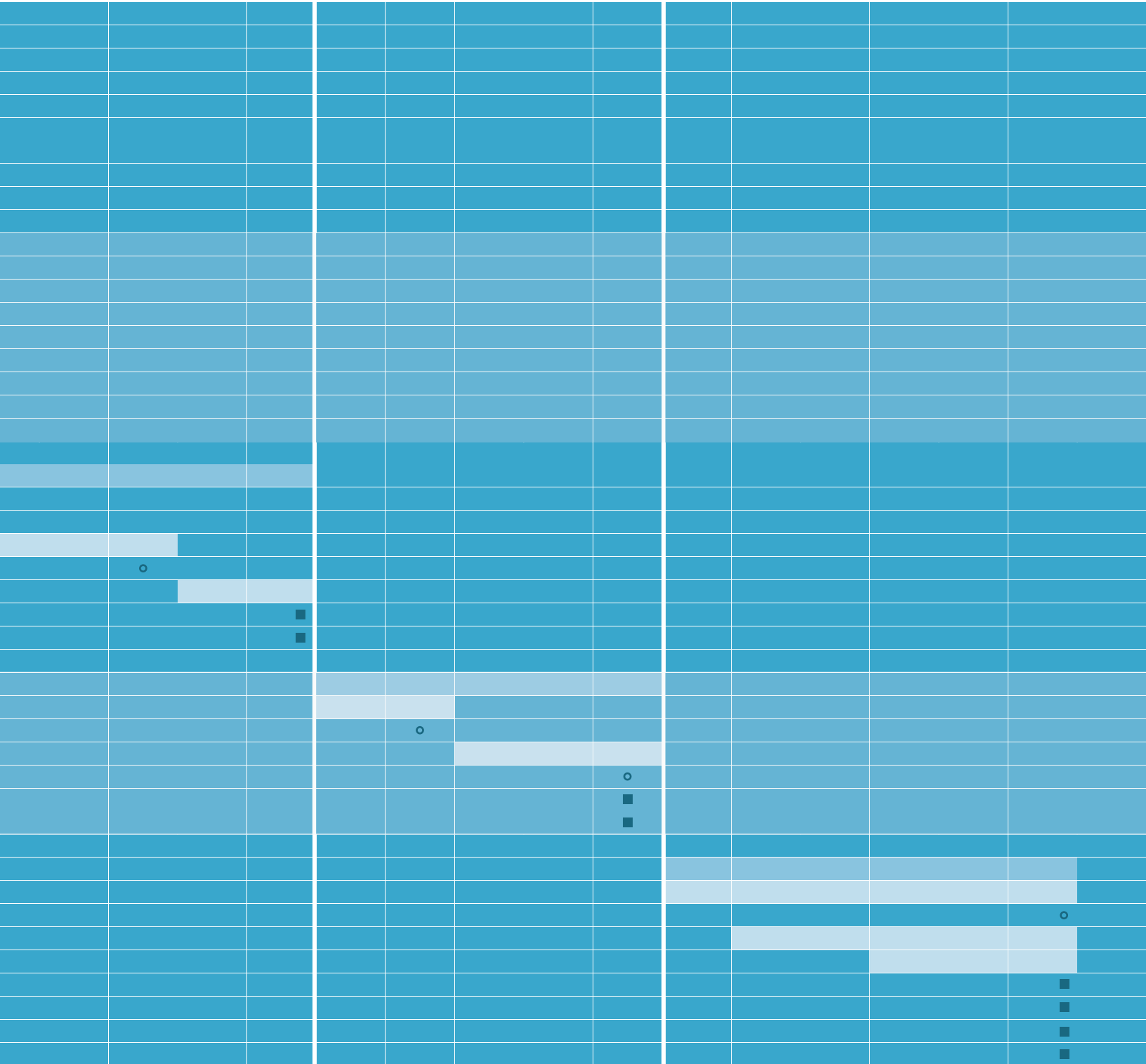
Phase 1

Phase 2

2016

2017

JUNE JULY AUG. SEPT. OCT. NOV. DEC. JAN. FEB. MAR. APR. MAY JUNE JULY AUG.



Phase 3

Phase 4

Phase 5

Exhibit D:

Staff Plan Worksheet

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Task 1.1: Prior plan review (September 2015)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	16
Martin Zogran	Principal	Urban Design	6	29	26
Stephen Gray	Senior Associate	Urban Design	7	10	29
Chris Horne	Associate	Project Manager	3	6	19
Allen Penniman	Associate	Planning	9	9	32
Jill Allen-Dixon	Associate	Planning	2	5	51
Barbara Heller	Director of Parks Planning	Landscape	1		67
Think Tank	Advisory Group	Various	2 to 18	18 to 44	5

Ink House

Beth Monaghan	Principal	Communications	9	18	3
Tina Cassidy	Senior Vice President	Communications	4	25+	3
Christine Lewis	Account Director	Communications	1	8+	8
Hanna Heycke	Account Executive	Communications	1	2+	13

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	13
Senior Associate	Project Lead	Engagement	10 average	20 average	34
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	38
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	18
Maureen White	Field Strategy and Implementation	Engagement	1	8+	40
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	161

Task 1.2: Data collection (September 2015 - October 2015)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	16
Martin Zogran	Principal	Urban Design	6	29	26
Stephen Gray	Senior Associate	Urban Design	7	10	14
Chris Horne	Associate	Project Manager	3	6	19
Allen Penniman	Associate	Planning	9	9	32
Jill Allen-Dixon	Associate	Planning	2	5	64
Barbara Heller	Director of Parks Planning	Landscape	1	0	19
Think Tank	Advisory Group	Various	2 to 18	18 to 44	5

Ink House

Beth Monaghan	Principal	Communications	9	18	5
Tina Cassidy	Senior Vice President	Communications	4	25+	5
Christine Lewis	Account Director	Communications	1	8+	12
Hanna Heycke	Account Executive	Communications	1	2+	19

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	19
Senior Associate	Project Lead	Engagement	10 average	20 average	51
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	58
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	26
Maureen White	Field Strategy and Implementation	Engagement	1	8+	60
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	241

Task 1.3: Trend analysis (October 2015 - November 2015)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	16
Martin Zogran	Principal	Urban Design	6	29	26
Stephen Gray	Senior Associate	Urban Design	7	10	14
Chris Horne	Associate	Project Manager	3	6	19
Allen Penniman	Associate	Planning	9	9	48
Jill Allen-Dixon	Associate	Planning	2	5	64
Barbara Heller	Director of Parks Planning	Landscape	1	0	67
Think Tank	Advisory Group	Various	2 to 18	18 to 44	5

Ink House

Beth Monaghan	Principal	Communications	9	18	6
Tina Cassidy	Senior Vice President	Communications	4	25+	6
Christine Lewis	Account Director	Communications	1	8+	16
Hanna Heycke	Account Executive	Communications	1	2+	26

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	19
Senior Associate	Project Lead	Engagement	10 average	20 average	51
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	58
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	26
Maureen White	Field Strategy and Implementation	Engagement	1	8+	60
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	241

Task 1.4: Develop and launch engagement strategy (September 2015 - December 2015)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	16
Martin Zogran	Principal	Urban Design	6	29	26
Stephen Gray	Senior Associate	Urban Design	7	10	14
Chris Horne	Associate	Project Manager	3	6	19
Allen Penniman	Associate	Planning	9	9	24
Jill Allen-Dixon	Associate	Planning	2	5	38
Barbara Heller	Director of Parks Planning	Landscape	1	0	19
Think Tank	Advisory Group	Various	2 to 18	18 to 44	5

Ink House

Beth Monaghan	Principal	Communications	9	18	5
Tina Cassidy	Senior Vice President	Communications	4	25+	5
Christine Lewis	Account Director	Communications	1	8+	12
Hanna Heycke	Account Executive	Communications	1	2+	19

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	45
Senior Associate	Project Lead	Engagement	10 average	20 average	119
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	134
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	62
Maureen White	Field Strategy and Implementation	Engagement	1	8+	140
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	563

Task 1.5: Establish project branding (September 2015 - December 2015)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	16
Martin Zogran	Principal	Urban Design	6	29	26
Stephen Gray	Senior Associate	Urban Design	7	10	24
Chris Horne	Associate	Project Manager	3	6	19
Allen Penniman	Associate	Planning	9	9	24
Jill Allen-Dixon	Associate	Planning	2	5	38
Barbara Heller	Director of Parks Planning	Landscape	1	0	19
Think Tank	Advisory Group	Various	2 to 18	18 to 44	5

Ink House

Beth Monaghan	Principal	Communications	9	18	13
Tina Cassidy	Senior Vice President	Communications	4	25+	13
Christine Lewis	Account Director	Communications	1	8+	32
Hanna Heycke	Account Executive	Communications	1	2+	51

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	32
Senior Associate	Project Lead	Engagement	10 average	20 average	85
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	96
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	44
Maureen White	Field Strategy and Implementation	Engagement	1	8+	100
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	402

Task 2.1: Define project priorities and guiding principles (January 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	20
Martin Zogran	Principal	Urban Design	6	29	24
Stephen Gray	Senior Associate	Urban Design	7	10	24
Chris Horne	Associate	Project Manager	3	6	24
Allen Penniman	Associate	Planning	9	9	40
Jill Allen-Dixon	Associate	Planning	2	5	64
Barbara Heller	Director of Parks Planning	Landscape	1	0	20
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	12
Tina Cassidy	Senior Vice President	Communications	4	25+	12
Christine Lewis	Account Director	Communications	1	8+	40
Hanna Heycke	Account Executive	Communications	1	2+	40

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	30
Senior Associate	Project Lead	Engagement	10 average	20 average	90
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	100
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	30
Maureen White	Field Strategy and Implementation	Engagement	1	8+	100
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	800

Task 2.2: Define project goals and objectives (January 2016 - February 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	20
Martin Zogran	Principal	Urban Design	6	29	24
Stephen Gray	Senior Associate	Urban Design	7	10	24
Chris Horne	Associate	Project Manager	3	6	24
Allen Penniman	Associate	Planning	9	9	40
Jill Allen-Dixon	Associate	Planning	2	5	64
Barbara Heller	Director of Parks Planning	Landscape	1	0	20
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	8
Tina Cassidy	Senior Vice President	Communications	4	25+	8
Christine Lewis	Account Director	Communications	1	8+	32
Hanna Heycke	Account Executive	Communications	1	2+	32

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	10
Senior Associate	Project Lead	Engagement	10 average	20 average	50
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	74
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	10
Maureen White	Field Strategy and Implementation	Engagement	1	8+	42
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	204

Task 2.3: Defining success: initial metrics (March 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	20
Martin Zogran	Principal	Urban Design	6	29	24
Stephen Gray	Senior Associate	Urban Design	7	10	24
Chris Horne	Associate	Project Manager	3	6	24
Allen Penniman	Associate	Planning	9	9	40
Jill Allen-Dixon	Associate	Planning	2	5	64
Barbara Heller	Director of Parks Planning	Landscape	1	0	20
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	8
Tina Cassidy	Senior Vice President	Communications	4	25+	8
Christine Lewis	Account Director	Communications	1	8+	32
Hanna Heycke	Account Executive	Communications	1	2+	32

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	22
Senior Associate	Project Lead	Engagement	10 average	20 average	72
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	87
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	21
Maureen White	Field Strategy and Implementation	Engagement	1	8+	72
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	300

Task 3.1: Define initial range of alternatives and options (April 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	20
Martin Zogran	Principal	Urban Design	6	29	24
Stephen Gray	Senior Associate	Urban Design	7	10	24
Chris Horne	Associate	Project Manager	3	6	24
Allen Penniman	Associate	Planning	9	9	80
Jill Allen-Dixon	Associate	Planning	2	5	48
Barbara Heller	Director of Parks Planning	Landscape	1	0	20
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	8
Tina Cassidy	Senior Vice President	Communications	4	25+	8
Christine Lewis	Account Director	Communications	1	8+	12
Hanna Heycke	Account Executive	Communications	1	2+	12

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	22
Senior Associate	Project Lead	Engagement	10 average	20 average	72
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	50
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	10
Maureen White	Field Strategy and Implementation	Engagement	1	8+	55
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	400

Task 3.2: Alternatives and options development (May 2016 - July 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	52
Martin Zogran	Principal	Urban Design	6	29	72
Stephen Gray	Senior Associate	Urban Design	7	10	72
Chris Horne	Associate	Project Manager	3	6	72
Allen Penniman	Associate	Planning	9	9	240
Jill Allen-Dixon	Associate	Planning	2	5	144
Barbara Heller	Director of Parks Planning	Landscape	1	0	60
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	20
Tina Cassidy	Senior Vice President	Communications	4	25+	20
Christine Lewis	Account Director	Communications	1	8+	44
Hanna Heycke	Account Executive	Communications	1	2+	44

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	72
Senior Associate	Project Lead	Engagement	10 average	20 average	237
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	367
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	82
Maureen White	Field Strategy and Implementation	Engagement	1	8+	230
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	1600

Task 3.3: Alternatives refinement and analysis (August 2016 - September 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	40
Martin Zogran	Principal	Urban Design	6	29	48
Stephen Gray	Senior Associate	Urban Design	7	10	48
Chris Horne	Associate	Project Manager	3	6	48
Allen Penniman	Associate	Planning	9	9	160
Jill Allen-Dixon	Associate	Planning	2	5	96
Barbara Heller	Director of Parks Planning	Landscape	1	0	40
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	16
Tina Cassidy	Senior Vice President	Communications	4	25+	16
Christine Lewis	Account Director	Communications	1	8+	32
Hanna Heycke	Account Executive	Communications	1	2+	32

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	44
Senior Associate	Project Lead	Engagement	10 average	20 average	144
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	174
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	42
Maureen White	Field Strategy and Implementation	Engagement	1	8+	110
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	1200

Task 4.1: Initial draft plan development (October 2016 - November 2016)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	40
Martin Zogran	Principal	Urban Design	6	29	48
Stephen Gray	Senior Associate	Urban Design	7	10	64
Chris Horne	Associate	Project Manager	3	6	48
Allen Penniman	Associate	Planning	9	9	160
Jill Allen-Dixon	Associate	Planning	2	5	128
Barbara Heller	Director of Parks Planning	Landscape	1	0	40
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	16
Tina Cassidy	Senior Vice President	Communications	4	25+	16
Christine Lewis	Account Director	Communications	1	8+	40
Hanna Heycke	Account Executive	Communications	1	2+	40

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	40
Senior Associate	Project Lead	Engagement	10 average	20 average	140
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	170
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	53
Maureen White	Field Strategy and Implementation	Engagement	1	8+	144
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	930

Task 4.2: Second iteration of draft plan (December 2016 - February 2017)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	60
Martin Zogran	Principal	Urban Design	6	29	72
Stephen Gray	Senior Associate	Urban Design	7	10	96
Chris Horne	Associate	Project Manager	3	6	72
Allen Penniman	Associate	Planning	9	9	240
Jill Allen-Dixon	Associate	Planning	2	5	192
Barbara Heller	Director of Parks Planning	Landscape	1	0	60
Think Tank	Advisory Group	Various	2 to 18	18 to 44	6

Ink House

Beth Monaghan	Principal	Communications	9	18	24
Tina Cassidy	Senior Vice President	Communications	4	25+	24
Christine Lewis	Account Director	Communications	1	8+	56
Hanna Heycke	Account Executive	Communications	1	2+	54

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	60
Senior Associate	Project Lead	Engagement	10 average	20 average	212
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	257
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	63
Maureen White	Field Strategy and Implementation	Engagement	1	8+	244
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	1280

Task 5.1: Final plan development (March 2017 - August 2017)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	72
Martin Zogran	Principal	Urban Design	6	29	101
Stephen Gray	Senior Associate	Urban Design	7	10	77
Chris Horne	Associate	Project Manager	3	6	50
Allen Penniman	Associate	Planning	9	9	240
Jill Allen-Dixon	Associate	Planning	2	5	240
Barbara Heller	Director of Parks Planning	Landscape	1	0	134
Think Tank	Advisory Group	Various	2 to 18	18 to 44	14

Ink House

Beth Monaghan	Principal	Communications	9	18	29
Tina Cassidy	Senior Vice President	Communications	4	25+	29
Christine Lewis	Account Director	Communications	1	8+	50
Hanna Heycke	Account Executive	Communications	1	2+	50

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	18
Senior Associate	Project Lead	Engagement	10 average	20 average	48
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	60
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	25
Maureen White	Field Strategy and Implementation	Engagement	1	8+	86
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	300

Task 5.2: Website content development (April 2017 - August 2017)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	24
Martin Zogran	Principal	Urban Design	6	29	34
Stephen Gray	Senior Associate	Urban Design	7	10	77
Chris Horne	Associate	Project Manager	3	6	50
Allen Penniman	Associate	Planning	9	9	180
Jill Allen-Dixon	Associate	Planning	2	5	180
Barbara Heller	Director of Parks Planning	Landscape	1	0	29
Think Tank	Advisory Group	Various	2 to 18	18 to 44	2

Ink House

Beth Monaghan	Principal	Communications	9	18	10
Tina Cassidy	Senior Vice President	Communications	4	25+	10
Christine Lewis	Account Director	Communications	1	8+	17
Hanna Heycke	Account Executive	Communications	1	2+	17

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	45
Senior Associate	Project Lead	Engagement	10 average	20 average	120
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	150
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	63
Maureen White	Field Strategy and Implementation	Engagement	1	8+	216
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	750

Task 5.3: Toolkit development (Jun 2017 - August 2017)

Sasaki Associates, Inc

Name	Title	Discipline	Years with firm	Years experience	Number of job-hours
James Miner	Principal	Urban Design	11	14	24
Martin Zogran	Principal	Urban Design	6	29	34
Stephen Gray	Senior Associate	Urban Design	7	10	38
Chris Horne	Associate	Project Manager	3	6	43
Allen Penniman	Associate	Planning	9	9	180
Jill Allen-Dixon	Associate	Planning	2	5	180
Barbara Heller	Director of Parks Planning	Landscape	1	0	29
Think Tank	Advisory Group	Various	2 to 18	18 to 44	2

Ink House

Beth Monaghan	Principal	Communications	9	18	10
Tina Cassidy	Senior Vice President	Communications	4	25+	10
Christine Lewis	Account Director	Communications	1	8+	17
Hanna Heycke	Account Executive	Communications	1	2+	17

IISC

Cesar McDowell	Thought Leadership	Engagement	3	25	27
Senior Associate	Project Lead	Engagement	10 average	20 average	72
Andrea Nagel	Capacity Building and Implementation	Engagement	14	25	90
Danielle Coates-Connor	Communications Strategy and Alignment	Engagement	1	10	38
Maureen White	Field Strategy and Implementation	Engagement	1	8+	130
Support Staff	Digital Strategy & Field Implementation	Engagement	1	2+	450

**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	James Miner
FIRM	Sasaki Architects, PE
ADDRESS	64 Pleasant Street, Watertown, MA 02472
TELEPHONE / FAX	t: (617) 926-3300 f: (617) 924-2748

Project Name	Citywide Plan: Imagine Boston 2030
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Company Information:

1. Name of Organization: Sasaki Architects, PE
2. Address: 64 Pleasant Street, Watertown, MA 02472
3. Telephone: (617) 926-3300
4. FAX Number: (617) 924-2748
5. President's Name: Sumner Fiske Crowell, Jr.
7. Secretary's Name: Vinicius Gorgati
8. Treasurer's Name: Vinicius Gorgati
9. How many years has your firm been in business under this name? 13 years
10. Is your firm a Commonwealth of Massachusetts Corporation:
 Yes _____ No _____
: Sasaki Architects, PC ("the PC."), a New York professional services corporation, is submitting the statements of
 : Sasaki Associates, Inc., a Massachusetts business corporation, to support its response to your RFP. The PC's
 : practice is associated with, and managed by, Sasaki Associates, Inc.
11. Total number of employees in the firm?
234 (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)
10.2 (Number)
13. What is your professional staff experience?
Formula: (Total years of Professional service divided by number of Professionals)
18 (Number)
14. Does your firm have a published affirmative action policy?
 Yes No _____

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

Yes _____ No

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

Yes No _____

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

Yes _____ No

18. Does your firm currently have Professional Liability Insurance?

Yes No _____

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

§ \$3,000,000 per claim annual aggregate

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

Yes No _____

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

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

List: Graphic Design; Interior Design.

22. Name any Subconsultant and the technical disciplines in which the Subconsultant is qualified to perform for this project: We will define an advisory team in partnership with the City.

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 _____

List: Inkhouse: Public Relations and Communications; Interaction Institute for Social Change: Public Outreach

Company Experience:

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

§ 157,543,979

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

281 (Number)

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

175 (Number)

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

§ 505,000,000

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

§ 150,000,000

28. What is your firm's accumulated total gross sales (Consultant fees) for **Similar Projects as listed in the Request for Proposals** for the past five (5) years?

§ 17,266,000

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?

40 (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?

9 (Number)

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

\$ 17,266,000 : Because projects listed in Question 29 are planning projects,
: the gross sales and total value are equal.

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

\$ 3,307,500

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

Yes No

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

14 (Number)

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

Name & Firm	Title	Years with Firm
James Miner	Principal-In-Charge	11
Martin Zogran	Project Manager & Urban Designer	6
Chris Horne	Lead Planner	3
Stephen Gray	Lead Urban Designer	7
Cesar McDowell	Thought Leader	3
Andrea Nagel	Project Lead	15
Tina Cassidy	Project Lead	4
Bob Culver	Managing Director	3
Barbara Heller	Director of Parks Planning	1
Philip Barash	Creative Director	1
Jill Allen Dixon	Associate	3
Allen Penniman	Associate	4
Gina Ford	Principal	18
Jason Hellendrung	Principal	14
Victor Vizgaitis	Principal	12
Fred Merrill	Principal	20

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

19.6 (Number)

37. Has the "**Consultant Team**" for this project worked together on any other previous projects?
 Yes No
38. Has the "**Consultant Team**" for this project worked together on any other similar projects?
 Yes No
39. What is the number of projects that the "**Consultant Team**" worked on together in the last five (5) years?
Two with IISC; InkHouse is Sasaki's PR Consultant and we work together on an ongoing basis.
40. Attach as **Exhibit A** - a project organization chart (8-1/2" x 11") detailing the Consultant Team. (The chart should note in-house and sub-contracted support services and MBE or WBE status.)
41. Attach as **Exhibit B** professional data on each member of the design team.
42. Attach as **Exhibit C** examples of projects similar to the one proposed.
43. Attach as **Exhibit D** references of previous clients (name, project, location, value, etc.)
44. Attach as **Exhibit E** the following data concerning your firm's financial status:
 (a) Statement of Financial Condition (b) Date of Statement (c) Firm that prepared the Statement.


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

45. Does your firm have any administrative or legal proceeding currently pending or concluded within the last five (5) years, to which your firm has been a party and which relates to procurement or performance of any public or private contracts?
 Yes No
46. Do any of the principals owe the City of Boston or Commonwealth of Massachusetts any monies for incurred income, real estate taxes, rents, water and sewer charges or other indebtedness?
 Yes No
47. Are any of the principals employed by the BRA or the City of Boston? If so, in what capacity. (Please include name of agency or department and position held.)
 Yes No List:
48. Were any of the principals ever the owners of any property upon which the City of Boston or Commonwealth of Massachusetts foreclosed for his/her/their failure to pay real estate taxes or other indebtedness?
 Yes No
49. Have any of the principals ever been convicted of any arson related crimes or are currently under indictment for any such crimes?
 Yes No
50. Have any of the principals been convicted of violating any law, code, ordinance regarding conditions of human habitation within the last three (3) years?
 Yes No
51. Respondent must submit evidence in writing from a responsible insurance/bonding/surety company that the Respondent can obtain the Insurance required in the BRA Contract.
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.

- 53. The Bidder must certify that it is in compliance with the provisions of Section 7 of Chapter 521 of the Acts of 1990, as amended by Chapter 329 of the Acts of 1991, and 102 CMR 12.00 and that the Bidder either (a) has fifty (50) or more full-time employees and is a "qualified employer" or offers child care tuition assistance or on-site or near-site subsidized child care placements or (b) is an "exempt employer."
- 54. If you answered "YES" to any Question 45-50, please list these legal proceedings and attach as an exhibit.

Dated at 9:00am this 17th day of
July, 2015



A handwritten signature in black ink, appearing to read 'James Miner', is written over a horizontal line. The signature is stylized and somewhat cursive.

(Name)

By: James Miner

Title: Principal

(52.)

Sasaki certifies that it complies with all laws of the Commonwealth of Massachusetts relating to taxes and will provide the requested Certificate of Good Standing to the BRA prior to execution of the Contract if selected to perform professional services for this project.

(53.)

Sasaki certifies that it complies 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. Sasaki has (a) 50 or more full-time employees and is a qualified employer.

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT A" Project organization chart

For Project Organization Chart, refer to page 4 of the proposal.

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT C" Relevant project experience

For Relevant Project Experience, refer to pages 14 of the proposal.

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT D" References

Hunter Morrison (Sasaki)

Phone: 330.727.2978

Email: hmorrison@neoscc.org

Project: Vibrant Neo

Location: Northeast Ohio

Value: \$1,000,000

Jim Brady (Sasaki)

Phone: 207-653-9990

Email: jim.brady@cpb2.com

Project: 58 Fore Street

Location: Portland, ME

Value: \$150,000

Ozie Davis (Sasaki)

Phone: 513.257.1177

Email: ozie3@a-cdc.org

Project: Cincinnati Uptown/MLK Corridor Vision

Location: Cincinnati, OH

Value: \$350,000

James Doolan (Sasaki)

Phone: 617.568.5000

Email: jdoolan@massport.com

Project: Massport Air Rights Garage

Location: Boston, MA

Value: \$1,000,000 (approx)

Thomas O'Brien (Inkhouse)

Phone: 617.248.8905

Email: tobrien@hyminvestments.com

Project: Government Center Garage Community Relations

Location: Boston, MA

Value: monthly fee of \$5,000

Vineet Gupta (Interaction Institute for Social Change)

Phone: 617-635-2756

Email: vineet.gupta@boston.gov

Project: GoBoston 2030

Location: Boston, MA

Value: \$1,000,000

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT F" Legal proceedings

CLAIMS PENDING

US Capitol Visitor Center, Washington, DC

This is a post-construction claim. Disputed amounts are within insurance limits.]

Fordham University, Bronx New York

This is a trip and fall case in which Sasaki is one of several defendants. Disputed amounts are within insurance limits.

Stony Brook Recreation Center, Stony Brook, NY

This is a soil remediation claim by the Contractor in which Sasaki is one of several defendants. Disputed amounts are within insurance limits.

New England Center for children, Westboro, MA

This is a post construction claim by the owner regarding alleged roofing defects. Sasaki's position is that this is a construction issue and that all disputed amounts are within insurance limits.

Penn State, University Park, PA

This was a personal injury claim in which Sasaki was one of several defendants. Disputed amounts are within insurance limits.

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT B" Professional data for members of the design team

JAMES MINER, AICP

Principal-In-Charge | Planner

Sasaki

Education: Harvard Graduate School of Design, Master of Urban Planning; Massachusetts Institute of Technology, Bachelor of Science in Art and Design

Affiliations: American Planning Association; American Institute of Certified Planners

MARTIN ZOGRAN

Project Manager & Urban Designer

Sasaki

Education: Harvard University, Master of Architecture in Urban Design with Distinction; Rice University, Bachelor of Architecture Rice University; Bachelor of Arts in Architecture and Art History

Academic Positions: Instructor of annual "Team Project" for the Advanced Management Development Program, Harvard Design School's Executive Education, 2004 – 2013; Harvard University, Assistant Professor of Urban Design 2004-2009; Harvard University, Design Critic in Urban Design 2000 - 2004; Everblue Institute Lecturer for LEED accreditation 2009 - 2010

CHRIS HORNE

Lead Planner

Sasaki

Education: Massachusetts Institute of Technology, Master of City Planning; St. John's College, Bachelor of Liberal Art

Affiliations: American Planning Association

STEPHEN GRAY

Lead Urban Designer

Sasaki

Education: Harvard University Graduate School of Design, Master of Architecture in Urban Design with Distinction; University of Cincinnati, College of Design, Architecture, Art and Planning, Bachelor of Architecture; University of Copenhagen, Denmark International Study Program

Academic Positions: MIT, Lecturer in Urban Design, 2013 - Present; Northeastern University, Lecturer in Urbanism / Studio Instructor, 2012; Harvard University Graduate School of Design, Guest Critic 2007, Teaching Assistant 2007-2008; University of Cincinnati, College of Design, Architecture, Art and Planning, Architectural Mentoring Program, Assistant Teacher, 2007, Lead Teacher, 2008; Boston Architecture College, Guest Critic 2009, 2010; Emmanuel College, Guest Lecture 2009; Roger Williams University, Guest Critic, 2009, 2011

Community Contribution: Boston Society of Architects, Associate Director; Urban Land Institute, Advisory Panelist

CEASAR MCDOWELL

Thought Leader

Interaction Institute for Social Change

Education: Harvard University, M.Ed. Graduate School of Education Administration, Planning, Social Policy; Harvard University, Ed.D Graduate School of Education Administration, Planning and Social Policy; Pacific University, B.S. Sociology/Communications

ANDREA NAGEL

Project Lead

Interaction Institute for Social Change

Education: Massachusetts Institute of Technology

TINA CASSIDY

Project Lead

Inkhouse

Education: Northeastern University, Bachelor of Arts in Journalism

Professional Affiliations: Urban Land Institute; CREW Boston; Friends of Kendall Square Association; Cambridge Chamber of Commerce

Boards: New England Center for Investigative Reporting

GINA FORD

Principal | Landscape Architect

Sasaki

Education: Harvard Graduate School of Design, Master in Landscape Architecture with Distinction; Wellesley College, Bachelor of Arts in Architecture and Architectural History

Registrations: Registered Landscape Architect: CT, NC, NE

Professional Affiliations: American Society of Landscape Architects; Boston Society of Landscape Architects; The Cultural Landscape Foundation, Board of Directors; Northeastern University School of Architecture, Advisory Council; University of Nebraska at Lincoln, Hyde Chair of Excellence, Spring 2012

Academic Positions: Critic and Lecturer, Masters Research Studio: "Design and the Resilient City;" Northeastern University; Rhode Island School of Design, Visiting Critic, Fall 2012 - Spring 2013; Harvard Graduate School of Design: Visiting Critic, Core Curriculum, 2007; Teaching Fellow, Spring 2005 and 2006; Graphic Coordinator and Participant, "Large Parks; New Perspectives" Exhibition and Conference, Spring 2003

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT B" Professional data for members of the design team

JASON HELLENDRUNG, ASLA

Principal | Landscape Architect

Sasaki

Education: University of Rhode Island, Bachelor of Landscape Architecture

Registrations: Registered Landscape Architect in IA, MA, MD, NC, OH, PA, TX, CT, NY, MI

Professional Affiliations: Urban Land Institute, Public Development and Infrastructure Council Member; American Society of Landscape Architects, Public Practice Advisory Committee, 2007-present; Committee Chair, 2009-10; Boston Society of Landscape Architects; International Downtown Association; US Green Building Council

Academic Experience: Guest Lecturer: Boston Architectural College, September 2014; Harvard Business School, April 2014; Columbia University, September 2013; RISD, April 2014; University of Arizona College of Architecture, Planning and Landscape Architecture, October 2012; Carnegie Mellon University School of Architecture, February 2012; Massachusetts Institute of Technology, Program in City Design & development, Spring 2011, Spring 2014; University of Tennessee, Spring 2014, 2015

VICTOR VIZGAITIS, AIA

Principal | Architect

Sasaki

Education: Cornell University, Bachelor of Architecture

Registrations: Registered Architect: California, Massachusetts, New York

Professional Affiliations: American Institute of Architects; Boston Society of Architects; CoreNet Global New England; National Association of Office and Industrial Properties (NAIOP); National Council of Architectural Registration Boards

Academic Positions: Boston Architectural College Interior Design Studio, Guest Critic, 2008, 2013-2014; Boston Architectural College, Architecture Design Studio, 2006-2007; California College of the Arts, Guest Critic; San Francisco Academy of Art, Guest Critic

FRED MERRILL, FAICP

Principal | Planner

Sasaki

Education: Massachusetts Institute of Technology, Master in City Planning; Massachusetts Institute of Technology, Master of Science in Architectural Studies; University of Wisconsin/Madison, Bachelor of Science in Land Economics

Professional Affiliations: Fellow, American Institute of Certified Planners; American Planning Association; Urban Land Institute (Sustainable Development Council Member)

Academic Positions: Instructor of "Master Planning: Moving Towards a Sustainable City," professional development course, Harvard Graduate School of Design Education Summer Program, 1997-present; Guest lecturer on urban planning and development issues at various colleges and universities including Harvard University and Massachusetts Institute of Technology

Public Policy Boards: Town of Lexington, Massachusetts, Zoning Board of Appeals, Associate Member, 2011- 2012; Town of Lexington, Massachusetts, Lexington 2020 Vision Steering Committee, 2000-2002; Town of Lexington, Massachusetts Planning Board, Chairman; 1998-2000; Town of Lexington, Massachusetts Planning Board and Meeting Member; 1994-2000; Town of Brookline, Massachusetts Land Use Study Committee, 1985-1986

BOB CULVER

Managing Director

Sasaki

Education: Harvard University, Kennedy School of Government, MPA; London School of Economics and Political Science, MA, Area Studies (China); State University of New York at Buffalo, BA, Honors in History, Cum Laude; Cambridge University, Faculty of Oriental and African Studies, Scholarship student, non-degree intensive program in modern/classical Chinese language

Public Boards: Boston School Committee, Member; Chair, Finance Committee

Educational Boards: Dean's Advisory Leadership Council (DALC), Harvard University, Kennedy School of Government; New England Conservatory of Music; Corporator; Member, Facilities Committee; Member, Audit Committee; New England Conservatory of Music, Trustee; Northeastern University, Corporator; Wheelock College, Board Member

Corporate Boards: U.S. Trust Company (Boston), Director; Chair, Audit Committee; Member, Compensation Committee; Financial Executive Institute, Boston Chapter, Director; National Grid USA, Advisory Board Member; Niagara Mohawk Holdings, Inc., Director; Member of Audit Committee

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT B" Professional data for members of the design team

BARBARA HELLER

Director of Parks and Planning

Sasaki

Education: American University, Master of Public Administration; Pennsylvania State University, Bachelor of Science, Recreation and Parks

Professional Affiliations: National Recreation and Parks Association; American Society for Quality, Association for Quality and Participation, and the Public Sector Network; Illinois Parks and Recreation Association; Speaking engagements at NRPA congress 1995-2010, IAPD and IPRA annual conference, NRPA schools, and many state conferences including IL, VA, TX, NJ, CA, OH; Trained examiner for the Lincoln Award for Business Excellence using Malcolm Baldrige criteria; Graduate of the Center for Creative Leadership program on Leadership Development

PHILIP BARASH

Creative Director

Sasaki

Education: University of Chicago, MA: Interdisciplinary Humanities; Harvard University and International Arts Strategies, Fellow: Business of Arts and Culture, Strategic Marketing Arts Marketing; University of Detroit Mercy, BA: English and Digital Media Studies

Service: Advisory Board member: EPIC: Engaging Philanthropy, Inspiring Creatives, current; Committee member: Open House Chicago, a program of the Chicago Architecture Foundation, current; Advisory Committee member: Chicago Riverwalk, Chicago Department of Transportation, 2014; Board member: Friends of Downtown, 2013 and 2014; Committee member: 75th anniversary planning, Hyde Park Art Center, 2013

JILL ALLEN DIXON, AICP

Planner

Sasaki

Education: Harvard University Graduate School of Design, Master of Urban Planning with Distinction; Clemson University, Bachelor of Arts in Architecture, Bachelor of Arts in Economics

Professional Affiliations: American Planning Association; American Institute of Certified Planners

ALLEN PENNIMAN, AICP

Planner

Sasaki

Education: University of Pennsylvania School of Design, Master of City Planning with concentration in Urban Design; Connecticut College, Bachelor of Arts in Urban Studies with honors, and with distinction in Urban Studies

Professional Affiliations: American Planning Association; American Institute of Certified Planners

EXHIBIT E _ STATEMENT OF QUALIFICATIONS

ATTACHMENT "EXHIBIT E"

(a) Statement of financial condition

(b) Date of statement

(c) Firm that prepared statement

(c) Grant Thornton LLP
75 State Street, 13th Floor
Boston, MA 02109-1827
T 617.723.7900
F 617.723.3640
GrantThornton.com
linkd.in/GrantThorntonUS
twitter.com/GrantThorntonUS

(a) Report of Independent Certified Public Accountants

To the Board of Directors
Sasaki Associates, Inc.
Watertown, Massachusetts

We have audited the accompanying consolidated financial statements of Sasaki Associates, Inc. (a Massachusetts corporation) and Subsidiary which comprise the consolidated balance sheet as of December 31, 2012, and the related consolidated statements of comprehensive income, changes in stockholders' equity, and cash flows for the year then ended, and the related notes to the financial statements.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Sasaki Associates, Inc. and Subsidiary as of December 31, 2012 and the results of their operations and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

(b) Boston, Massachusetts
June 27, 2013

Grant Thornton LLP

SASAKI ASSOCIATES, INC. AND SUBSIDIARY

Consolidated Balance Sheets

December 31, 2013 and 2012

(See independent accountants' reports)

	2013	2012
	(Reviewed)	(Audited)
Assets		
Current assets		
Cash	\$ 5,834,523	\$ 5,946,753
Accounts receivable, net	9,327,414	7,837,670
Accounts receivable, unbilled	4,712,337	4,150,201
Costs and estimated earnings in excess of billings on uncompleted contracts	1,176,802	885,602
Deferred tax asset	2,599,171	1,989,635
Refundable income taxes	17,385	442,692
Other current assets	365,878	335,819
Total current assets	<u>24,033,510</u>	<u>21,588,372</u>
Property and equipment, net	13,295,585	12,688,288
Investment in LLC	178,000	178,000
Deferred financing fees, net	<u>30,816</u>	<u>38,520</u>
Total assets	<u>\$ 37,537,911</u>	<u>\$ 34,493,180</u>
Liabilities and Stockholders' Equity		
Current liabilities		
Current maturities of notes payable to bank	\$ 685,435	\$ 665,397
Current maturities of notes payable to former stockholders	1,163,118	1,232,146
Accounts payable	6,255,696	4,374,429
Accrued liabilities	7,096,616	5,339,646
Billings in excess of costs and estimated earnings on uncompleted contracts	1,653,986	1,249,763
Total current liabilities	<u>16,854,851</u>	<u>12,861,381</u>
Long-term liabilities		
Notes payable to bank, less current maturities	10,175,014	10,860,559
Notes payable to former stockholders, less current maturities	4,039,094	4,606,253
Deferred tax liability	239,726	136,099
Other liabilities	41,887	40,887
Total liabilities	<u>31,350,572</u>	<u>28,505,179</u>
Stockholders' equity		
Common stock, no par value; 4,500 shares authorized; 705 and 705 shares issued and outstanding as of December 31, 2013 and 2012, respectively	4,599,216	4,170,931
Accumulated other comprehensive income	4,577	-
Retained earnings	<u>3,169,495</u>	<u>3,258,886</u>
	7,773,288	7,429,817
Less: notes receivable from stockholders	<u>1,585,949</u>	<u>1,441,816</u>
Total stockholders' equity	<u>6,187,339</u>	<u>5,988,001</u>
Total liabilities and stockholders' equity	<u>\$ 37,537,911</u>	<u>\$ 34,493,180</u>

The accompanying notes are an integral part of these financial statements.

SASAKI ASSOCIATES, INC. AND SUBSIDIARY

Consolidated Statements of Comprehensive Income

For the Years Ended December 31, 2013 and 2012

(See independent accountants' reports)

	2013 (Reviewed)		2012 (Audited)	
	Amount	Percent of Revenue	Amount	Percent of Revenue
Revenue	\$ 53,134,646	100.0%	\$ 48,523,706	100.0%
Cost of revenue	28,542,971	53.7%	26,404,078	54.4%
Gross margin	24,591,675	46.3%	22,119,628	45.6%
Operating expenses	16,814,879	31.6%	16,160,940	33.3%
Income before discretionary expenses	7,776,796	14.7%	5,958,688	12.3%
Discretionary expenses				
Employee bonuses	6,604,625	12.5%	4,910,807	10.1%
Profit sharing plan contribution	500,000	0.9%	500,138	1.0%
Total discretionary expenses	7,104,625	13.4%	5,410,945	11.1%
Income before taxes on income	672,171	1.3%	547,743	1.2%
Taxes on income	326,562	0.6%	232,119	0.5%
Net income	345,609	0.7%	315,624	0.7%
Other comprehensive income				
Foreign currency translation adjustment	4,577	0.0%	-	0.0%
Comprehensive income	\$ 350,186	0.7%	\$ 315,624	0.7%

SASAKI ASSOCIATES, INC. AND SUBSIDIARY

Consolidated Statements of Changes in Stockholders' Equity

For the Years Ended December 31, 2013 and 2012

(See independent accountants' reports)

	Common Stock		Retained Earnings	Notes Receivable from Stockholders	Accumulated Other Comprehensive Income	Total
	Shares	Amount				
Balance, December 31, 2011	765	\$ 4,321,383	\$ 3,398,280	\$ (1,629,790)	\$ -	6,089,873
Net income	-	-	315,624	-	-	315,624
Stock repurchase	(120)	(755,916)	(455,018)	310,803	-	(900,131)
Issuance of stock	60	605,464	-	(605,464)	-	-
Note repayments	-	-	-	482,635	-	482,635
Balance, December 31, 2012	705	4,170,931	3,258,886	(1,441,816)	-	5,988,001
Net income	-	-	345,609	-	-	345,609
Stock repurchase	(75)	(355,406)	(435,000)	86,676	-	(703,730)
Foreign currency translation adjustment	-	-	-	-	4,577	4,577
Issuance of stock	75	783,691	-	(783,691)	-	-
Note repayments by stockholders	-	-	-	552,882	-	552,882
Balance, December 31, 2013	<u>705</u>	<u>\$ 4,599,216</u>	<u>\$ 3,169,495</u>	<u>\$ (1,585,949)</u>	<u>\$ 4,577</u>	<u>6,187,339</u>

SASAKI ASSOCIATES, INC. AND SUBSIDIARY

Consolidated Statements of Cash Flows

For the Years Ended December 31, 2013 and 2012

(See independent accountants' reports)

	2013	2012
	(Reviewed)	(Audited)
Cash flows from operating activities		
Net income	\$ 345,609	\$ 315,624
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	823,401	826,795
Deferred income taxes	(505,909)	210,500
Changes in operating assets:		
Accounts receivable, billed and unbilled	(2,051,880)	831,442
Costs and estimated earnings in excess of billings on uncompleted contracts	(291,200)	571,877
Other current assets	395,248	(16,574)
Deferred financing fees, net	7,704	7,703
Changes in operating liabilities:		
Accounts payable	1,881,267	(726,879)
Accrued liabilities	1,756,970	(54,495)
Billings in excess of costs and estimated earnings on uncompleted contracts	404,223	115,463
Other liabilities	1,000	(3,000)
Net cash provided by operating activities	<u>2,766,433</u>	<u>2,078,456</u>
Cash flows from investing activities		
Capital expenditures	(1,430,699)	(340,912)
Net cash used for investing activities	<u>(1,430,699)</u>	<u>(340,912)</u>
Cash flows from financing activities		
Repayments of notes payable to former stockholders	(1,263,512)	(1,232,148)
Principal payments received on notes receivable from stockholders	552,882	482,640
Repurchase of stock	(76,405)	(189,362)
Payments on notes payable to bank	(665,506)	(343,324)
Net cash used for financing activities	<u>(1,452,541)</u>	<u>(1,282,194)</u>
Effect of exchange rate changes on cash	4,577	-
Net (decrease)/increase in cash	(112,230)	455,350
Cash - beginning of year	<u>5,946,753</u>	<u>5,491,403</u>
Cash - end of year	<u>\$ 5,834,523</u>	<u>\$ 5,946,753</u>

SASAKI ASSOCIATES, INC. AND SUBSIDIARY

Consolidated Statements of Cash Flows - Continued

For the Years Ended December 31, 2013 and 2012

(See independent accountants' reports)

	2013	2012
	(Reviewed)	(Audited)
Supplemental cash flows information		
Cash paid for income taxes, net of refunds received	\$ 145,851	\$ 162,016
Cash paid for interest	\$ 514,603	\$ 926,158

Supplemental disclosures of non-cash investing and financing activities:

During 2013 and 2012 the Company sold 75 and 60 shares, respectively, of its common stock in exchange for notes receivable from stockholders totaling \$783,691 and \$605,464, respectively.

During 2013 the Company repurchased 75 shares of its common stock in exchange for total consideration of \$790,406. This consideration consisted of issuances of notes payable to former stockholders in the amount of \$627,325, cash of \$76,405, offset by notes receivable from stockholders in the amount of \$86,676. During 2012 the Company repurchased 120 shares of its common stock in exchange for total consideration of \$1,210,934. This consideration consisted of issuances of notes payable to former stockholders in the amount of \$710,769, cash of \$189,362, offset by notes receivable from stockholders in the amount of \$310,803.

ATTACHMENT "EXHIBIT E" (continued)**Banks with which Sasaki does business**

name: Eastern Bank
195 Market Street
Lynn, Massachusetts 01901

tele: 1-800-333-8000



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/05/2015

PRODUCER Green Insurance Exchange, LLC 184 High Street Suite 602 Boston, MA 02110	1-617-391-0245	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURED Sasaki Associates, Inc., Sasaki Architects, P.C., Sasaki Architects, Landscape Architects and P.E., PC Sasaki Architects and Landscape Architects, PC, SAI Architects, Inc. 64 Pleasant Street Watertown, MA 02472	INSURERS AFFORDING COVERAGE INSURER A: HARTFORD ACCIDENT & IND CO INSURER B: TRUMBULL INS CO INSURER C: HARTFORD CAS INS CO INSURER D: HARTFORD UNDERWRITERS INS CO INSURER E: ACE AMER INS CO	NAIC # 22357 27120 29424 30104 22667

COVERAGES

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. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY	08UUNAX4732	01/01/15	01/01/16	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				MED EXP (Any one person)	\$ 10,000
	<input checked="" type="checkbox"/> Primary				PERSONAL & ADV INJURY	\$ 1,000,000
	<input checked="" type="checkbox"/> Contractual Liability				GENERAL AGGREGATE	\$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:				PRODUCTS - COMP/OP AGG	\$ 2,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					
B	AUTOMOBILE LIABILITY	08UENAX4756	01/01/15	01/01/16	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input type="checkbox"/> ANY AUTO				BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS					
<input checked="" type="checkbox"/> NON-OWNED AUTOS						
<input checked="" type="checkbox"/> \$500 Comp/Col1						
	GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT	\$
	<input type="checkbox"/> ANY AUTO				OTHER THAN EA ACC AGG	\$
						\$
C	EXCESS / UMBRELLA LIABILITY	08XHUA4092	01/01/15	01/01/16	EACH OCCURRENCE	\$ 5,000,000
	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE				AGGREGATE	\$ 5,000,000
	<input type="checkbox"/> DEDUCTIBLE					\$
	<input checked="" type="checkbox"/> RETENTION \$ 10,000					\$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	INCLUDES USL&H	01/01/15	01/01/16	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS	<input type="checkbox"/> OTH-ER
D	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below	08WECS0207	01/01/15	01/01/16	E.L. EACH ACCIDENT	\$ 1,000,000
					E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
					E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
E	OTHER A/E Professional 100,000 Deductible	BONG24588452003 RETRO DATE: 01/01/1953	06/01/14	06/01/15	Per Claim Aggregate	3,000,000 3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS
 City of Hartford is named as additional insured with respects to liability for work performed by named insured and as required by a written contract.

CERTIFICATE HOLDER City of Hartford Procurement Services Unit 550 Main Street, Room 100 Hatford, CT 06103 USA	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL <u>30</u> DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE
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EXHIBIT F: NON-COLLUSION
AFFIDAVIT OF PRIME BIDDER

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

State of Mass.)

)ss.

County of Suffolk)

James Miner, BEING FIRST DUTY

SWORN DEPOSES AND SAYS THAT:

1.0 He/she is (owner, partner, officer, representative, or agent) of Sasaki Architects, PC, 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) _____

Principal

Title

Subscribed and sworn to before me this 17th day of July, 20 15

Debra Dolan Wallis

Title

My commission expires:

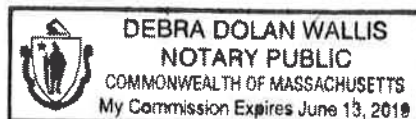


EXHIBIT G: CERTIFICATE OF TAX,
EMPLOYMENT SECURITY, AND
CHILD CARE COMPLIANCE

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

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

(Name)

Principal

Sasaki Architects, PC

(Title)

(Name of Consultant)

whose principal place of business is located at: 64 Pleasant Street, Watertown, MA 02472

_____, do hereby certify that:

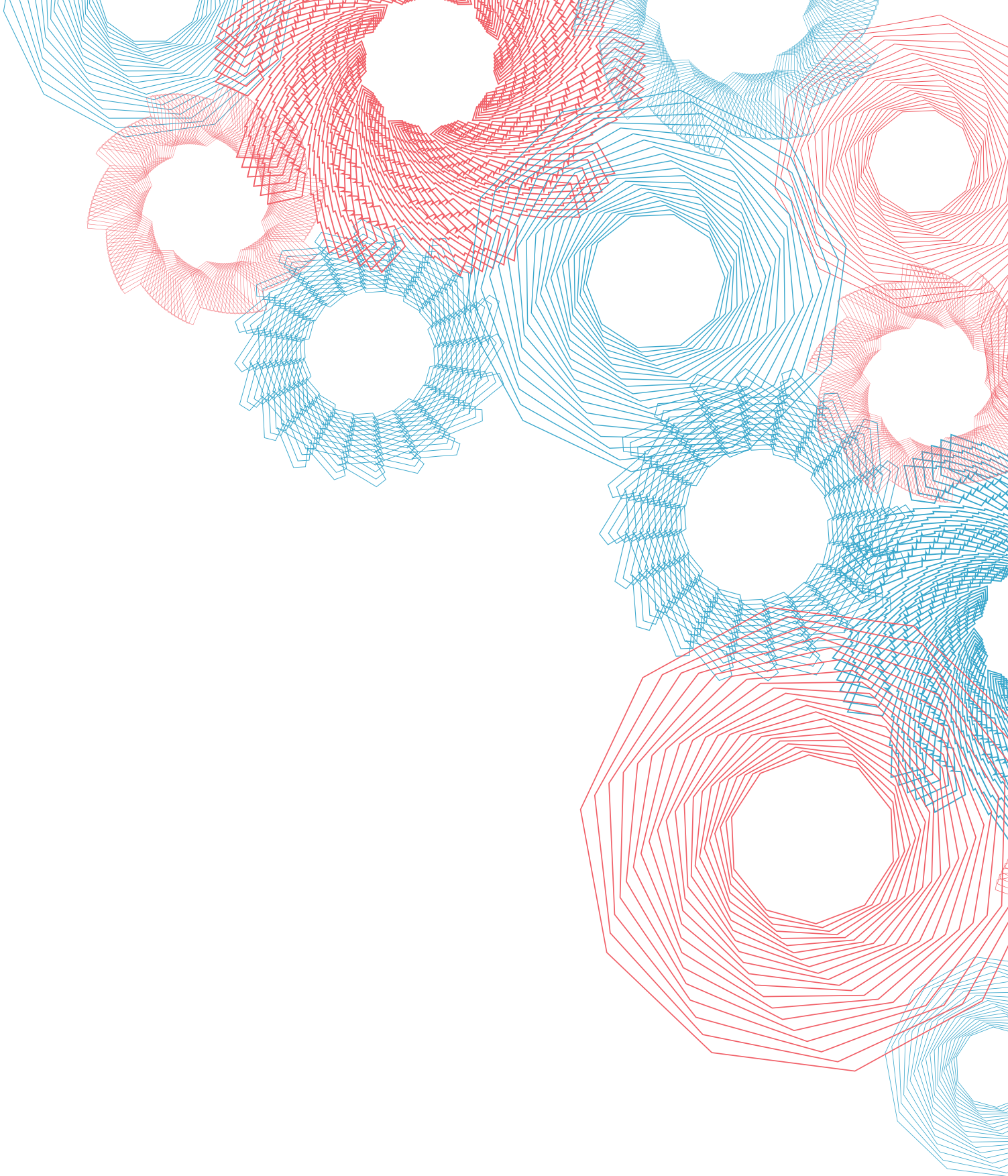
- A. The above-named Consultant has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Consultant has complied with all laws of the Commonwealth relating to unemployment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

Signed under the penalties of perjury this 17th day of July, 2015.

Federal Identification Number 80-0037460 (Name) James Miner

By: _____

Title: Principal



S A S A K I



inkhouse.