Cambridge Citywide Planning Qualifications

Submitted June 25, 2015

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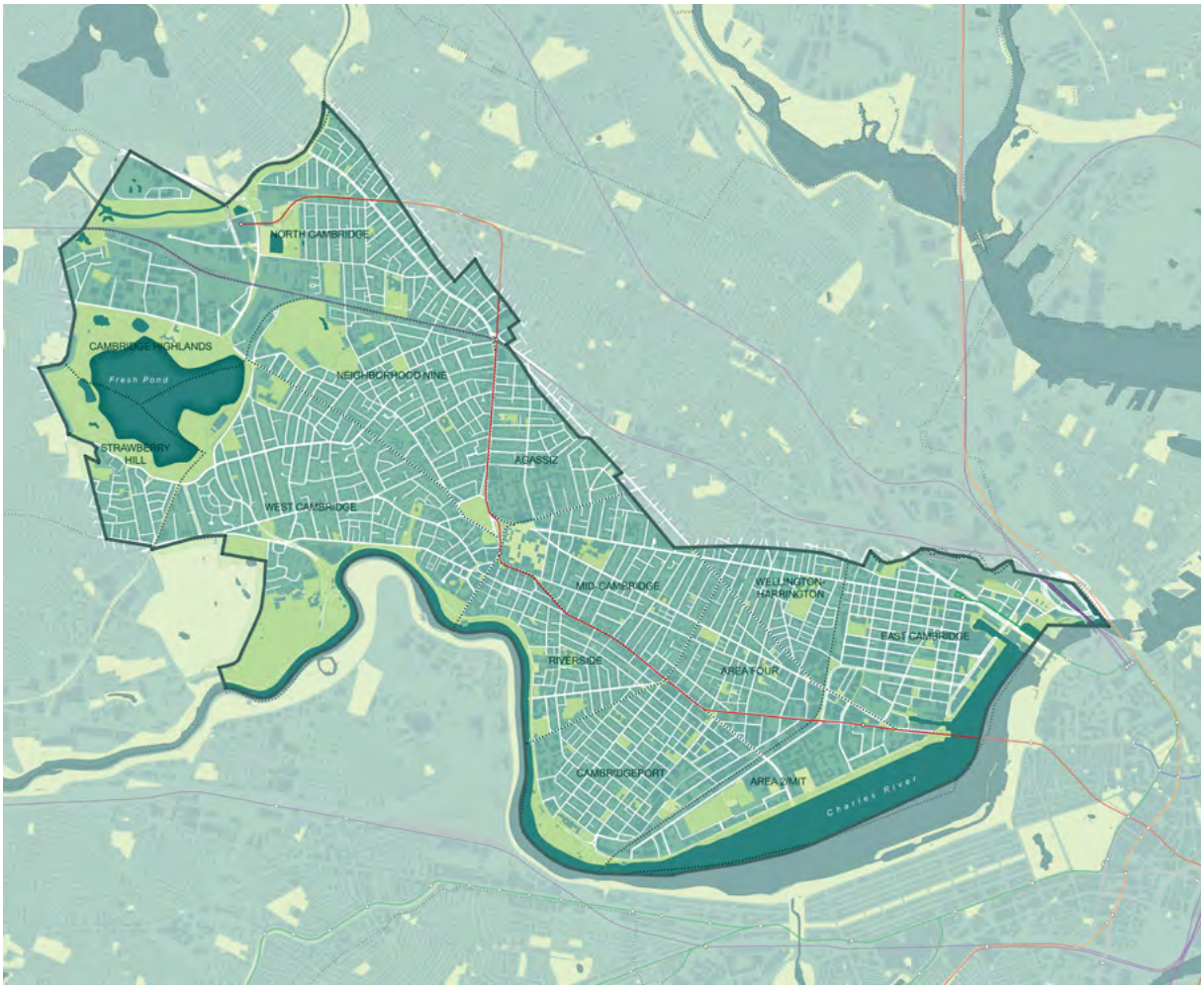
utile



Architecture
& Planning

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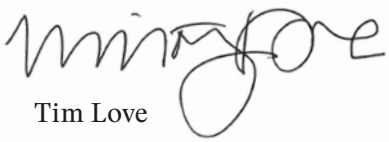
Members of the Selection Committee:

Utile is thrilled to submit our qualifications for the Cambridge Citywide Plan. We have partnered with Interboro, a progressive planning and urban design firm from Brooklyn, to lead Cambridge's Citywide Plan. We bring a deep commitment to local planning issues and an appreciation for the comprehensive goals formulated during the Cambridge Conversations process, and we fully embrace the city's desire for an active engagement approach and a rigorous data-driven process. To complement and add greater substance to the robust engagement process, our team will make heavy use of visualization graphics and digital communication tools. We will use these tools to illuminate the key issues we uncover through our data analysis and on-the ground interviews, and create a productive feedback loop between the community-at-large and the planning team.

Underrepresented groups have distinct cultural perspectives that enrich the planning process, and we will work closely with the city to engage them. Young people are often absent from the planning process, but they make up a distinctly large proportion of the city's residents and a true citywide plan needs their input too. We agree that discourse matters, and are excited to engage with the dedicated advocates and activists that drive Cambridge's healthy ongoing public debates. We plan to help shape and channel these discussions to create a richer and more nuanced understanding of priorities and potential goals.

In addition to Interboro, HR&A will play a key strategic role on our team. HR&A will frame emerging concepts within an equitable economic development strategy, and will consider job growth opportunities, housing affordability, and revenue of infrastructure and open space enhancements as part of the mix. We also have partnered with a wide range of subconsultants (see page 33) with both national experience and deep knowledge of Cambridge. We offer a truly comprehensive and strategic look at the key issues facing the city as it considers public policies that shape and manage growth.

Sincerely,



Tim Love

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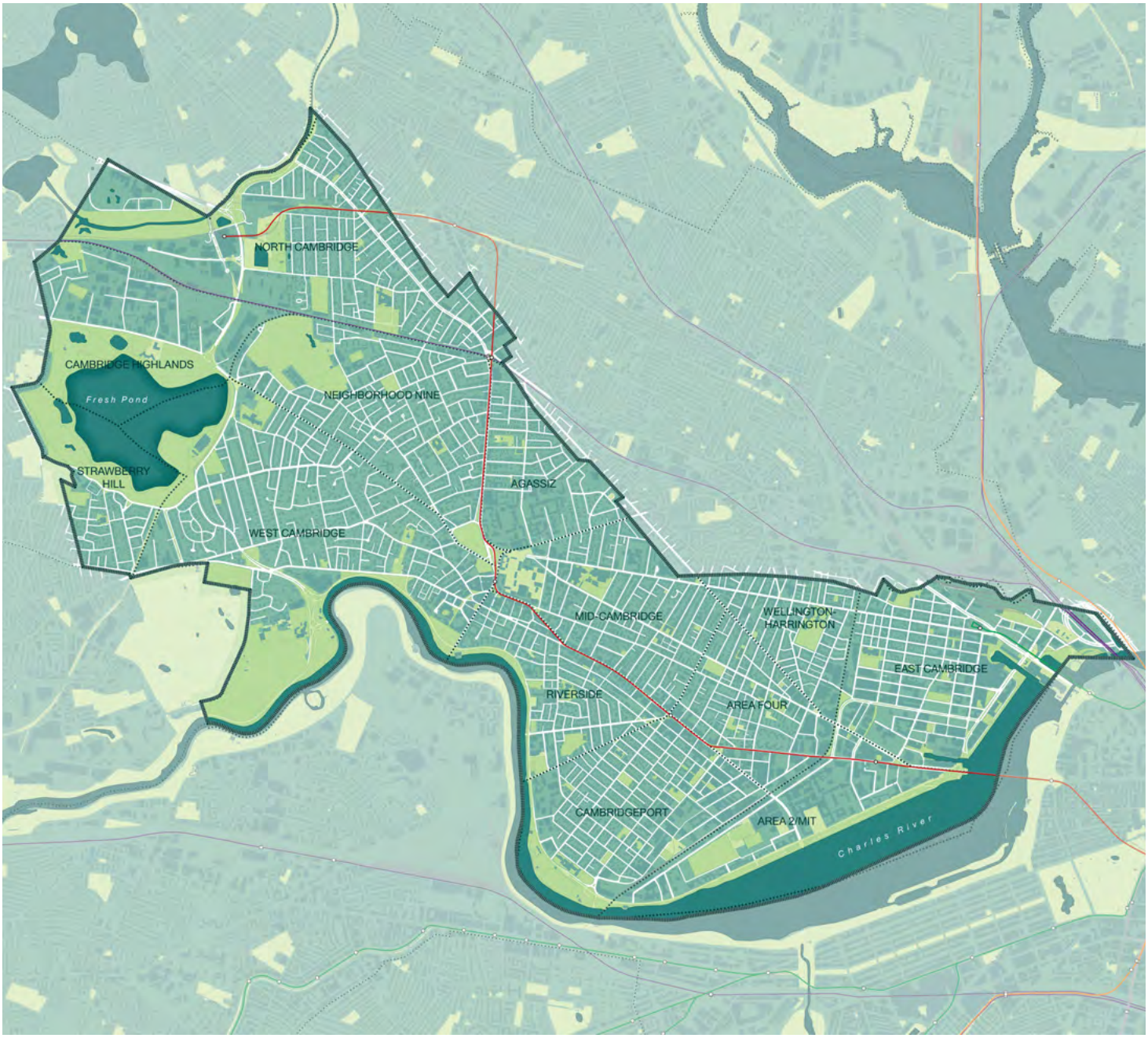

NORTH CAMBRIDGE
CAMBRIDGE HIGHLANDS
Fresh Pond
NEIGHBORHOOD NINE
STRAWBERRY HILL
AGASSIZ
WEST CAMBRIDGE
MID-CAMBRIDGE
WELLINGTON-HARRINGTON
EAST CAMBRIDGE
RIVERSIDE
AREA FOUR
CAMBRIDGEPORT
AREA 2/MIT
Charles River

Project Understanding & Approach

We will develop a strategic framework for how Cambridge can address urban change and a range of pressing social, economic, housing, mobility, and environmental issues, and we will build on Cambridge's momentum, inherent strengths, and social capital.

We will develop a shared vision with clearly defined goals and aspirations, and then develop land use, policy, and economic development strategies to achieve these. We will delve deep into the community, both to engage residents in the process and to uncover hidden facets and patterns as cultural anthropologists. We will draw upon best practices and also propose forward-thinking, data-driven approaches. We seek common ground found through shared aspirations and not a lowest common denominator. The plan must incentivize, rather than force, stakeholders—investors, property owners, and community members—to fulfill its goals.

A robust community engagement process needs to be grounded by themes that are well-articulated and grounded by data analysis. These themes can then be converted into metric-driven goals. The wide range of values and issues that will be covered during the planning process need to be connected by an flexible master narrative that can make the ongoing conversations relevant to the maximum number of citizens. While the final themes need to be determined in collaboration with the CDD and stakeholders, the following provisional suggestions will shed light on our proposed project approach.

Principles

The Cambridge Citywide Plan, unlike most comprehensive planning processes, will be launched after a robust series of community conversations that resulted in a thorough and well-considered list of working principles. These principles have been well-articulated and are broad in their scope. These community principles will then be developed and tested through an analytical and research-based process that combines data analysis and visualization—and best practices research of metrics and goals that have been established in other cities for similar themes and issues.

Points of Friction

There is general consensus that Cambridge should be a relatively dense walkable city that adheres to smart growth principles. Most advocates also agree that some development is necessary to help finance schools, infrastructure improvements, and the ongoing maintenance of the public realm. There is no consensus, however, about what the appropriate density should be in Cambridge's development growth zones, including Kendall Square, Central Square, and Alewife. Gentrification, parking, traffic, noise, and incompatible scale have been clearly articulated as the risks of inappropriate and unmanaged growth.

Rather than avoid the tough issues raised by advocates and activists, we propose an open and transparent participatory process about the issues, combined with a data- and metric-focused process, that can better capture and define citizen concerns around specific metrics and potential solutions. The issues of gentrification, parking/traffic, noise, and appropriate urban scale will be framed as independent research projects, with key experts brought in to discuss the tools for measuring the problems (both existing and projected) and potential solutions. Case studies from other communities will be used to help enrich the conversation and point towards specific policies and approaches.

Equity

Many of the issues raised during earlier planning initiatives and the Cambridge Conversations point to equity issues, including:

- Affordable and workforce housing (as affected by gentrification)
- Transportation access and mobility
- Environmental equity (as related to health

and neighborhood resiliency issues)
- Access to good jobs
- Access to open space

Data visualization and the geospatial mapping of these issues will add a level of specificity to these equity issues, thus drawing in a broader cross-section of stakeholders and highlighting potential remedies. Which residential neighborhoods fall outside of the walkshed to a diverse range of open spaces? What kinds of jobs are available for what salary ranges within the city? Which neighborhoods are most at threat from flooding due to climate change? Which neighborhoods fall outside of the transit walkshed? Where has the increase in home sale prices and rental rates been the highest? How have new sectors within the economy—for example, the sharing economy—affected the life of the city? These and other questions can be probed within a rigorous data-focused process, combined with an equally rigorous and extensive public engagement process.

Interboro are experts in accessible design, in the broadest sense of the term. *The Arsenal of Exclusion & Inclusion* (Actar, 2015) is their forthcoming book that compiles best practices for making cities more accessible, open, and welcoming to all, an encyclopedia of over 150 tools—or "weapons"—that architects, planners, policy-makers, developers, real estate brokers, activists, and other urban actors use to restrict or increase access to urban space.

Economic Development and Job Base

Well-planned new development brings a double benefit to the city. Short term, a project can include improvement to the adjacent public realm as part of the development, can create affordable housing units, and can generate one-time financial benefits that can be earmarked to specific projects and programs as part of the permitting process. Long-term, development brings additional tax revenue to the city.

New development can also provide facilities for new companies and institutions that provide jobs for Cambridge residents. Recently, technology, life sciences, and education have been the key sectors that have provided jobs at a wide range of pay scales. But Cambridge needs to consider and plan for a broader job base, and make sure that opportunities are created for young people and disadvantaged residents. Our team will work with the City to identify market sectors that leverage hidden strengths, because of the workforces or legacy companies, and/or extend existing core industries into other areas.

Economic characteristics of selected cities, categories by NAICS 2-digit industries

	Information		Professional, Scientific, and Technical Services		Educational Services	
Location	Jobs	LQ	Jobs	LQ	Jobs	LQ
Cambridge, MA	3,853	1.48	28,475	3.80	26,997	10.86
Palo Alto, CA	6,819	3.01	17,444	2.68	17,444	8.08
Austin, TX	18,360	1.22	56,031	1.30	119,764	8.37
Ann Arbor, MI	1,865	0.66	9,558	1.18	41,363	15.38
San Diego, CA	20,856	1.18	98,143	1.93	76,040	4.50
New Haven, CT	2,675	1.31	3,707	0.63	26,923	13.84
Durham + Chapel Hill, NC	3,113	0.66	14,984	1.11	35,050	7.85
Berkeley, CA	1,614	1.32	8,581	2.45	3,763	3.23
Arlington, VA	4,965	1.43	38,959	3.92	11,830	3.58

Source: U.S. Census Bureau, Center for Economic Studies, 2011 annual data. Location quotients derived for each city using United States totals as the base category.

UMass Donahue Institute has a significant database of comparative information that will help us understand Cambridge's strength's and weaknesses.

To understand the impact of new development on the Greenway, Utile and HR&A diagrammed GSF and new jobs/people for proposed sites. This helped promote a fruitful conversation about economic, physical, and social impacts of development.

We will work with the city and the community to design an outreach process that combines inventive, forward-looking techniques and traditional, time-tested ones.

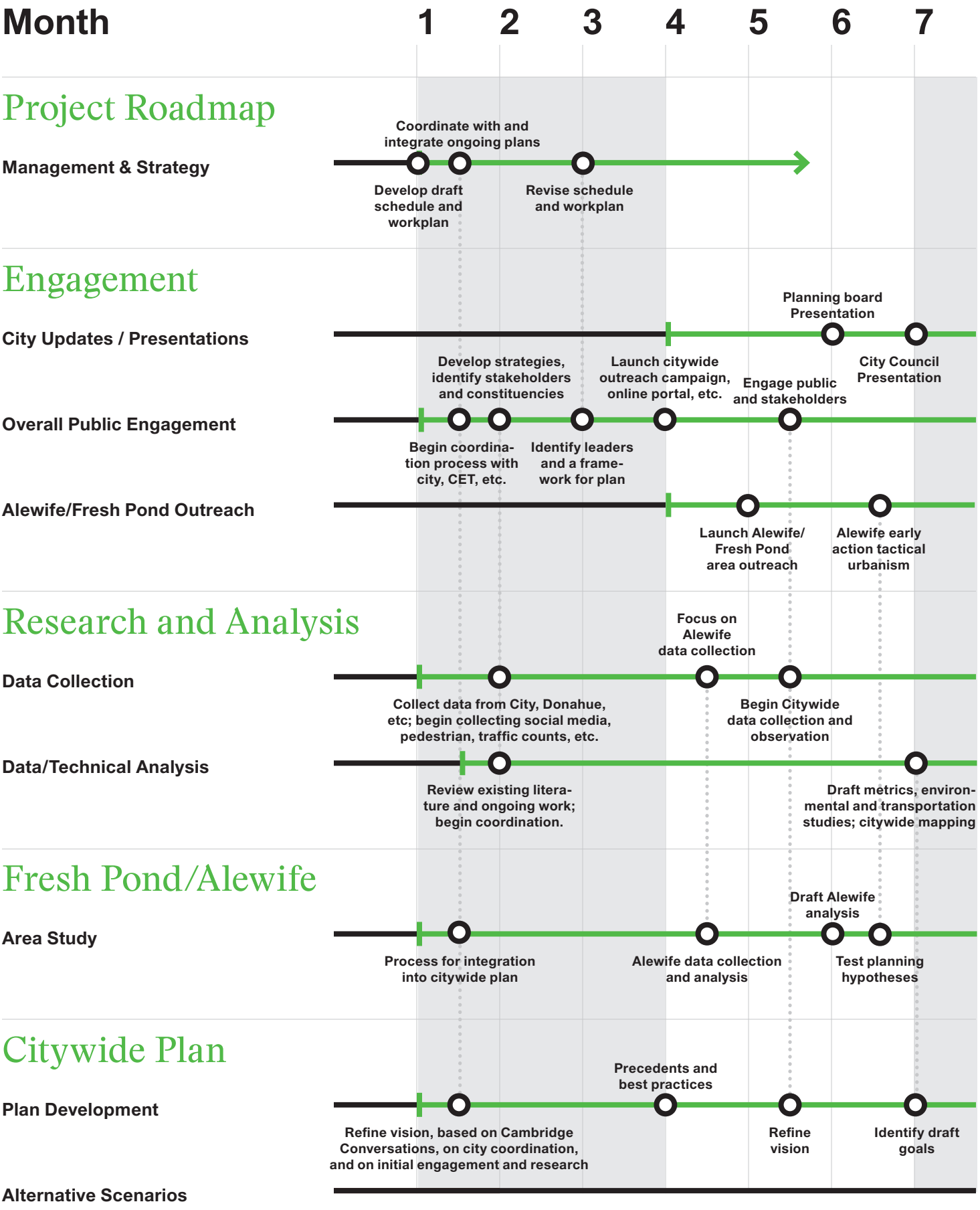
Roadmap and Schedule

Given the ambitions of this plan, proactive project management and clear communication—among the consultant team, within City Hall, and with the public—will determine its success.

Our team is fully aware that we will be entering a multilayered and content-rich dialogue that involves the city staff, City Councilors, the consultants who have been participating in planning initiatives and important development projects, and the public at large.

While we are familiar with several of the recent and ongoing plans, we recommend organizing a full day "teach in" early in the process that will allow the full download of these many initiatives in an informal and conversational setting. In the past, we have started these sessions at 8am and have scheduled a team every sixty or ninety minutes. Each team should include at least one consultant and city staffer who has been managing and/or tracking the project. Plans, initiatives, and projects to review include 1) K2C2, 2) the Getting to Net Zero Energy Task Force, 3) the Climate Change Vulnerability Assessment & Preparedness Plan, 4) the Land Use Classification Study, 5) the Incentive Zoning Study, and 6) the Inclusionary Housing Study. This initial meeting will help our team quickly get up to speed on ongoing initiatives so we can work with the City's Community Development Department to develop an effective workplan and schedule, a communications strategy, and a public engagement strategy.

In 2010, Tim Love and Meera Deean of Utile organized a three-day "teach-in" on the urban design challenges of City Hall Plaza in Boston. This brought together designers, planners, engineers, and city officials with deep knowledge and interest in this key public space. Most importantly, the event sparked conversations between city departments who had never before had frank conversations about the plaza (e.g., how to balance the desired for large active events with the clogged drains and broken bricks). This process begin a series of conversations within City Hall that has led to the current city RFP to rethink the plaza and City Hall itself.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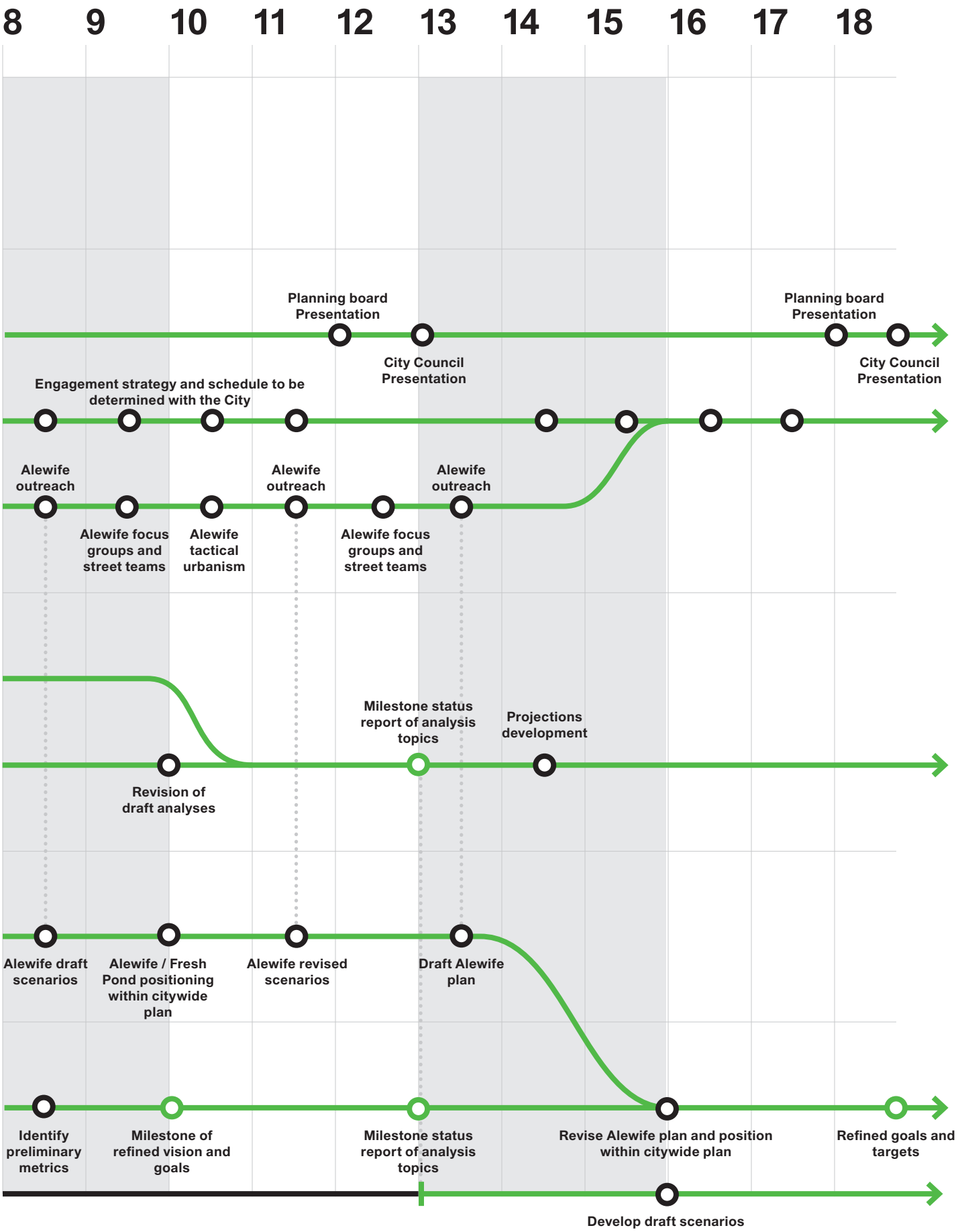
Project Roadmap
Management & Strategy
Coordinate with and integrate ongoing plans
Develop draft schedule and workplan
Revise schedule and workplan
Engagement
City Updates / Presentations
Planning board Presentation
City Council Presentation
Overall Public Engagement
Develop strategies, identify stakeholders and constituencies
Launch citywide outreach campaign, online portal, etc.
Engage public and stakeholders
Begin coordination process with city, CET, etc.
Identify leaders and a framework for plan
Alewife/Fresh Pond Outreach
Launch Alewife/ Fresh Pond area outreach
Alewife early action tactical urbanism
Research and Analysis
Data Collection
Focus on Alewife data collection
Collect data from City, Donahue, etc; begin collecting social media, pedestrian, traffic counts, etc.
Begin Citywide data collection and observation
Data/Technical Analysis
Review existing literature and ongoing work; begin coordination.
Draft metrics, environmental and transportation studies; citywide mapping
Fresh Pond/Alewife
Area Study
Draft Alewife analysis
Process for integration into citywide plan
Alewife data collection and analysis
Test planning hypotheses
Citywide Plan
Plan Development
Precedents and best practices
Refine vision, based on Cambridge Conversations, on city coordination, and on initial engagement and research
Refine vision
Identify draft goals
Alternative Scenarios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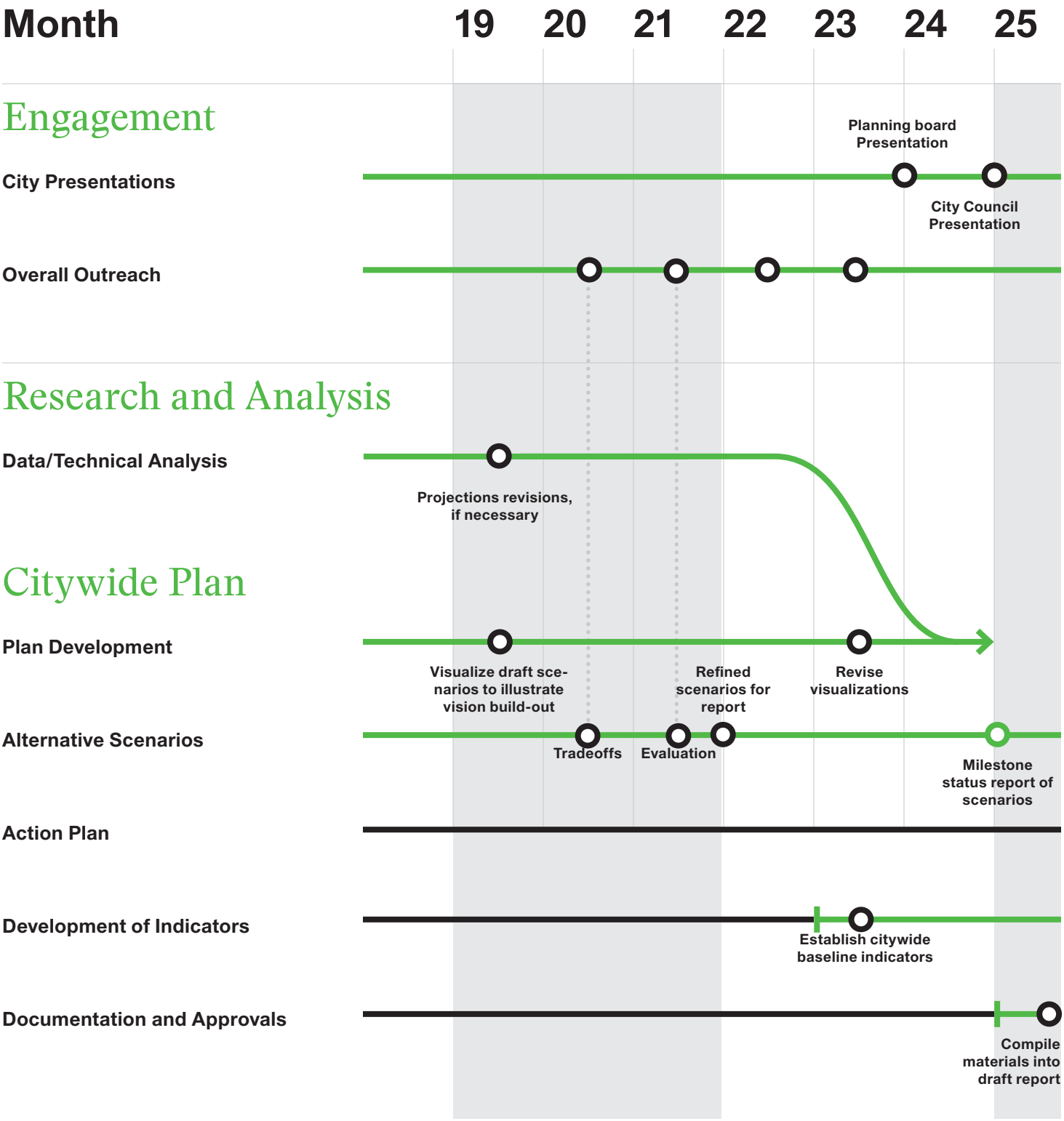
Planning board Presentation
City Council Presentation
Planning board Presentation
City Council Presentation
Engagement strategy and schedule to be determined with the City
Alewife outreach
Alewife outreach
Alewife outreach
Alewife focus groups and street teams
Alewife tactical urbanism
Alewife focus groups and street teams
Milestone status report of analysis topics
Projections development
Revision of draft analyses
Alewife draft scenarios
Alewife / Fresh Pond positioning within citywide plan
Alewife revised scenarios
Draft Alewife plan
Identify preliminary metrics
Milestone of refined vision and goals
Milestone status report of analysis topics
Revise Alewife plan and position within citywide plan
Refined goals and targets
Develop draft scenarios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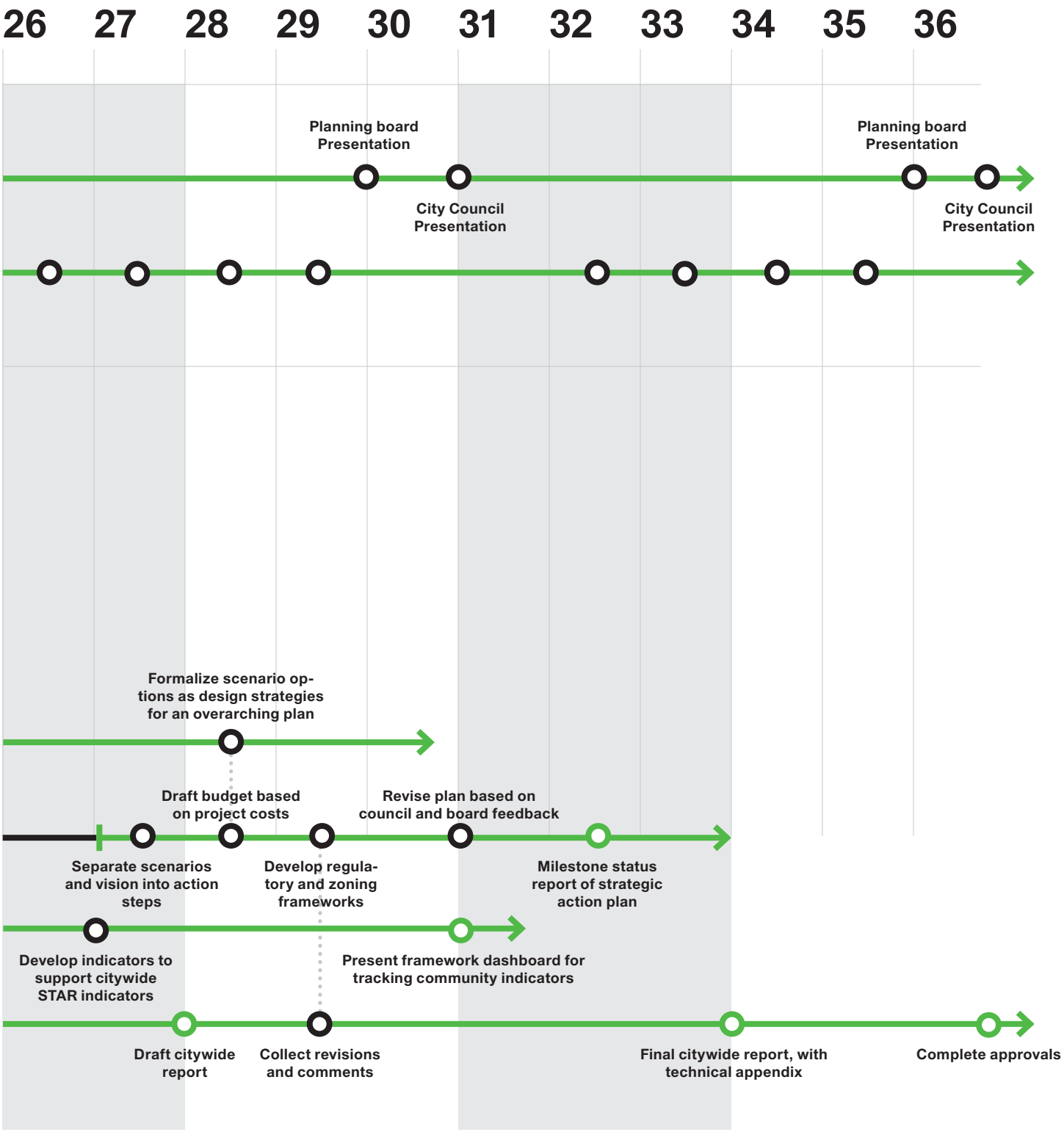
Engagement
City Presentations
Planning board Presentation
City Council Presentation
Overall Outreach
Research and Analysis
Data/Technical Analysis
Projections revisions, if necessary
Citywide Plan
Plan Development
Visualize draft scenarios to illustrate vision build-out
Refined scenarios for report
Revise visualizations
Alternative Scenarios
Tradeoffs
Evaluation
Milestone status report of scenarios
Action Plan
Development of Indicators
Establish citywide baseline indicators
Documentation and Approvals
Compile materials into draft report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Planning board Presentation
City Council Presentation
Planning board Presentation
City Council Presentation
Formalize scenario options as design strategies for an overarching plan
Draft budget based on project costs
Revise plan based on council and board feedback
Separate scenarios and vision into action steps
Develop regulatory and zoning frameworks
Milestone status report of strategic action plan
Develop indicators to support citywide STAR indicators
Present framework dashboard for tracking community indicators
Draft citywide report
Collect revisions and comments
Final citywide report, with technical appendix
Complete approvals

Public Engagement

Our approach is designed to avoid "planning fatigue" and draw a diverse range of participants into the process. An implicit goal is to develop a broad community base that understands and supports the plan and will be the City's partner in advancing the vision in the years to come.

We have two primary goals for public engagement process. First, to engage as diverse a cross-section of the community as possible, with a special emphasis on those who are not part of the typical planning processes, such as millennials and youth. Second, we will not "talk at" the members of the public, but rather engage them in the planning process through a combination of inventive, forward-looking techniques and traditional, time-tested ones.

To lead this process, we have brought on board Interboro Partners to design an inclusive community engagement planning process. Rather than imposing an outsider's vision, Utile and Interboro recognize that residents are the experts of their own environments. Planners who approach a site with an unwavering opinion of what they feel is its best outcome—as well as a stubbornness about the means to achieve that outcome—sometimes make only token gestures to public participation, a decision that leads to plans that are inequitable, unstimulating, and unimplementable. We will go into this project with an open mind, and carefully balance the diverse (and often conflicting) opinions we hear.

Working with the City and its Community Engagement Team, we will solicit the full spectrum of voices: residents, employers, employees, schools, the universities, neighborhood and non-profit organizations, regional and state infrastructure and service entities, appointed and elected public officials, and the operational planning functions in the city. In addition to Town Hall meetings, we will create a robust online engagement platform. This will be filled with a calendar of events and schedule updates, online surveys, maps for commenting, draft deliverables in a format that allows for comments, videos, regular blog posts of our observations and findings, etc. The online platform serves multiple purposes: to broaden the conversation

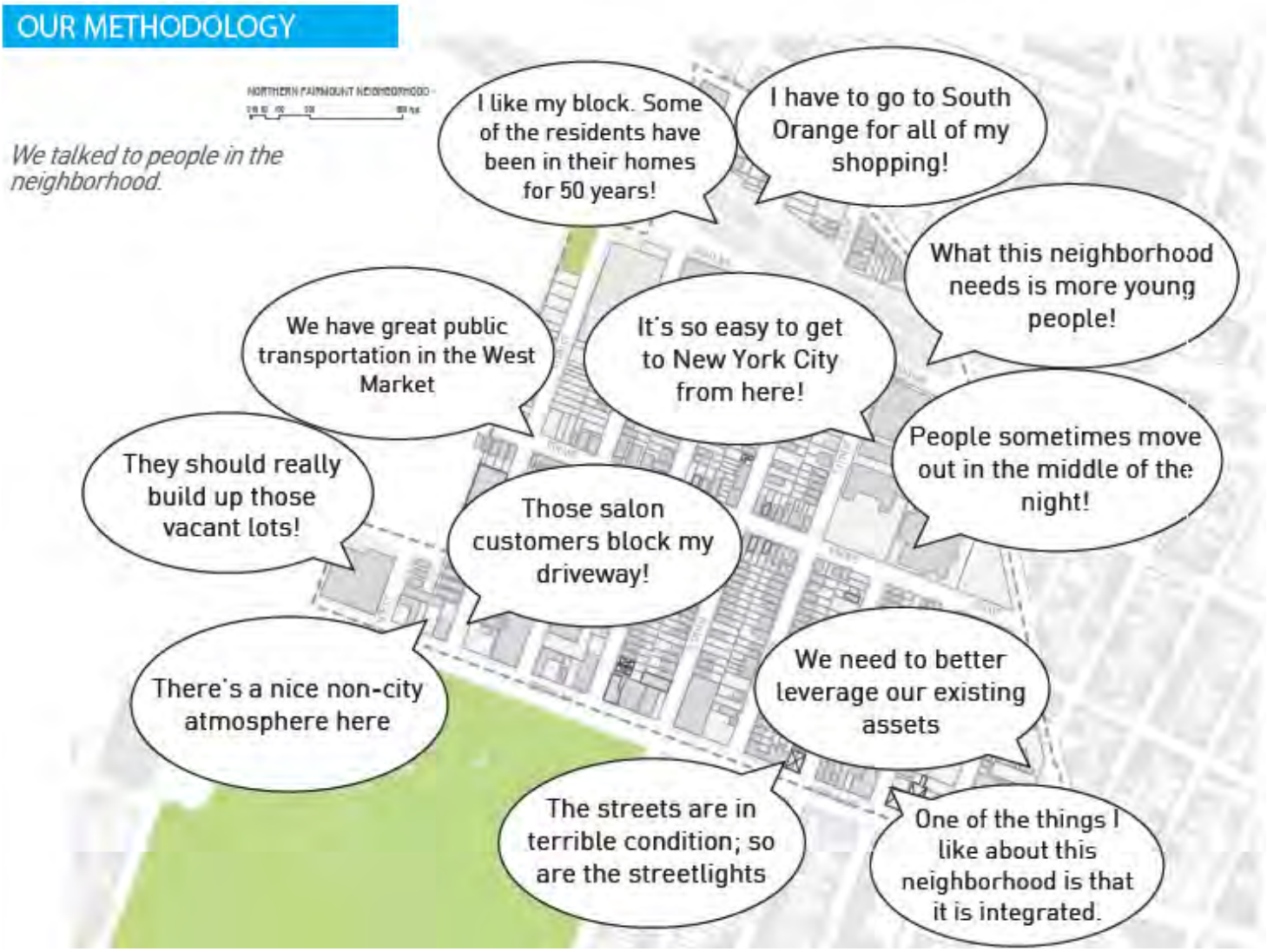
Team Better Block worked with the City of Somerville staff and citizens to test infrastructure changes to Somerville Avenue ahead of a major design process. Prototyping new public space, crosswalks, bicycle infrastructure ,and businesses allowed the community to try improvements before they become permanent, which removes the fear of change and allows designers to calibrate infrastructure in real time. The result in Somerville is a design that is more responsive to how people actually use space and a motivated community that supports change. Somerville is now moving forward with many of these changes even ahead of the Green Line and private development because citizens supported change now. This is the kind of momentum we want to help facilitate in Cambridge.

Interboro Partners recently organized "What's the Game Plan?" They asked students to use game theory to understand the multiple, conflicting agendas of urban actors in Detroit, including land speculators, community development corporations, utility companies, the emergency manager, and a few dozen others. We propose developing similar tools for use with Cambridge youth, "gamers," seniors, and others, especially when discussing trade-offs.

around the planning process, to be the "one-stop shop" for all information, and to act as a marketing tool for the City's goals and vision. Importantly, the site is also one of the tools that will enable people who may be homebound or unable to come to meetings to participate (mailings, small group interviews, and other "slow" techniques will also be used). A corresponding social media campaign will help the process take on a life of its own, beyond the formal process.

We propose designing events targeted at specific audiences and deploying tactical urbanism as some of the primary ways to connect with the public. Some of our initial thoughts include:

- **Intercept surveys and "street teams"** at the T stations, bus stops, in parks, and in the squares to meet residents and workers where they go in their daily lives.
- **Early tactical urbanism projects** (led by Team Better Block) in neighborhoods and at public meetings, both to build a community base and to generate early support for planning concepts. The importance of doing these projects early in the process is to gather and empower people that don't typically go to public meetings. People that get involved in tactical urbanism are younger and more diverse than your average evening public meeting crowd. Empowering them with Team Better Block's "build, measure, and learn" process gives them the energy to become advocates for the long-term changes that could come. We should not wait until the end to test vetted ideas, but should instead prototype and repeat often.
- **Events and meetings at popular destinations** ranging from restaurants like Clover or local pubs and Portuguese social clubs, to senior centers, dog parks, and block parties. We will go where the people are. Different audiences need to meet at different venues and at different times of day. Some may need to occur on the weekend or during the evening, while other audiences are going to be most interested in meeting during regular work hours.



Our projects have included focus groups with existing businesses, interviews with people on the street, workshops and panels, and educational workshops, but for each project, we try to develop an engagement platform that is unique to the place we are working in. For example, in Interboro's *Newark Northern Fairmount Neighborhood Redevelopment Plan*, Interboro teamed up with LA-based artist and planner James Rojas, and set up colorful models of the Northern Fairmount neighborhood outside a busy bus stop. As people waited for the bus, they were invited to play with the model and talk about their neighborhood in the process. The resulting insights ended up influencing the program in exciting and important ways, and made the approvals process relatively uncontentious.

For a housing analysis project in Hartford, Connecticut, Kevin Hively of Ninigret Partners worked with the City to plan events targeting millennials, the target demographic for downtown housing. Evening events were held at bars or local "hotspots." The planning team would provide food or hire entertainment, and then the team would conduct surveys and talk to participants about their thoughts on downtown Hartford. This proved a very effective way to engage a population that was not otherwise involved in planning.

- **Participating in existing forums** to gather input, such as neighborhood or business association meetings, faith-based group gatherings, tenant council meetings in Cambridge's affordable housing complexes, community forums at the high school, and events at the local colleges and universities. We will tailor the information or outreach materials we bring to the specific audience and location.
- **Large gatherings with neutral facilitation.** When large Town Hall–style meetings are appropriate, as they will be at particular moments in the planning process, we will provide neutral meeting facilitation (through our subconsultant CBI). This tried-and-true process will enable all other participants to engage fully in the discussion, with the knowledge that there is someone who will prevent disruptive or long-winded participants from taking over the meeting. Neutral facilitation means that there is someone is focused on good process, working to focus the conversation and enabling everyone else to engage on the content productively together.

Throughout, we will take measures to ensure that we connect with underrepresented segments of the population such as nonnative English speakers, kids, millennials, and seniors, and that all voices—within the city as a whole and within City Hall—are accounted for and heard.

DS4SI was the creative lead on the Go Boston 2030 Visioning Lab, designing a two-day interactive lab with speakers, activities, bike maintenance lessons, and more. Nelson Nygaard is the lead transportation planner for this project, and Utile has led the data visualization.

For an ongoing planning project in Long Beach, Calif., Utile recently led a community charrette. Participants shared their ideas about the study area, and then "voted" (with stickers) on which precedents they thought would be most appropriate for the study area. The design team also collected comment cards from the participants. This information is informing the planning process.

Observation as Engagement: Learning from how people use places

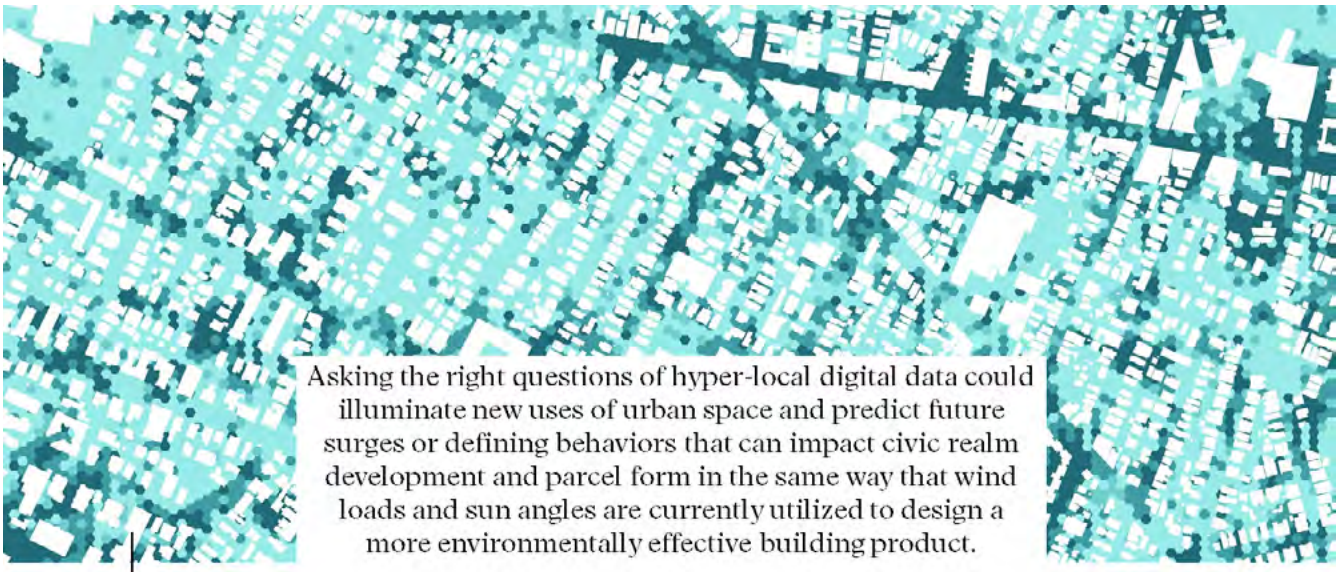
Robust community engagement is essential to the success of any plan, but observation of how people in Cambridge use their buildings, streets, and open space is valuable too. Like William Whyte, who famously gained insights about the design of public space by simply observing how people behave in public space, our team believes that patient, close observation of people in their environments can yield valuable insights about people and places that formal community engagement can't. For example, how adequately do open spaces address all ages and abilities and interests? Are there interactive or engaging moments that are not part of defined "play" spaces but can be part of the vocabulary of the street? How does the new mechanical equipment from building conversions or traffic affect noise quality and public life in the neighborhoods and in the streets?

This observation will be done in two ways:

- **through time "on the ground"** closely observing how Cambridge residents, workers, visitors and others use their buildings, streets, and open spaces.
- **through hyperlocal digital data**. We've been pioneering methods of hyperlocal demographic analysis of a place over time. Through a relationship with an Urban Design Fellow at the MIT Social Computing Group (a Utile employee and founder of Supernormal, an urban-data start-up), we will deploy a tool that has the capacity to visualize demographic fluctuation. We will examine user content to better understand the collective interests and identity of a place by the digital activity it generates. Metrics will be attached to previously subjective aspects of urban life such as the emotional landscape of a district and the reach and social impact of a place. With the help of social science theory and municipal open data, we will create a framework for user social interaction and activity-type based upon social media post content, digital activity type, and frequency of use across critical urban places.

Combining these low-tech and high-tech methodologies, Utile and Interboro will provide fresh insights about the city that will shape the plan.

Importantly, the community engagement process itself is the platform that allows this outreach and feedback loop to happen. As a result, "public engagement" is not a separate component of the planning process, it is an critical goal of the planning.

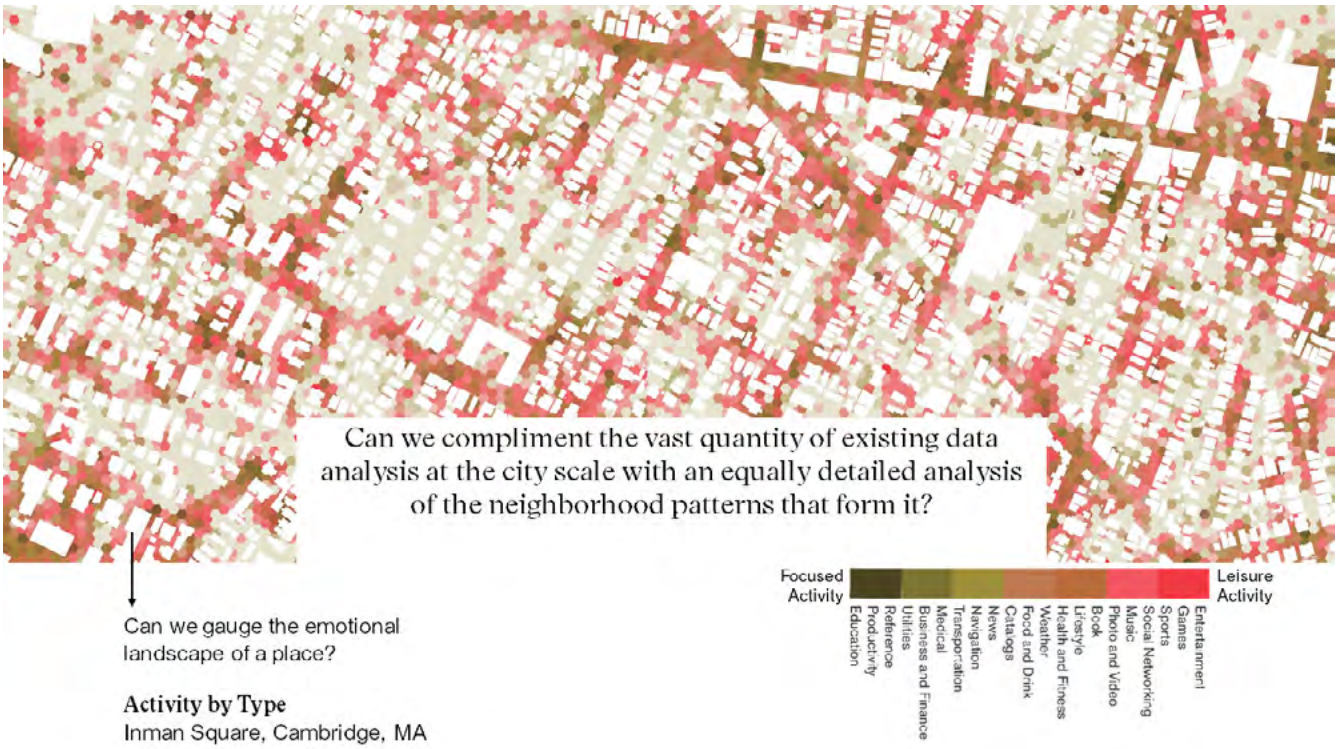


Asking the right questions of hyper-local digital data could illuminate new uses of urban space and predict future surges or defining behaviors that can impact civic realm development and parcel form in the same way that wind loads and sun angles are currently utilized to design a more environmentally effective building product.

What does our digital city look like?
Is it the same as our physical city?

Digital Activity Density (2.5+ million data points over 3 mos)
Inman Square, Cambridge, MA

Could we utilize real-time data to transform our development and planning practices? To allow for a regulatory climate that will keep pace with the rapid change of our fluctuating urban environments and the communities they serve?



Can we compliment the vast quantity of existing data analysis at the city scale with an equally detailed analysis of the neighborhood patterns that form it?

Can we gauge the emotional landscape of a place?

Activity by Type
Inman Square, Cambridge, MA

The neighborhoods bounded by Mid-Cambridge to the west and Inman-Harrington to the east are the focus of ongoing research by Supernormal. The group has collected over 4 million anonymized data records that cumulatively illustrate a range of activity types and shifts in demographics over the course of an average day.


NORTH CAMBRIDGE
TRIANGLE
CAMBRIDGE
HIGHLANDS
QUADRANGLE
SHOPPING
CENTER
Danehy Park
CAMBRIDGE HIGHLANDS
Fresh Pond
NEIGHBORHOOD NINE
Tobin
School
STRAWBERRY
HILL
WEST CAMBRIDGE

Alewife/Fresh Pond Area Study

Despite years as a topic of focus at local urban design schools, a 2006 city plan, and a 2014 transportation update, Alewife continues to be an area of the city that is characterized by auto-dominated development.

The pace of change, and quality and type of recent developments, has led to the City and residents to focus on this area as a separate, distinct part of the planning process that requires special attention. Although the Alewife MBTA station in its midst, the desire for a more progressive TOD neighborhood has been thwarted by the barrier of the Route 2 overpass and stormwater challenges that have limited the ability to put habitable space at grade in some of the recent developments. The constructed wetland project in partnership with DCR has been a success, but the district as a whole still faces severe challenges with stormwater and climate change.

In addition, the area's stubbornly suburban look-and-feel has influenced the residential "product" being built in certain areas, namely the Triangle section. There are contextually-sensitive and progressive design efforts in other parts of the district, which might offer better models for new higher density residential development in the district. Going forward, one of our key questions is, how to encourage a distinct character, or characters, for the Alewife district, which encompasses everything from the residential Cambridge Highlands to light industrial uses to commercial strip malls.

Fresh Pond as an open space resource is increasingly stressed. Increasing numbers of people spending time at Fresh Pond has positive benefits for community but poses challenges from the conservation point of view. Fresh Pond is both a dog paradise and the source of the city's drinking water—a tricky balance to maintain. Among the approaches we will consider is introducing neighborhood-scale parks as development moves forward.

The district must also be situated within an understanding of the city as a whole, as well as understood as a key link with the broader region. The much-discussed traffic issues are regional in nature. The city's relationship to Arlington and Belmont and how Cambridge coordinates with these towns is vital to the proper development of this area (the recent controversy over the Silver Maple Forest being a prime example).

Our team would like to test several approaches to ameliorate the current situation and provide a positive—and uniquely "Alewife" approach—for moving forward. The first will be to drill down into more specific development guidelines and/or regulations that tackle the stormwater and parking issues head on. These could be adopted as a form and performance-based code that include prescriptions for creating an active public realm within the floodplain and require surface parking lots to be both greener and more programmatically flexible. Combining strategies of New Urbanism, Landscape Urbanism, and Everyday Urbanism, our team is confident that a unique vision for Alewife can emerge that is backed up with a suite of clearly defined and coordinated policies.

Research and Analysis

Our team understands that robust planning processes are ongoing or have recently occurred in Cambridge, as well as in neighboring cities and in the region.

Learning from the past, present, and our neighbors: Literature Review and Coordination

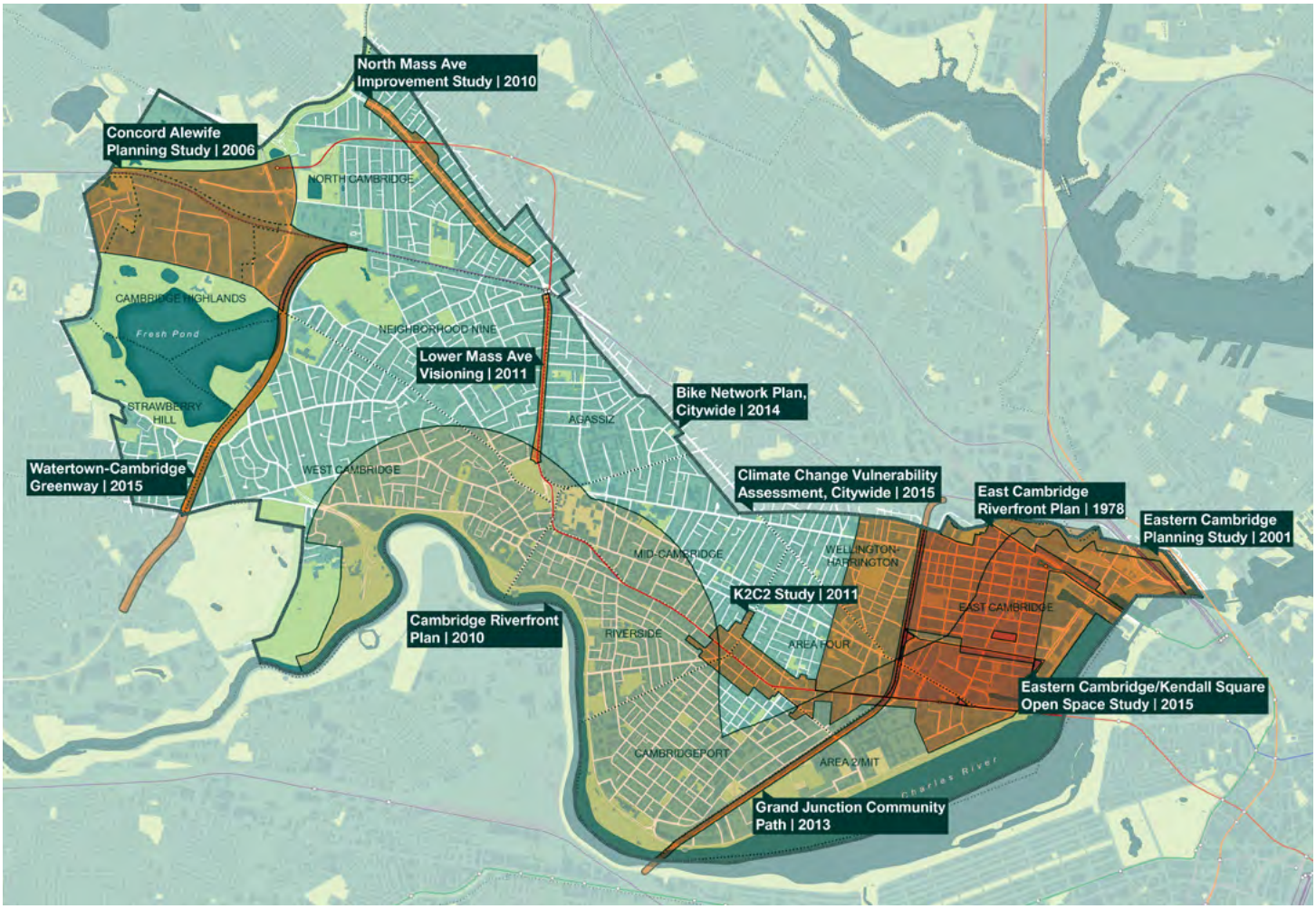
Our team understands that robust planning processes are ongoing or have recently occurred in Cambridge, as well as in neighboring cities and in the region. After an initial "teach-in" (see Project Roadmap and Schedule, page 11) about ongoing projects, we will dive into the relevant city plans and processes. In addition to the city's plans and programs outlined in the RFQ, we believe it is important to understand what is happening in nearby communities, such as Somerville's plans for Union Square and Boynton Yards, MassDOT's plans for Beacon Yards, Harvard's Allston master plan, and Boston's comprehensive planning process. After all, what happens in Arlington affects Cambridge! And the much-debated traffic and mobility challenges in the Fresh Pond area are tied to regional development and mobility issues. We don't assume that we can solve broader regional issues through this plan, but we do believe it is important to be aware of neighboring communities' plan and that these should be factored into the Cambridge plan.

Data Analysis and "Slow Research": Data Analysis, Mapping, and Visualization

Using data is both an art and a science. In our era of Big Data, it is important to understand what types of data exist and how data can become an analytical tool for crafting both near-term actions and long-term planning. Data can be broadly defined as serving one of two purposes: evidentiary or performance-measuring. Evidentiary data is raw data that from which we hope to gain a better grasp of the core issues (metrics, demographic and economic projections, transportation networks, health, environmental conditions) in order to design solutions. Performance data (assessments) comes in when we want to measure whether our activities are producing the outcomes desired; it can be benchmarking, like the STAR Communities Program.[1] There is overlap, naturally, between these categories, but understanding the distinction helps us craft better methodologies for addressing Cambridge's most vexing challenges. Working with the Donahue Institute, HR&A, Nelson Nygaard, and Supernormal, we will first collect and analyze a whole suite of evidentiary data and performance data, as available. We will identify any critical gaps and propose to the City ways to fill those information gaps, either through new data collection or extrapolation, as is appropriate.

In addition, we propose developing comparative metrics, so we can better understand how Cambridge performs on a wide range of topics in relation to other cities. Based on the rich tools of the Donahue Institute and HR&A's national expertise, plus what we learn through the STAR Communities Tool, we will develop comparative ways to measure Cambridge's performance as a city. For example, how does Cambridge measure in terms of its economic base against other northeast cities or west coast cities? What are appropriate cities with which to compare Cambridge? How many vehicle miles travelled (VMT) is average for Cambridge residents, how does this differ by neighborhood or by income, and how does this compare to neighboring communities? Contextualizing Cambridge and explaining how it "scores" to residents and stakeholders will help guide meaningful deci-

1. Cambridge, long a leader in sustainability and social equity, is participating in the STAR Communities Program, a national benchmarking system. It is an honor and a tremendous opportunity for the city to join this program. We plan to work with the City to come fully up to speed on the STAR metrics and data approaches, and build on the rich body of knowledge available through the STAR program.



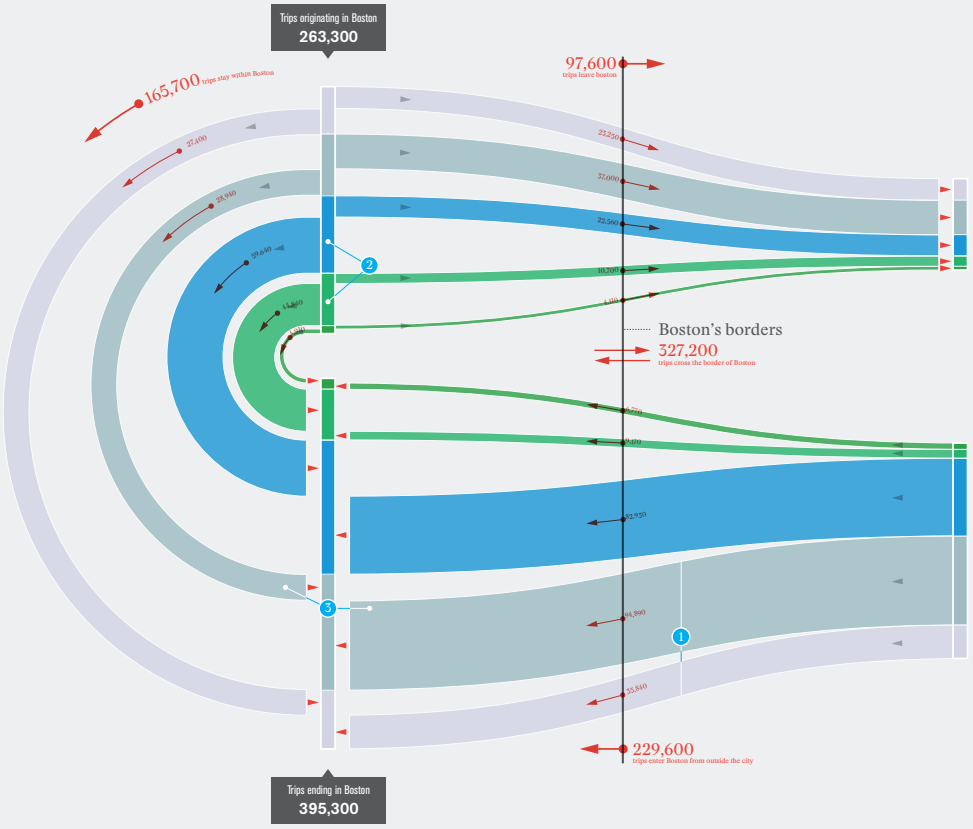
Selected Previous Plans for the City of Cambridge.

sions about our future.

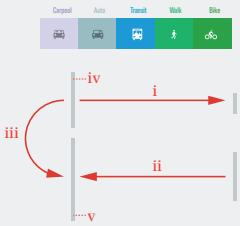
A data-driven process needs to be balanced with sophisticated "slow research" techniques that combine direct observation and use data collected over time to uncover social and cultural patterns unique to a place. This will be both systematic observations and the collection of social media and local activity data (see Public Engagement: Observation as Engagement, page 20).

Rather than only quantify information that supports existing suppositions and prevalent ideologies, our team mines and combines data to uncover new and unexpected insights that can open up new avenues of discussion in contexts where public discourse has grown stale. In addition, discoveries made through the visualization of data can drive innovative new programs and policies that can be measured after implementation using the same analytical tools.

How Many People Travel In and Out of Boston Each Morning?



How to Read This Graphic



Trips are grouped by mode, with thickness indicating volume. *

i Trips starting in Boston, finishing outside the city
ii Trips starting outside the city, finishing in Boston
iii Trips that start and finish in Boston
iv All trips starting in Boston (i+iii)
v All trips finishing in Boston (ii+iii)

* Due to lack of data, this analysis excludes the northern half of West Roxbury.

Every weekday morning, more trips in Boston are made by Boston's residents (263,300) than by those commuting into the city every day (229,600).

1. People commuting into Boston are nearly twice as likely to drive alone or carpool than to take transit.
2. While Bostonians generate more trips than people commuting in, more than half of resident trips are by transit or on foot.
3. People commuting into Boston produce over three times as much auto traffic in Boston as residents do.

Data Source
Central Transportation Planning Staff (2010)

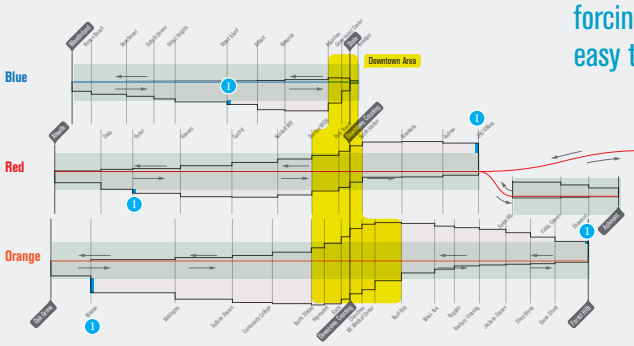
Imagining Our Transportation Future

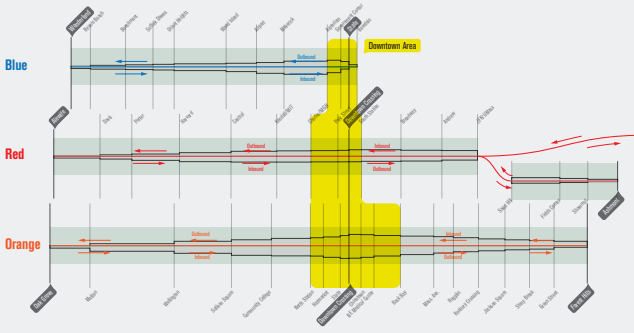
Mayor Martin J. Walsh
Boston Transportation Department

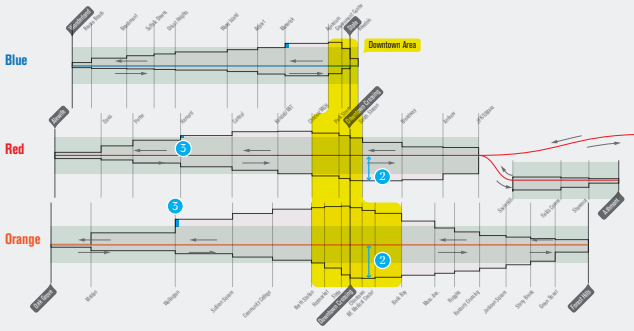
Utile worked with Nelson\Nygaard and DS4SI to create creative and beautiful data visualizations for the Go Boston 2030 Visioning Lab.

Where Are You Most Likely to Find a Seat on the Subway?

During the morning rush, nearly all subway seats have been filled before trains even get to Boston, forcing Bostonians to stand. Off-peak, seats are easy to find.







How to Read This Chart

i Thickness indicates passenger volume/hour

ii Shaded area indicates seated capacity

iii Outside the shaded area passenger volume exceeds seated capacity and more riders are forced to stand

1 Morning inbound trains fill up and become crowded as they approach downtown. Seats on the Orange Line are full sooner than other lines.

2 At their PM peak load points, the Orange Line (from Chinatown to Tufts Medical Center) is carrying 30% more passengers than the Red Line (from South Station to Broadway) on six fewer trains per hour.

3 In the morning as people rush to work, the trains are crowded over a shorter period of time. In the evening, when people leave work at different times or do other activities before going home, it can be easier to find a seat.

Highest Passenger Loads at Peak vs. Train Count on MBTA Subway Lines

Where is the Green Line?

When you enter or leave a station on the Red, Orange, and/or Blue lines, the fare gates record every rider. This data helped create the profiles on this poster. However, the Green Line is not profiled because most of the above-ground stations do not count passenger exits.

Data Source
MBTA (2012)

Line	AM Peak Load Station (North- and Southbound)	AM Peak (8 – 9AM) Passengers	AM Peak (8 – 9AM) Trains/Hour	PM Peak Load Station (North- and Southbound)	PM Peak (5 – 6PM) Passengers	PM Peak (5 – 6PM) Trains/Hour
Orange	Northbound from Back Bay	6,507	11	Northbound from Downtown Crossing	6,424	12
	Southbound from North Station	7,312	12	Southbound from Chinatown	5,573	10
Red	Northbound from Andrew	5,108	14	Northbound from Charles/MGH	4,161	15
	Southbound from Central	4,466	14	Southbound from South Station	4,273	16
Blue	Northbound from Government Ctr.	909	14	Northbound from Government Ctr.	4,189	13
	Southbound from Maverick	5,134	13	Southbound from Maverick	1,708	13

Imagining Our Transportation Future

Mayor Martin J. Walsh
Boston Transportation Department

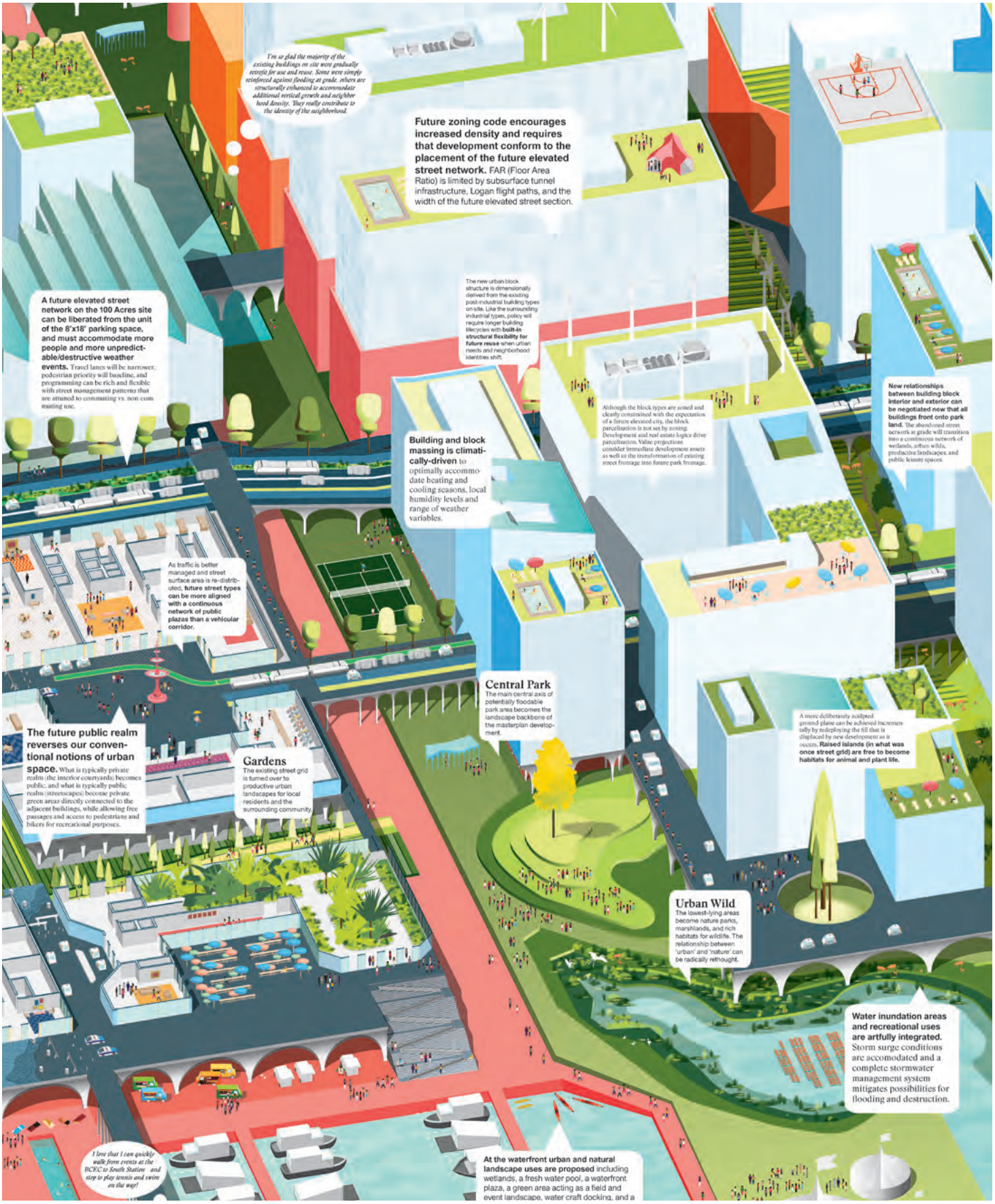
Citywide Plan

The plan has to be systematic and has to allow flexibility. It must have support, across the community and all levels of city government, or it risks becoming yet another plan that lies on a shelf.

Developing Alternative Scenarios, the Plan itself, and an Action Agenda
In our media-saturated, fast-paced world, cities launch smart plans that make for a great sound-bite in Governing magazine or Next American City, but a couple years later, the plan has fallen to the wayside, because of a lack of feasible implementation strategies or shifting interests. We want to build a sustainable action plan for Cambridge. The plan has to be systematic and has to allow flexibility. It must have support, across the community and all levels of city government, or it risks becoming yet another plan that lies on a shelf. Fundamentally, the plan has to be a tool for the city, not a prescriptive roadmap. The approach the city has laid out, with significant data analysis and by generating alternative scenarios, provides a thoughtful framework for the planning process and can lead to such an outcome.

Testing the Waters: Alternative Scenarios
Taking into account both the community vision and what the data analysis reveals, we will quickly generate scenarios for conversations with the city and the public. These scenarios will consider several different potential paths for Cambridge, which may change depending on economic sectors, mobility and transportation patterns, demographic shifts, and impacts of developments in neighboring cities, among other factors. The scenarios will help guide the conversation about the city vision—and quite possibly challenge community, administrative, or policy positions. For example, does the desire for greater affordable and workforce housing conflict with, say, conservation or urban design (e.g., height) concerns in certain locales? How do we "loosen" and even encourage desirable uses along primary commercial corridors (Mass Ave., Broadway, etc.)? How can the thriving market sectors (R&D, laboratory, university, etc.) be better shaped to benefit the whole community, through workforce development or other programs? What does it mean that Cambridge has a "downtown" (i.e., Kendall Square) and how does this affect neighborhoods and residents throughout the city? We will develop scenarios as divergent as possible (of course, informed by the data analysis and grounded in a deep knowledge of the city), to provoke a rich dialogue within the city and the community. We will explain the costs-benefits analysis and trade-offs of these scenarios through narrative storytelling, information graphics, and evocative visualizations.

Plan Development
We see the plan development as an iterative exercise, both by necessity and because the end-product is stronger with greater input—and, frankly, friction—through the process. Our goal is a tool to which the City and community can return over the next 15-20 years and use both to evaluate their performance and to determine if they are on the path to a desirable end-result. This means the plan must embody community desires (difficult since these are oft-times conflicting!), and must reflect not only the community we have today but the public of 15-20 years from now—the will of the kids in elementary school and beyond! Given the proper groundwork—through a robust public engagement process and rigorous data analysis—we believe the plan should pose both several possible alternatives as well as a preferred scenario. More importantly, it should identify the vision and the type of community that we, collectively,



Utile and Buro Happold collaborated on a design for the 100 Acres neighbor-hood in Boston, for the Living with Water competition.

believe is best suited for Cambridge. The plan should set desired outcomes and then identify a series of paths to achieve those goals, dependent on macro-economic, demographic, and other factors. We will take into consideration economic diversification, infrastructure improvements, environmental issues, public health outcomes, and a range of other factors. The plan will identify key checkpoints and delimiting factors. It will not prescribe a definitive plan or physical planning outcome.

Zoning and Implementation

Future development and the potential traffic related to growth has led to spirited discussion—and sparked this planning process—and many of these concerns might be addressed through careful planning and coordination with on land use and zoning regulations. The use of "carrots and sticks" alike may be required to incentivize all actors . Much of the contention over development in Cambridge is over two issues: 1) how to have high-quality design and mitigate impacts on residential districts—whether the projects are commercial, institutional, residential, or all three—and 2) how to regulate development to achieve optimal outcomes.

The sheer number of zoning districts in Cambridge (fifty), overlays (and overlay subdistricts), special districts, neighborhood conservations districts, and "areas of special planning concern" create challenges in applying the ordinance to development proposals. The City maintains fairly strong control over preservation through Local Historic Districts, landmarks, demolition controls (regulated under MGL Ch. 40C, non-zoning), Neighborhood Conservation Districts, a variety of special districts, and "areas of special planning concern." In addition, this complexity contributes to an unfriendly user experience, for both developers and interested residents. Some of the key issues we will consider are:

- **How to better integrate development with existing residents:** The majority of development is occurring in Alewife (new development) and East Cambridge (which tends to be redevelopment) and is creating strain in the neighborhoods. Rooftop mechanical equipment can be a visual blight and new noise impacts cause nuisance for residential abutters.
- **Developing high-density residential infill:** Residential in-fill tends to be tricky due to parking, lot coverage, and FAR maximums.
- **How much dimensional and use flexibility to allow:** In Kendall Square, new lab and biotech buildings are springing up, but lab and R&D are an accessory use to "technical offices" and are not allowed as a principal use.

Our review of zoning and regulatory tools will also include administrative processes, such as the Special Permit process, so we can determine how to ensure the desired outcomes. This will involve asking difficult questions, and will likely lead to changes in the ordinances and in approvals processes. Somerville's recent zoning overhaul provides a possible model; but we will look at best practices around the country, about both zoning and approvals processes, to determine the best path forward for Cambridge. The goal is not necessarily to streamline development (although that might be one outcome), but rather to ensure the desired community outcomes, tied to the shared vision.

Mapping seasonal pedestrian activity on Long Wharf.

Action Plan

In the end, even the smartest plan need a feasible implementation strategy and the political and community will to carry it forward. We will build the community base and political will to implement this plan. We will bring the full toolkit of implementation strategies, from zoning and regulatory changes to workforce-development plans to placemaking. We will develop a set of near-term or "quick win" strategies, mid-term policies or physical planning recommendations, and long-term, aspirational but achievable goals. We believe we can develop a clear plan, with implementable changes for Cambridge.

Working with the City of Somerville on its new Zoning Overhaul, Utile is providing illustrative graphics that easily translate the code standards and make the ordinance clearer to read, understand, and ultimately ensure that it is more customer-friendly.

Critical Methodologies and Tools

The following list is a sample of the types of tools and methodologies our team would employ throughout the citywide planning process.

Demographics and Economics
- Municipal Population Projections to 2030
- Co-Star Real Estate Data for all of MA
- Economic Impact Modeling – lead MA organization for economic impact analysis
- IMPLAN – Donahue Institute owns a license that could be applied to the project
- Regional Economic Models Inc. (REMI)

Environment, Energy Modeling, and Sustainability
- City-Scale Carbon Projection and Scenario Tool
- Bespoke City-Scale Energy, Water and Waste Strategy Development Tools
- Energy Modelling via IES<VE> and/or energyPro
- BuroHappold SmartVis tool for space/graphical outcomes of analysis
- System Advisor Model (SAM)
- Computational Fluid Dynamics (CFD) analysis might be needed to understand outdoor thermal comfort, wind or solar environmental opportunities or drive design decisions at building, district or city-scale.

Spatial Analysis and Mapping
- Municipal and state GIS data sources
- Spatial database (PostGIS, ArcGIS, etc.) for city-scale analyses, with option to integrate LIDAR data for better three-dimensional analyses
- Urban data sensors for measuring sound, air quality, etc.
- Motion sensors for tracking people walking, biking, or driving through specific locations.

Bicycling
- Bicycle Compatibility Index
- Comfort/level of stress
- Urban network analysis tool and route directness
- Average vehicle speed
- Level of protection
- Pavement index

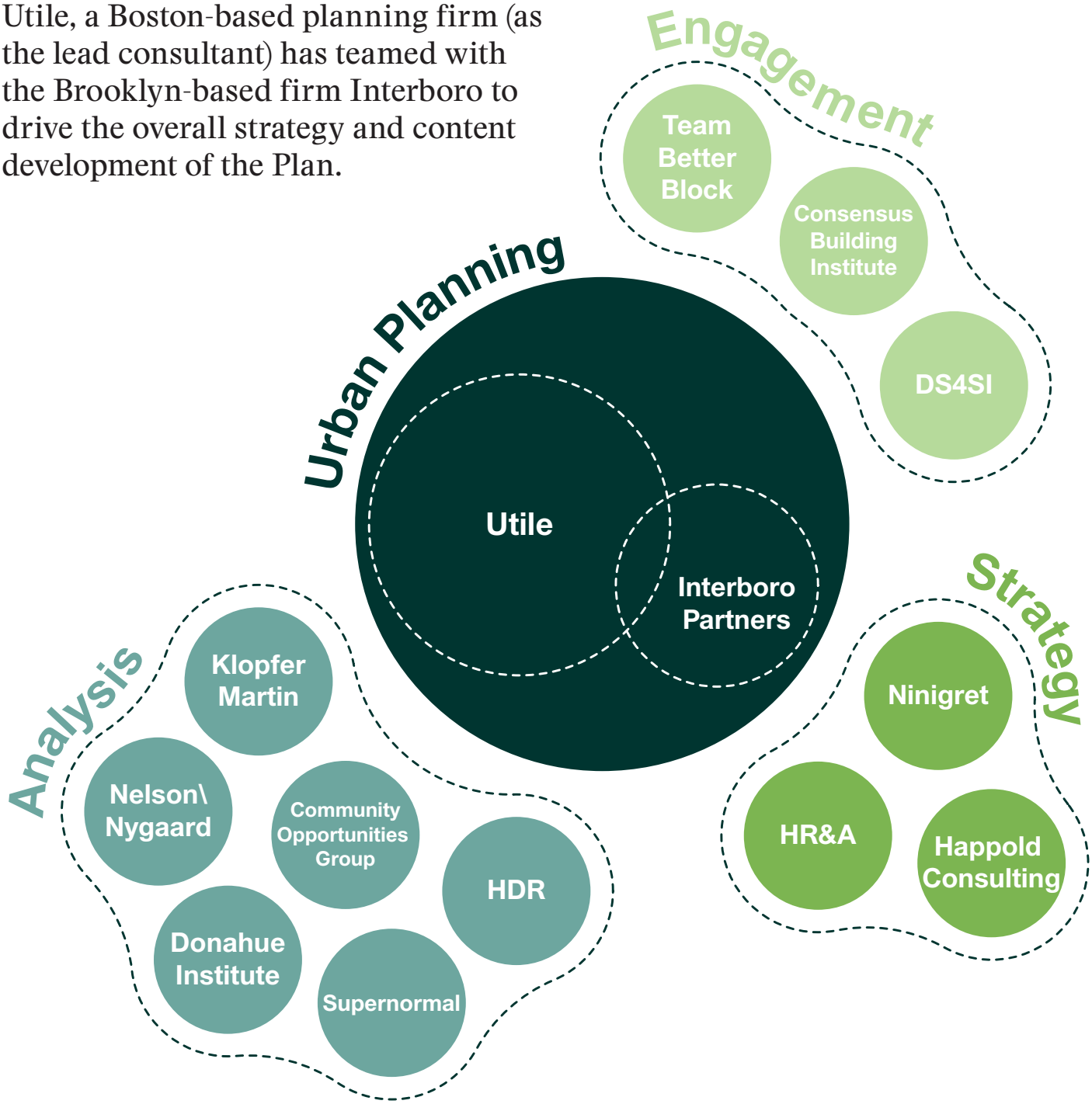
Walking
- Network completeness
- Desire-line analysis
- Intersection PLOS
- Sidewalk PLOS
- Sidewalk width rating
- Crossing exposure rating
- Need & presence of Leading Pedestrian Interval

Transit Riding
- Schedule adherence
- Average corridor speed
- Percentage at peak load
- Frequency to walk distance ratio
- Stop density
- Rider satisfaction index
- Span of service

Driving Motorized Vehicles
- Critical sums
- Percentage of ideal flow
- Variation from design speed
- Average corridor speed/delay
- HCM VLOS (Synchro)
- NCHRP MMLOS

Project Team

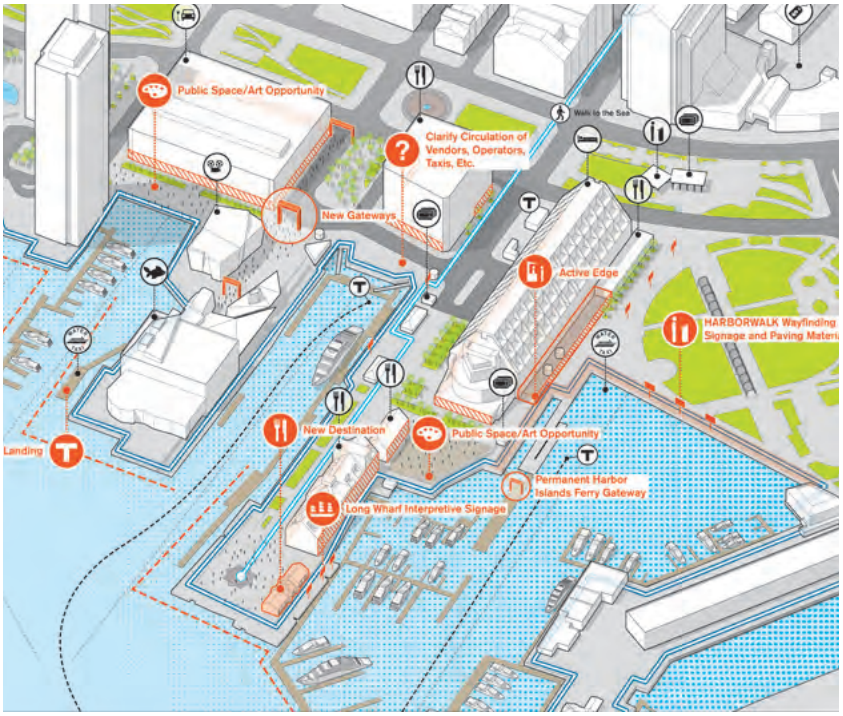
Utile, a Boston-based planning firm (as the lead consultant) has teamed with the Brooklyn-based firm Interboro to drive the overall strategy and content development of the Plan.



Team Summary

Utile, a Boston-based planning firm (as the lead consultant) has teamed with the Brooklyn-based firm Interboro to drive the overall strategy and content development of the Plan. Interboro complements Utile's data-driven approach by deploying on-the-ground interviews and observation to tease out more nuanced issues and opportunities.

To design and execute a compelling engagement process, Utile and Interboro are joined by Design Studio for Social Intervention (DS4SI), Team Better Block, and the Consensus Building Institute (CBI). DS4SI and Team Better Block design evocative, inventive events and tactical urbanism projects as ways to draw citizen engagement and feedback through the process. As the City's public engagement collective, we will work with CDD staff and the City's Community Engagement Team to design highly engaging events that pull in diverse groups to learn about their neighborhoods in ways that are refreshing and compelling. CBI will be this team's sounding board and advisors. Pat Fields at CBI has worked with Utile for years, and they have a sixth sense about whether engagement strategies are working or falling flat. The Consensus Building Institute will also facilitate select public meetings and internal team meetings.



Utile's work with the Boston Downtown Waterfront Public Realm and Watersheet Activation Plan has involved a substantial public process.

To balance our engagement team, we have brought on our go-to team of collaborators in a wide range of disciplines. HR&A and the Community Opportunities Group will work at the intersection of real estate development economics and zoning policy. HR&A will help frame potential models for public/private partnerships and other mechanisms that can fund future infrastructure improvements and open space enhancements that emerge during community conversations. Kevin Hively of Ninigret Partners will work with HR&A on job sector and housing market questions. Cambridge is the home to life science, technology, and university-based jobs, but we suspect that there are sub-markets and new business sectors that Cambridge should attract in order to provide the best jobs at the full range of skill levels.

HDR (infrastructure and transportation engineering), Nelson\Nygaard (transportation planning), Klopfer Martin (landscape architects), Supernormal (hyperlocal data analysis), and the Donahue Institute (regional/comparative data analysis) have also been brought on board. They all have experience working with the City and know the issues well. As a result, they will be an invaluable resource to the Utile/Interboro Team.

We have carefully constructed a team that combines seasoned veterans and firms that can provide a fresh perspective. Utile has worked with most of its proposed sub-consultants on multiple projects, so there are efficiencies in the conversations. Despite the long list of collaborators, our team will be tightly managed to ensure that the right expert is advising the process at the right time.

Project Roles

Utile: Project Lead

- **Tim Love, Principal in Charge (30% time commitment):** Tim will offer guidance and insights on each step from the overall visioning to the engagement strategy to the analysis of data to the rollout of the plan itself. He will be a lead voice and participant throughout the process.
- **Meera Deean, Project Manager (60% time commitment):** Meera will work closely with Tim and Dan D'Oca on leading the overall project. She will manage the subconsultants and be the key liaison between the City and the consultant team. She will ensure that the team keeps to schedule and meets milestones and desired deliverables. Meera will also work closely with the City to make sure that the community engagement process and the plan itself are fully integrated and reflective of one another.
- **Jonathan Evans, Senior Designer (20% time commitment):** Jonathan is a seasoned architectural and urban designer, well-versed in community planning and with a special interest in affordable housing and housing policy. He will play a key role when we look at development scenarios and housing policy.
- **Siqi Zhu, Senior Urban Planner / Information Designer (40% time commitment):** Siqi works closely with Meera and Tim on many planning projects. He will provide overall planning and graphic design guidance for the whole team. He specializes in the design of complex information and interactive data visualizations. Siqi can also provide Mandarin and Japanese language facilitation as needed.
- **Elizabeth Christoforetti, Senior Designer (10% time commitment):** Elizabeth will be involved in the data collection, analysis, and visualization through her roles as a senior designer at Utile, a research scientist at the MIT Social Computing Group, and the founder of Supernormal, an urban-data analysis start-up.
- **Will Cohen, Urban Planner / GIS Analyst (60% time commitment):** Will will provide planning expertise and spatial data analysis throughout the process, and will also act as an assistant project manager. Will can provide some Portuguese language facilitation.
- **Sneha Lohotekar, Urban Designer (60% time commitment):** Sneha is an adept urban designer with a strong interest in participatory planning and engaging with diverse populations. She will provide design and planning support, from mapping to visualizations, and help with community engagement, as needed. Sneha can provide Hindu language facilitation.

Interboro Partners: Community Engagement, Urban Design

- **Dan D'Oca, Project Manager (50% time commitment):** Dan will be substantially involved in crafting the overall project narrative and designing and leading the public engagement strategy. Dan, Meera, and Tim will work closely together to develop a workplan and schedule, and lead the project. He will be substantially involved for the duration of the project.
- **Georgeen Theodore, Principal in Charge (30% time commitment):** Georgeen will work with Dan, Meera, and Tim on overall strategy for the plan and the public engagement. She will weigh in substantially on the Fresh Pond / Alewife plan and on the citywide resiliency, climate change, and infrastructure issues.
- **Tobias Armborst, Consulting Principal (25% time commitment):** Tobias will be sounding board for the leadership team at key moments throughout the process.

HR&A Advisors: Municipal Finance, Economic Development, Development Economics

- **Shuprotim Bhaumik, Partner-In-Charge (20% time commitment):** Shuprotim will be substantively involved in all aspects of HR&A's work including the structuring of our approach, overseeing the execution of our analysis and production of all deliverables, and leading client meetings.
- **Candace Damon, Senior Advisor (10% time commitment):** Candace will lend her experience working in Cambridge to the team, and will work with Shuprotim and Kyle to structure the firm's approach to the assignment, with a special focus on public engagement and open space strategy.
- **Kyle Vangel, Project Manager (30% time commitment):** Kyle will serve as the day-to-day contact for the team, and will work closely with HR&A's analytical staff to produce all analysis and deliverables for this assignment. Kyle will also help facilitate meetings and check-in calls.
- **Sara Brown, Lead Analyst (50% time commitment):** Sara will serve as the primary analytical staff member assigned to the project, supported by additional analytical staff as necessary.

Klopfer Martin Design Group LLC: Landscape Architecture and Open Space

- **Kaki Martin, Principal (25% time commitment):** Kaki will be the lead voice in the discussion and visioning related to open space. She will work across all scope segments of the project with the goal of integrating the many forms landscape and open space can take whether it be as distinguishing placemaking, as the yarn which stitches districts together, or as the supportive connective and infrastructural green tissue which addresses city-wide environmental sustainability and resiliency.

Nelson Nygaard Consulting Associates: Sustainable Transportation

- **Jason Schrieber, Principal (25% time commitment):** Jason will lead the transportation and mobility planning. He brings years of experience of progressive transportation planning from around the country as well as deep knowledge of Cambridge from his time working for the City's transportation department. Jason, Meera, and Tim work fluidly together on projects throughout New England.
- **Ralph DeNisco, Principal (25% time commitment):** Ralph will bring his years of experience successfully implementing a variety of transportation projects in challenging environments. He will advise on parking management plans, coordinated improvements on important bus routes at multiple scales, and roadway and intersection design efforts. Ralph specializes in working with business, resident, and stakeholder groups on complex integrated transportation issues.
- **Tom Yardley, Senior Associate (30% time commitment)**: Tom will advise on multimodal projects, especially with regards to MASCO, where he served as Senior Transportation Planner.
- **Lisa Jacobson, Senior Associate (25% time commitment):** Lisa will play a primary supporting role, focusing on multimodal transportation planning projects, leading data collection, mapping, and market research efforts, as well as developing recommendations. Lisa has also worked on federal, state, and local policies to encourage street design to incorporate all users, regardless of age and ability. Lisa's work at the Coalition was recently published in an AARP report, "Planning Complete Streets for an Aging America."
- **Geoff Slater, Principal (30% time commitment):** Geoff will advise on transit services from very basic operations to mature, dependable transit systems.

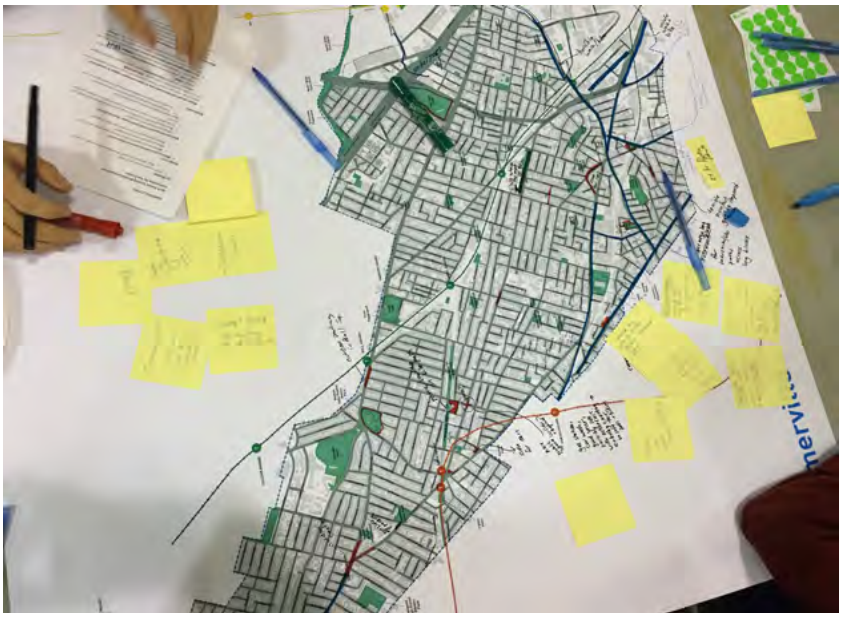
BuroHappold Consulting Engineers, P.C,: Sustainability, Resiliency

- **Ariella Maron, Principal, Project Principal (33% time commitment):** Sustainability, Environment, and Policy Advisor: As Project Principal, Ariella will have the responsibility for the successful delivery of the project as a whole. She will also provide strategic management, relationships, and analytical oversight for the project and its staff, participating in all key meetings and helping to design project management processes. Ariella has over a decade of experience in the municipal energy sector.
- **Steven Baumgartner, Associate Principal, North American Energy Sector Leader, Project Lead (30% time commitment):** Sustainability and Energy: Steven will act as Project Manager and will be the main point of contact for BuroHappold. Steven is an energy engineer who specializes in sustainability framework development, climate action plans, infrastructure technoeconomic evaluation and strategic planning. He has a history of creating unique solutions to assist his clients in meeting their operational goals while aligning to their social and environmental missions.
- **Christopher Rhie, Energy and Sustainability Planner, Project Planner (50% time commitment):** Sustainability and Energy: Christopher will provide project support including qualitative and quantitative analysis, scenario modeling, and graphics. Christopher is an energy planner who specializes in the development of climate action initiatives at large, complex institutions. He is currently working on the master plan at Case Western Reserve University and a district energy network in northern Virginia.
- **Amelia Aboff, Consultant, Project Analyst (33% time commitment):** Stakeholder Engagement: Amelia will provide project support including scheduling, meeting preparation, communications, analysis, and outreach. Amelia completed her Masters in Real Estate Development at Columbia's Center for Urban Real Estate, where she focused on sustainable design strategies and infrastructure development. At BuroHappold, she is supporting program management for the revitalization of the parklands at Jamaica Bay, where her work has included the coordination of stakeholder engagement processes.
- **Alasdair Young, Associate Director, Global Energy Sector Lead, Infrastructure Expert (40% time commitment):** Alasdair will act as a strategic advisor for district energy and low carbon infrastructure. With a background in mechanical engineering, Alasdair's main expertise is in designing infrastructure systems which can enable sustainable and low carbon development, particularly when utility systems for energy and water can be designed to 'close the loop' with materials, waste, and wastewater cycles. He has led numerous projects involving sustainable energy, water and waste systems at a range of scales.
- **Julie Janiski, Associate, Analytics, High Performance Building Design Expert (30% time commitment):** Julie will act as a strategic advisor for the roll-out of net zero new construction. Julie joined BuroHappold in 2010 and leads the integrated high performance building design analytics team in the New York office. She oversees the implementation of computational and strategic analytical tools to drive high performance design on projects at all scales. With a background in operations, architecture and sustainable design, she offers and appreciates the inter-disciplinary point of view required to develop holistic solutions.

Utile and HR&A have collaborated on multiple projects involving public process, including the Boston Convention and Exhibition Center Planning Study and Development Guidelines. In this photo, Tim Love of Utile leads a walking tour of the convention center surroundings for an Advisory Group.

Community Opportunities Group, Inc.: Land Use Planning (and Zoning); Preservation; Housing Analysis

- **Peter D. Sanborn, President (10% time commitment):** Peter will serve as the Principal-in-Charge of Planning for Community Opportunitues Group, Inc.. He will be responsible for shaping and managing urban character, housing, and community character and historic resources.
- **Courtney Starling, AICP (20% time commitment):** Courtney will serve as Project Planner, who will shape and manage urban character – including zoning, land use – and housing. She will draw on her knowledge of Cambridge zoning and administrative processes, and zoning and implementation strategies from throughout the Commonwealth.
- **Roberta Mitchell Cameron, AICP (20% time commitment):** Roberta will serve as Project Planner, who will shape and manage urban character (land use) and housing.
- **Patricia Conley Kelleher (10% time commitment):** Patricia will serve as Preservation Planner for this project. She will focus on shaping and managing urban character (land use), housing, and community character/historic resources.



Utile is working with the City of Somerville on a neighborhood wide plan for Union Square, as well as providing graphic development for their city zoning overhaul. This on-call consultant work is indicative of Utile's expertise working with municipalities across Massachusetts.

Ninigret Partners: Housing Market Analysis / Market Sector Analysis

- **Kevin Hively, President (10% time commitment):** Kevin will work with the Utile team on the economic development, workforce and housing components of the Cambridge plan. His experience spans across a range of development and housing issues working across a diverse range of issues including brownfields, innovation & entrepreneurial space, workforce programs, millennial housing, senior housing and "workforce" housing issues.

University of Massachusetts Donahue Institute: Demographics and Trends Analysis, Economics, Comparative Analysis; Economic Development Impact Assessments for Scenario Planning

- **Dan Hodge, Director of Economic and Public Policy Research (25% time commitment):** Dan will play a key role on statewide, regional, and local economic development assessment. He is a recognized expert on the Massachusetts economy.
- **Mark Melnik, Senior Research Manager (40% time commitment):** Mark will advise on demographic and economic research studies, as well as analyses used for public policy advisement and decision making. He is an applied economic and urban sociologist with over 15 years of quantitative research experience, including extensive work over the last decade conducting applied social research for various clients in academic, quasi-academic, and government settings. His dissertation explored skill and credential mismatches in the Greater Boston's labor market.

Supernormal: Data Collection and Analysis

- **Elizabeth Christoforetti, Research Lead (50% time commitment):** Elizabeth will be responsible for hyperlocal data collection and analysis. She will work closely with Utile, Interboro, and the city on applying metrics to both the quantifiable (walkers, cyclists, drivers, etc) and the qualitative (happiness, "instagrammable" public spaces, etc.) aspects of the city.

HDR Engineering, Inc.: Civil, Infrastructure, Traffic / Transportation Engineering

- **Jerry Friedman, Principal (10% time commitment):** Jerry will advise Utile and the team on all civil, infrastructure, hydrology, and traffic / transportation engineering issues. He will draw upon other personnel at HDR as needed by the project. He will be the key contact for the planning team.

Design Studio for Social Intervention (DS4SI): Community Engagement

- **Ayako Maruyama, Creativity Lab Design Lead (25% time commitment):** Ayako will work closely with the planning team to design events, activities, and labs. She is skilled at design and fabrication and brings a user-centered design background to all her projects. She played a similar role, working with Nelson\Nygaard and Utile, on the Boston Transportation Department's Go Boston 2030 Visioning Lab.
- **Lori Lobenstine, Founder (10% time commitment):** Lori will provide oversight and overall guidance on the design of events and engaging programming.
- **Kenneth Bailey, Sector Strategy Lead (10% time commitment):** Kenneth will assist through his strong community organizing background and his deep knowledge of the local community groups, nonprofits, CDCs, educational institutions, etc.

Utile, Nelson\Nygaard, and DS4SI collaborated on the Go Boston 2030 Visioning Lab for the Boston Transportation Department, which took place in May in Chinatown. Utile produced the explanatory boards and infographics, Nelson\Nygaard provided transportation analysis, and DS4SI planned and organized the event and created the public engagement activities.

Team Better Block: Tactical Urbanism

- **Andrew C. Howard, AICP (10% time commitment):** As the co-Founder of the Better Block and Principal, Andrew helps communities develop and organize their economic assets to build productive, resilient relationships across the public, private, and civil sectors.
- **Cristina Garmendia (25% time commitment):** As Project Manager, Cristina specializes in creating new public-private partnerships to support community revitalization, managing complex projects with diverse teams, and interdisciplinary communications.
- **Hayrettin Gunc (25% time commitment):** Hayrettin focuses on a variety of media to communicate social impact tactical urbanism projects. He creates exciting design guidelines, posters, and workshop materials for Better Blocks.

Utile and the Boston Redevelopment Authority led the very successful OneIN3 Charrette for the Downtown Waterfront Public Realm and Watersheet Activation Plan.

Consensus Building Institute: Consensus Building

- **Ona Ferguson:** Ona would serve as the lead for the CBI team, coordinating closely with the Utile/Interboro team and the City. She would track and assist with the overall engagement effort, helping to ensure that consultation with a wide variety of stakeholders throughout the community is closely linked with the technical work being done. She would assist with the planning for any large public meetings as well as for key decision-points internal to the City's steering committee (as appropriate and desired). Ona would facilitate meetings of any size, as appropriate. She would also oversee all work products from CBI, reviewing meeting summary drafts and ensuring that products meet city and Utile expectations.
- **Patrick Field:** Pat would be the senior advisor to the project, given his deep expertise in both planning and facilitation, as one of two managers of CBI. He would participate in big strategic discussions about the project, engaging key groups, and appropriate use of limited time and budget while aiming to get the most robust input possible. Patrick would be available to lead big public meetings or particularly challenging agreement-seeking meetings.
- **Eric Roberts:** Eric would serve as the support facilitator, assisting with process planning and providing detailed, on-point, readable and compelling summaries of all meetings during the engagement process. He will help track action items, commitments, and topics people raise that need to be addressed. Eric would assist in running small group meetings around the city. Depending on the number of meetings and the need for meeting summary production, CBI has additional associates who could be utilized.

		Cambridge Experience	D Street Programming, BCEC	Greenway District Design Guidelines	Congress Square, Portland, ME	SOWWAH Design Guidelines, Abu Dhabi	Boston Marine Industrial Park Master Plan	Go Boston 2030	High Street City, Boston Living with Water Competition	MA CEC-funded coal site reuse project	Winter Hill Planning, Somerville by Design	Reconstruction of Broad Street, Boston	MassDOT Rt. 28 McGrath Highway De-Elevation Study	Holding Pattern	Downtown North Planning Study, Hartford, CT
Key Planning Topics	Civic Engagement	✖	✖		✖			✖		✖	✖		✖	✖	✖
	Shaping and Managing Urban Change	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖		✖		
	Transportation and Mobility	✖			✖	✖	✖	✖			✖	✖	✖		✖
	Housing	✖				✖									✖
	Economic Development	✖	✖	✖		✖	✖			✖					✖
	Community Cohesion and Interaction	✖	✖		✖			✖			✖			✖	✖
	Climate Change and the Physical Environment	✖				✖	✖	✖	✖	✖		✖			
Team	Utile		✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖		✖
	Interboro Partners													✖	
	HR&A	✖	✖	✖											
	Klopfer Martin Design Group	✖			✖	✖									
	Nelson\Nygaard	✖					✖	✖					✖		✖
	Buro Happold								✖					✖	
	Community Opportunities Group	✖													
	Ninigret Partners						✖			✖					✖
	UMass Donahue Institute	✖								✖					
	Supernormal														
	HDR	✖					✖					✖	✖		
	Design Studio for Social Intervention							✖							
	Team Better Block										✖				
	Consensus Building Institute	✖								✖					

Team Resumes

Tim Love AIA LEED AP
Principal-in-Charge

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

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

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

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

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

Affiliations
American Institute of Architects

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

Northeastern University—Associate Professor

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

Boston Marine Industrial Park Master Plan Update

Readville Yards Industrial Development, Hyde Park Boston, MA

Hull Nantasket Beach Development, Hull, MA

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

Gloucester Municipal Harbor Plan, Gloucester, MA

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

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

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

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

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

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

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

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

Fort Point District Planning Study, Boston, MA—for Berkeley Investments—portfolio-wide master planning effort for 13 historic loft buildings, 2 parking garages, and several undeveloped parcels

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

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

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

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

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

Meera Deean LEED AP
Project Manager

Meera Deean is an urban designer and project manager at Utile. She is currently managing the Downtown Waterfront Planning Initiative, which will result in a public realm and water-sheet activation plan, a municipal harbor plan, and new zoning for parts of downtown Boston. She is also leading a visioning study for the Broadway Corridor in Long Beach, California, and a planning study for Downtown Haverhill, Mass. Previously, she managed the Boston Redevelopment Authority's City Hall Plaza Master Plan. In addition, she worked on the graphic design of the Boston Transportation Department's new Complete Streets Manual and is part of the Go Boston 2030 team.

Prior to joining Utile, she worked with Vincent James Associate Architects, Hashim Sarkis ALUD, and Kao Design Group. Meera serves on the board of the Community Design Resource Center of Boston and as co-chair of the Urban Design Committee of the Boston Society of Architects. She lives in Somerville.

Education
Harvard University Graduate School of Design, Master of Architecture

Williams College, Bachelor of Arts in Art History

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

Complete Streets Manual and Website—graphic design of the new street design manual for the Boston Transportation Department

Mobility Action Plan, Boston, MA—For the City of Boston Transportation Department

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

Education
Harvard University Graduate School of Design, Masters in Architecture

University of Virginia, Bachelor of Science in Architecture

Selected Projects
Upper Washington Development, Boston, MA—Mixed-Use development

Readville Yards Industrial Development, Hyde Park, Boston, MA

The Commons at Forest Hills Station, Jamaica Plain, MA—Transit-oriented mixed-use development

Lower Roxbury Planning Study—For The American City Coalition

Lyman Terrace Revitalization Study, Holyoke, MA

189 Broadway, Revere, MA—Age-restricted affordable housing

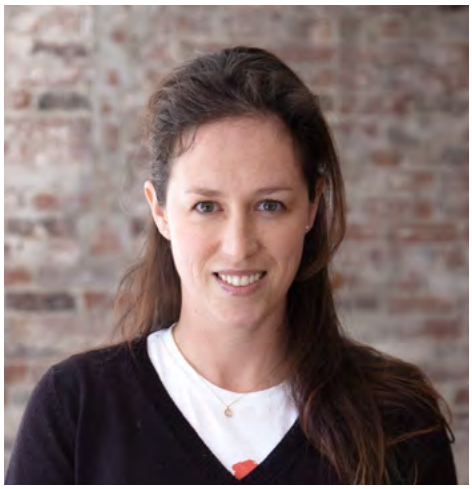
Dudley Square Branch Library, Boston, MA—Programming study and new entrance design

Al Maryah Island—Architectural design controls and urban design refinement for the new central business district in Abu Dhabi (in collaboration with over,under)

Jonathan Evans
Senior Designer

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

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



Elizabeth Christoforetti
Senior Designer

Elizabeth Christoforetti is a Senior Designer at Utile. She recently led a team to explore resilient block-scale typologies and win the "Out of the Box" award for High Street City: (Gradually) Living with Water for the Boston Living with Water Competition. Elizabeth works broadly across scales as a strategic thinker and an architectural and urban designer.

Elizabeth received an M.Arch. with Distinction from Harvard's Graduate School of Design, where she received the Henry Adams Medal, the school's highest academic honor. She currently holds a fellowship in Urban Design in the Social Computing Group at the MIT Media Lab, where she is a finalist for a Knight Foundation grant to support her research on block-scale urban analysis.

Elizabeth is also the Founder of Supernormal, a research group created to understand the implications and potential of big data for the design of small places. Her work within Supernormal leverages her research at the Media Lab to better understand and improve urban places for people through new methods of data and quantitative analysis, and to make the process of urban design more transparent and rigorous.

Education
Harvard University Graduate School of Design, Master of Architecture with Distinction

The School of the Art Institute of Chicago, Bachelor of Fine Arts in Interior Architecture and Designed Objects

Bowdoin College, Bachelor of Arts in Religion, Summa Cum Laude

Selected Projects
Boston Convention and Exhibition Center (BCEC) Expansion—with Sasaki Associates for the Massachusetts Convention Center Authority (MCCA)

Air Rights Parcel 13, Boston, MA—with Peebles Corporation and Handel Architects MassDOT and MBTA/

ParkingPLUS Design Challenge, Rockville Centre, Long Island, NY

Essex Street Design, Salem, MA—for the City of Salem

22-26 West Broadway, South Boston, MA—for Evergreen Properties

High Street City: (Gradually) Living with Water for the Boston Living with Water Competition—for the City of Boston, Boston Harbor Association, BRA, and BSA

Education
Harvard University Graduate School of Design, Master in Urban Planning

University of Toronto, Bachelor of Science in Engineering Science

Selected Projects
MassDevelopment Transformative Development Initiative (TDI)—for MassDevelopment

Boston Mobility Planning—for Boston Transportation Department

Portland, Maine Housing Authority On-Call Contract

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

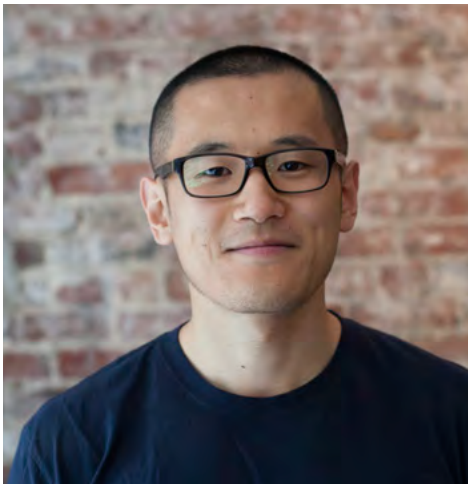
Mill River District New Haven, CT—Plan for retention and attraction of new industrial markets, and new zoning and development types

Boston Convention and Exhibition Center D Street Master Planning

Acushnet Avenue, New Bedford, MA

Hartford North Park Planning Initiative, Hartford, CT

Mount Vernon Streetscape, Boston, MA—Line for transit, open space and new development.



Siqi Zhu AICP
Senior Urban Planner

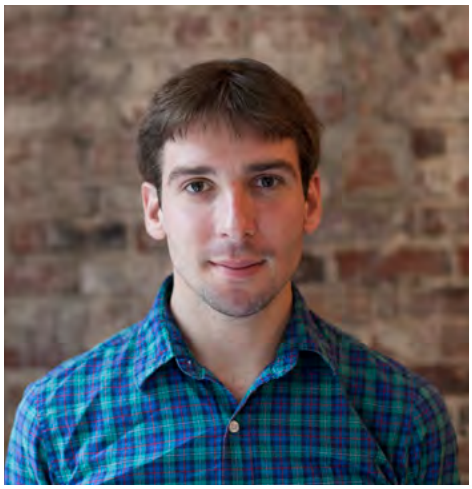
Siqi Zhu is an urban designer at Utile with a diverse range of work experience, from the design of individual streetscape and public spaces and early-phase development studies, all the way to the crafting of guidelines that affect the entire urban framework. He is particularly interested in applying a strategic combination of physical design and economic development interventions to solve the complex questions of regenerating post-industrial American cities.

At Utile he has been deeply involved in almost all planning studies that examine the future potential of urban industrial districts, including the Mill River District Planning Study in New Haven and the Newmarket Industrial Study in Boston. He has also been instrumental in crafting graphic guidelines that communicate planning best practices, including the Boston Complete Streets Guidelines.

Siqi graduated from the Harvard Graduate School of Design with a degree in urban planning, and is a AICP certified planner. In addition to working at Utile, he was a research project lead at MIT Senseable City lab, where he developed innovative data-driven approaches to understanding urban issues.

Will Cohen
Urban Planner

A North Carolina native, Will Cohen is an urban planner at Utile who incorporates data-based mapping and demographic and statistical analysis to support and develop the firm's physical and regulatory planning projects. He received a Master in Urban Planning from the Harvard Graduate School of Design, and a Bachelor of Arts in Sociology and in English Language and Literature from the University of Chicago. He previously worked for an affordable housing nonprofit developer in Raleigh, North Carolina, and was a Peace Corps Volunteer in Mozambique for two years as an English teacher.



Education
Harvard University Graduate School of Design, Master in Urban Planning

University of Chicago, Bachelor of Arts in Sociology and English

Selected Projects
Boston Marine Industrial Park Master Plan Update, Boston, MA

Gloucester Municipal Harbor Plan, Gloucester, MA

Housing Market and Feasibility Study, Hartford, CT

Worthington District Redevelopment, Springfield, MA

Somerville by Design Union Square, Somerville, MA

Clean Energy Reuse of Coal-Burning Plants, Somerset and Holyoke, MA

Hull Nantasket Beach Development, Hull, MA

Go Boston 2030 Mobility Plan, Boston, MA

Portland Housing Authority On-Call Planning, Portland, ME

Sneha Lohotekar
Urban Designer

Sneha Lohotekar is an urban designer. Before coming to the United States, she studied architecture at the University of Pune in India. After graduating, she worked as an architect at Shelter Associates in Pune, and has focused on projects relating to slum rehabilitation schemes and water and sanitation projects. Sneha received her Master of Urban Design from the University of Michigan in May 2013. Following this, she was a fellow at the UDream program at Carnegie Mellon University, Pittsburgh. She began working at Utile in November 2013 and is involved with a number of urban design projects in Boston, Springfield, and Long Beach.

Education
University of Michigan, Master of Urban Design

University of Pune, India, Bachelor of Architecture

Selected Projects
Readville Yards Industrial Development, Hyde Park, Boston, MA

Hull Nantasket Beach Development, Hull, MA

Lower Roxbury, Boston, MA—Neighborhood plan through catalytic housing development with The American Cities Coalition and BHA

Worthington Street District Revitalization, Springfield, MA—Physical planning and redevelopment scenarios

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

Readville Yard, Boston, MA—Light Industrial complex at a 22 acre site in the Readville neighborhood of Boston.

INTERBORO

Interboro Partners

Tobias Armborst
Principal

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

Education

Harvard University
Cambridge, Massachusetts
Master of Architecture in Urban Design with Distinction, 2002
Recipient of the Urban Planning and Design Thesis Prize

Rheinisch-Westfälische Technische Hochschule
Aachen, Germany
Diplom-Ingenieur Architekt, 1999

Technical University Delft
Delft, The Netherlands
Erasmus Scholarship, 1997

Professional Experience

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

Davis Brody Bond, Architects and Planners
New York, NY, 2004 –2007
Associate, Project Designer of the 9/11 Memorial Museum, New York

Workshop Ken Smith Landscape Architect
New York, NY, 2002 – 2004
Senior Designer,
Project Architect, East River Ferry Landings, New York

Dietrich, Fritzen, Löf, Architects and Planners
Cologne, 1999 – 2001
Project Architect, Volkspark Bornstedter Feld, Potsdam, Germany.

Teaching Experience

Vassar College,
Poughkeepsie, NY, 2008 - present
Assistant Professor of Architecture and Urban Studies appointed in the Art Department and the Urban Studies Program

Licensure

Architektenkammer Nordrhein Westfalen, License Number A37572

INTERBORO

Interboro Partners

Daniel D'Oca
Principal

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

Education

Harvard University
Cambridge, Massachusetts
Master in Urban Planning, 2002

Bard College
Annandale-on-Hudson, NY
Bachelor of Arts in Philosophy, 1998

Professional Experience

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

Follieri Yucaipa Investments
New York, New York, 2004 – 2006
Development consultant for international real estate development office.

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

Harvard University
Cambridge, MA, 2001 – 2002
Teaching & research assistant to Margaret Crawford, Professor of Design and Planning Theory

Teaching Experience

Harvard University Graduate School of Design
Cambridge, MA, 2011 - present
Design Critic in Urban Planning and Design

Maryland Institute, College of Art
Baltimore, MD, 2005 - 2011
Adjunct professor of urban history and theory

INTERBORO

Interboro Partners

Georgeen Theodore
Principal

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

Education

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

Rice University
Houston, Texas
Bachelor of Architecture, 1994
Bachelor of Arts in Architecture, Art and Art History, 1992

Professional Experience

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

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

Peterson/Littenberg Architecture & Urban Design
New York, New York, 2002-2003
Senior Urban Designer: Created drawings and animations to illustrate the urban design concepts of Mayor Bloomberg's Lower Manhattan Vision Plan.

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

Eric R. Kuhne & Associates
Associate
London, England, 1997-2001
Project manager: Managed research and design teams from concept to design development for Carlos III, a retail and leisure center in Madrid, Spain; represented office in client, consultant, and city council meetings.
Project manager: Conceptualized and developed retail, restaurant, and landscaping components of 500,000 square feet expansion to the Bur Juman Centre in downtown Dubai, United Arab Emirates.
Concept and design team member: Participated in project conceptualization and programming, design development, and construction of Bluewater, a 1.625 million square feet retail center in Dartford, England.

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

Licensure

Registered Architect, New York State, License Number 028655

SHUPROTIM BHAUMIK

PARTNER

EDUCATION

University of New York Stony Brook
Masters of Science
Economics
1992

Presidency College, India
Bachelor of Arts
Economics
1987

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2010 – Present

AECOM Economics
Senior Vice President
Global Co-Leader
2009 – 2010

Economics Research Associates
Leader of Economic Planning and Real Estate Group
Principal
2005 – 2009

Economics Research Associates
Senior Associate
2003 – 2005

New York City
Economic Development Corporation
Senior Vice President
1997 – 2003

New York City OMB
Senior Budget Analyst
1995 – 1997

1993
Financial Economist
Emerging Markets Finance Corporation
Amersfoort, Netherlands

Shuprotim Bhaumik has over two decades of experience in the field of economic development, real estate and public policy consulting. His practice focuses on market and economic analysis, strategic planning, and development advisory services for real estate investors and developers, public agencies, financial institutions, and non-profit organizations. Prior to joining HR&A, Shuprotim was a Senior Vice President at AECOM, where he led the firm's economics practice (formerly Economics Research Associates) in North America, and was responsible for managing and executing projects throughout the country. Shuprotim also worked as a Senior Vice President for the New York City Economic Development Corporation, where he led an interdisciplinary analytic team in developing initiatives for new and emergent business districts, analyzing public policies, and implementing economic development plans. Shuprotim is member of a number of industry organizations such as ULI, CDFA, and IEDC, and is a frequent speaker on subjects related to transit-oriented development, regional economic development, and public financing strategies.

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

In a subsequent on-call engagement on behalf of the CRA, led a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP). Developed flexible, multi-year pro formas to create multiple scenarios for residential and office development to test sensitivities and assess the impact of various levels of low income and middle income housing on development feasibility.

Master Plan for the Lower Schuylkill Waterfront in Philadelphia
On behalf of to the Philadelphia Industrial Development Corporation, supporting the creation of a master plan to guide the redevelopment of the Lower Schuylkill River District of Philadelphia, an industrial district located between Philadelphia International Airport and University City. Advising on land use recommendations based on local real estate and industrial market conditions as well as the district's strengths and weaknesses. The final deliverable recommended a range of priority development sites to catalyze development in the district and evaluated how infrastructure improvements can support the industrial development strategy.

Philadelphia Industrial Land Use Policy Study
Led a multi-disciplinary team that was retained by PIDC to develop an industrial strategy for the City of Philadelphia. The team undertook a detailed cluster analysis that identified growth industries in Philadelphia, the types of sites and

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SHUPROTIM BHAUMIK

PARTNER

AFFILIATIONS

2012 – Present
Adjunct Professor
Master of Science in Real Estate
Development Program
Graduate School of Architecture, Planning and Preservation, Columbia University
Member, Urban Land Institute
Member, American Planning Association

facilities that would be required by new and existing industrial firms, their requirements in terms of access and infrastructure, and their impacts on surrounding communities.

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

Infrastructure Financing Strategy for Hudson Yards
While with the New York City's Economic Development Corporation to assist in the development planning for the Hudson Yards, a 59-block area on the far west side of Manhattan. The central barriers to the area's revitalization include a lack of transit infrastructure and outmoded zoning. Evaluated the impact of various development alternatives on area-wide property assessments, and projected incremental revenues associated with property tax revenues, zoning-based development fees, and sale of development rights by public transit agencies.

Arlington Columbia Pike Affordable Housing Plan Assessment
On behalf of the Department of Community Planning, Housing & Development of Arlington County led a review of the recommendations for the affordable housing component of the Columbia Pike Neighborhoods Plan. Conducted a review of the analysis and recommendations presented by the County's economic development consultant regarding the feasibility of developing affordable housing in mixed-use developments. Reviewed the documentation and model provided to the County, assessing assumptions and structure of the financial model. Final recommendations included next steps for an affordable housing policy for the Plan.

Atlanta Housing Strategy
On behalf of Invest Atlanta, developed an affordable housing strategy for the City of Atlanta. Analyzed Atlanta's current demographics, housing needs, and conditions; reviewed current and past plans and accomplishments; and surveyed other cities' best practices in affordable housing. Developed a strategic plan and implementation plan with specific initiatives, financing mechanisms and partnerships to improve the quality and availability of affordable housing throughout the city.

New York City Tech Ecosystem Study
On behalf of Association for a Better New York (ABNY), in collaboration with Google, Citi Group and the New York Tech Meet-up, led a comprehensive study to define and evaluate the complete size of the New York City tech ecosystem and assessed its economic and fiscal impacts. Evaluated the ecosystem's economic and fiscal impact to the City and develop policy recommendations addressing various strategies for sustaining the growth of NYC's tech ecosystem.

CANDACE DAMON

VICE CHAIRMAN

Candace Damon, Vice Chairman of HR&A Advisors, Inc. has over 30 years of experience in the management of complex, public-private real estate and economic development activity. Candace has directed a wide-ranging practice, crafting sustainable urban redevelopment strategies for cities across North America. Her specific areas of expertise include leading organizational planning for non-profits and institutions, ensuring the long term viability of urban open spaces, supporting master planning efforts for large-scale revitalizations, and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.

EDUCATION

Harvard University
Law School
Juris Doctorate
1986

Amherst College
Bachelor of Arts
American Studies
1981

WORK EXPERIENCE

HR&A Advisors, Inc.
(Formerly Hamilton, Rabinovitz & Alschuler, Inc.)
Partner
1988 – Present

G. Works
Founding Partner
2009 – Present

Webster & Sheffield.
Real Estate Associate
1986 – 1988

Lincoln Institute of Land Policy
Research Associate
1985 – 1986

Massachusetts Bar Association
Committee on Alternative Dispute Resolution
Research Associate
1984 – 1985

New York City
Office of Management and Budget
(Office of Community Board Relations)
Analyst
1981 – 1983

AWARDS

Real Estate Forum
Women of Influence Award
2008

Juror for Connect Kendall Square: A Design Competition

Served on the 2014 Connect Kendall Square Design Competition Jury to judge submissions to plan and implement a vision for the open space network in and around Kendall Square. The jury convened over a three stage design process, evaluating submitted material and presentations and deliberating on the strengths and weaknesses of each proposal.

Campus Planning for MIT

For the Massachusetts Institute of Technology, led the market and financial feasibility sections of an East Campus redevelopment plan. Led the market study to determine the amount and nature of residential, office, lab, and retail space that could be absorbed on sites controlled by MIT, collaborated in a series of team work sessions to refine programming and design alternatives for the study area, worked with cost estimator to project infrastructure and site costs by scheme and created a multi-phase financial model to evaluate the feasibility of several proposed development schemes. Recommended strategy to realize MIT's financial and urban design goals in tandem.

Charlotte Revitalization and Planning

For Mecklenburg County and the City of Charlotte, worked with CIVITAS to lead the master planning effort for the revitalization of Downtown Charlotte's Third Ward. Conducted a market analysis that informed the location and configuration of a much-needed park and advised the County on a land negotiation to accommodate this proposed amenity. Outlined the park's programming and recommended a management structure.

Building upon the Third Ward master planning effort, on behalf of a local developer and a major property owner in Charlotte's First Ward, worked with CITIVAS to develop a plan for more than two million square feet of retail, commercial, office and residential development. Created a plan that included a major new public park, significant new parking, a new light rail line, and major utility and infrastructure upgrades. Devised strategies for financing and managing the new park. Also created a model which evaluated the new development's financing potential by utilizing the state's new tax increment financing legislation.

Greensboro Downtown Consolidated Plan

For downtown Greensboro, developed a Consolidated Plan and implementation strategy to generate economic returns, spur further revitalization, and link downtown to areas of strength. Worked closely with stakeholders and the public to synthesize previous planning efforts into a unified vision for downtown and recommended a short list of priority projects for implementation. Devised an implementation strategy for each priority project, including a funding strategy, timeline, and roles of key actors.

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CANDACE DAMON

VICE CHAIRMAN

AFFILIATIONS

New Yorkers for Parks
Member, Board of Directors
2015 – Present

Regional Plan Association
Fourth Regional Plan
Member, Steering Committee
2014 – Present

City Parks Alliance
Member, Board of Directors
2012 – Present

YMCA
Member, Real Estate Advisory Committee,
2012 – Present

Urban Green Council
Member, Board of Directors
2011 – Present
Urban Land Institute
Member,
Redevelopment and Reuse Council

G-Works
Founding Partner

Atlantic Avenue Local Development Corporation
Member, Former President
1999 – Present

SPEAKING ENGAGEMENTS

Candace is a widely requested conference panel moderator and speaker
Selected recent engagements:

Financing Seattle's park system
Seattle Parks Foundation
October, 2013

Prerequisites for an Effective Cultural Partnership
IDA World Congress
October, 2013

What Makes a Vibrant Public Space?
St. Paul Parks Conservancy
October, 2013

Resiliency in the Aftermath of Superstorm Sandy
Mayor's Institute on City Design
September, 2013

Public-Private Development: Unlocking Value
ULI Spring Meeting San Diego
May, 2013

Industry to Art: Revitalizing Cities through Culture
National Building Museum
April, 2013

Program Management for New York City's Talking Transition

Served as Project Director for the design and implementation of Talking Transition, a civic engagement initiative during the New York City mayoral transition; responsible for design and execution of the initiative, managing project budgets and a team of more than 250 people; surveyed 70,000 New Yorkers with custom web app, attracted 15,000 people to a "pop-up" tent over 15 days, won support from multiple editorial boards. Developed the content for TalkNYC with Control Group, and led the programming of events and activities.

Redevelopment Planning for Philadelphia's Central Waterfront

On behalf of the Delaware River Waterfront Corporation, worked as part of a multi-disciplinary planning team led by Cooper Robertson & Partners to provide an implementation strategy for driving waterfront access and redevelopment of a seven-mile stretch of the Delaware River Waterfront in Philadelphia. Supported the City's long term economic development goals, and provided the initial steps towards reconnecting Philadelphia's neighborhoods with the Delaware River. Completed a market analysis to assess potential demand among all sectors, developed a strategy to create waterfront destinations and assessed phasing, financing and implementation alternatives that leverage the site's future private development in order to support essential initial public amenities. The American Institute of Architects recognized the final Master Plan for the Central Delaware Waterfront with a 2012 Honor Award for Regional and Urban Design.

Strategic Plan to Reposition the Brooklyn Tech Triangle

On behalf of the Downtown Brooklyn Partnership, as part of the WXY Architecture + Urban Design team, led real estate and economic analysis to develop real estate policy recommendations to enhance the technology sector in the "Brooklyn Tech Triangle" area. Conducted a real estate market assessment to identify key supply-side barriers to industry growth in the area. Created conceptual pro formas for up to three sites to demonstrate the magnitude and nature of financial gaps.

Revitalizing the Memphis Riverfront

For the Memphis Riverfront Development Corporation led a multi-disciplinary team that prepared a revitalization plan for 11 linear miles of Mississippi River waterfront adjacent to Downtown Memphis. Identified new residential and commercial development capable of contributing to the capital and operating costs of the open-space elements. Designed a management structure to capture revenue from new development.

Brooklyn Bridge Park Planning

For the Downtown Brooklyn Local Development Corporation served as the Project Manager and Chief Consultant to the Brooklyn Bridge Park Development Corporation, a State-funded not-for-profit planning the development of a financially self-sustaining, 85-acre waterfront park on the East River, facing the Manhattan skyline.

Analysis of New York City's Energy Efficiency Initiatives and National Best Practices Identification

On behalf of the City of New York supported an update of PlaNYC, New York City's long-term sustainability plan, led a comprehensive review of the effectiveness of all state, federal and utility energy efficiency incentives available to building owners and tenants in New York City. Oversaw the analysis the allocation and usage of funding by incentive provider and market sector, assessed program "returns" in achieving energy savings across various market sectors, and profiled best practices for energy programs across the nation.

Tax Increment Financing Assessment and Development Strategy for Atlanta

For Invest Atlanta, completed a strategic review of the City of Atlanta's Tax Allocation District (TAD) Program, which utilizes incremental tax revenues for a range of economic development initiatives in ten districts throughout the City. Recommended changes to the program's funding strategy, organization and legal structure to increase flexibility.

KYLE VANGEL

DIRECTOR

Kyle Vangel helps enhance the urban built environment and economic competitiveness of cities and regions through expertise in urban planning, economic development, and strategy consulting. A native of Massachusetts, his work focuses on real estate market analysis, downtown revitalization strategy, economic development planning, and economic and fiscal impact analysis for clients throughout the United States. Prior to joining HR&A, Kyle worked in East Cambridge as a Consultant at the global management and strategy consultancy Monitor Group (now Monitor Deloitte).

EDUCATION

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

Tufts University
Bachelor of Arts, History & Economics
2008

WORK EXPERIENCE

HR&A Advisors, Inc.
Director
2014 – Present

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

HR&A Advisors, Inc.
Analyst Fellow
2011

Monitor Group
Consultant
2008 – 2010

AFFILIATIONS

American Planning Association

AWARDS

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

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

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

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

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

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KYLE VANGEL
DIRECTOR

executive summary and briefing book distributed by the Long Island Index.

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

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

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

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

Real Estate Market Analysis for TOD in New Haven
For a private developer, conducted a real estate market analysis for a transit oriented mixed-use development in New Haven, Connecticut. Developed long-term site-specific market projections for each use in the program in order to establish future demand, rental rates and absorption rates. Provided strategic recommendations for development positioning and marketability.

Marketing Study for the City of Mount Vernon, New York
For the City of Mount Vernon, NY, provided a market study to support the City's new Comprehensive Plan. Based upon an assessment of the City's position within the regional economy, made a series of best-practices recommendations to the City for capturing retail activity and encouraging development with a specific focus on transit-oriented development opportunities near the city's three Metro-North train stations. These findings provide a narrative rationale for businesses to expand and/or invest in the city.

SARA BROWN

SENIOR ANALYST

EDUCATION

MIT
Master in City Planning
Master in Real Estate Development
2012 – 2014

Dartmouth College
B.A., English and Geography
summa cum laude
2006 – 2010

WORK EXPERIENCE

Center for Advanced Urbanism, MIT
Research Analyst
Summer 2014

Department of Neighborhood Development, City of Boston
Rappaport Fellow
Summer 2013

City Parks Alliance
"Greater and Greener"
Speaker Coordinator
Summer 2012

Lubin Lawrence
Senior Consultant
2010 – 2012

Sara works in the real estate advisory and economic development practice, where she focuses on private-public development and neighborhood revitalization. Prior to HR&A, Sara worked as a Research Analyst at MIT's Center for Advanced Urbanism (CAU)and a Rappaport Fellow with Boston's Department of Neighborhood Development. Reflecting her interest in strategy, Sara also worked as a Senior Consultant with Lubin Lawrence, a management and brand consulting partnership, where she conducted qualitative research and developed branding strategies for a range of for-profit and non-profit clients.

100 Resilient Cities—Pioneered by The Rockefeller Foundation: Boston, MA
Supporting 100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) to organize and deliver an initiative launch and agenda-setting workshop in Boston, MA. Convened Boston officials and 100RC staff; outlined milestones in a work plan; and interviewed local officials and stakeholders to contextualize the City's resilience landscape and efforts. Led the synthesis of outcomes, takeaways, and next steps to help inform background material generation, workshop exercises, and key internal and external stakeholders for workshop participation.

OneNYC – Project Management, Analysis, and Implementation
On behalf of the City of New York and the New York City Economic Development Corporation, supported City officials in preparing a 2015 update to the long-term plan OneNYC, formerly PlaNYC. Responsible for broad and place-based visioning, providing analytical support, and managing citywide public engagement to inform new goals released in April 2015. Providing ongoing support to the City on broad civic engagement strategies tied to the Plan through December 2015.

Resilience Capacity-Building for the Rockefeller Foundation
On behalf of the Rockefeller Foundation, program managing a capacity-building initiative in support of the U.S. Department of Housing and Urban Development (HUD)'s National Disaster Resilience Competition, a nearly $1 billion competition inviting 67 communities impacted by disasters to compete for funds to become more resilient in the face of current and future risks. Program delivery includes developing a core resilience curriculum to be delivered to potential grantees, including a high-level stakeholder Summit in 2014 and five regional Academies in 2015, followed by direct technical assistance in proposal and project development with the aid of technical advisors and a "design bench" of experts. The program seeks to marshal recent innovations in strategic planning, design, and economic analysis to create a high capacity across the country for resilience innovation unrelated to the initial disaster funding allocation.

Buffalo Outer Harbor Plan
For Empire State Development (ESD) and Erie Canal Harbor Development Corporation (ECHDC), collaborating with an interdisciplinary team led by Perkins + Will to define a vision and master plan for the redevelopment of the Buffalo Outer Harbor, a 200-acre waterfront site between Downtown Buffalo and Lake Erie. Identifying potential anchor and infrastructure investments that may be made to catalyze redevelopment, with the ultimate goal of developing public amenities and open space made financially sustainable by private development. Conducting financial and strategic analysis to develop an implementation blueprint for successfully developing and operating the site, including strategies for phasing, public and private funding, and disposition.

KAKI MARTIN, ASLA

Principal

PROFILE

Ms. Martin is a landscape architect with nearly twenty years of practice experience. Her experience is based in public park and streetscape design in mostly urban conditions, institutional and open space master planning, and river edge landscapes. She has keen interest in and knowledge of the design and construction of public urban landscapes. She has extensive public design process experience and has led several multi-disciplinary projects in the public sector all of which included a wide range of stakeholder groups. Reaching consensus around the design of urban spaces that satisfy the programmatic needs of a constituant group in an artful and contemporary way is her primary goal. Recent work includes the re-design of Kennedy Plaza in Providence RI, the Kendall Square Main St streetscape and Longfellow Bridge median, and final design of Central Square in East Boston and several projects at the Brigham and Women's Hospital. Ms. Martin is an adjunct professor at the Rhode Island School of Design and taught in a similar capacity at the Graduate School of Design at Harvard University. She sits on the Cambridge Conservation Commission and the Boston Society of Landscape Architects Nominations Committee. Ms. Martin is a founding member of Good Sports, a Boston based non-profit and has recently joined the board of the Community Design Resource Center of Boston.

EDUCATION

Master of Landscape Architecture, 1995 - Harvard University; Cambridge, Massachusetts

Bachelor of Arts (Art History and Painting), Charles Hovey Pepper Prize, 1990 - Colby College; Waterville, Maine

CAREER SUMMARY

Klopfer Martin Design Group, Boston, MA Principal	2007 - Present
Crosby|Schlessinger|Smallridge, LLC, Boston, MA Associate	2003 - 2007
Wallace Floyd Design Group, Boston, MA Associate	2000 - 2003
Hargreaves Associates, Cambridge, MA Job Captain/Project Designer	1997 - 1999
Martha Schwartz, Inc., Cambridge, MA Project Designer	1995 - 1997

SELECT AWARDS AND HONORS

2014 Honor Award, Boston Society of Landscape Architects, Outdoor Classrooms, Boston Public Schools

2013 Silver Medal, Award of Urban Design Excellence, Rudy Bruner Foundation, The Steel Yard

2012 The Senator John H Chafee Conservation Leadership Award, Environmental Council of Rhode Island, The Steel Yard

2011 Honor Award for Design, General Design, American Society of Landscape Architects, The Steel Yard
The Rhody Award, Landscape Preservation, RI Historical Preservation & Heritage Commission, The Steel Yard
Great Places Award for Design, Environmental Design Research Association, The Steel Yard
Honor Award - Boston Society of Landscape Architects, The Steel Yard

Honor Award - Boston Society of Landscape Architects, North End Parks [C|S|S]

2010 Reuse and Neighborhood Preservation Award - Providence Preservation Society, The Steel Yard

2008 First Place in International Competition, Shanghai Bund Waterfront.
In collaboration with Chan Krieger Sieniewicz

kmdg

KAKI MARTIN, ASLA

Principal

2005 Merit Award - Unbuilt Work, Boston Society of Landscape Architects
North End Parks, Crosby|Schlessinger|Smallridge

2004 Citation, Design Awards, Boston Society of Architects
Ritz-Carlton Georgetown, Handel Architects (w Hargreaves Associates)

2000 Merit Award, American Society of Landscape Architects, National Design Awards
HUD Plaza Improvements, Martha Schwartz Inc.

RELEVANT EXPERIENCE – SELECTED WORKS

Institutional Landscapes + Master Planning

The Steelyard; Providence, Rhode Island
The Brigham and Women's Hospital: Patient and Visitor Garden and Pavillion, 45 + 75 Francis Entry Courts
Summer Star Nature Center, Boylston, Massachusetts
MIT Childcare Center, Cambridge, Massachusetts
MIT West Annex Lot Interim Landscape Cambridge, Massachusetts
Young Achievers School, Mattapan, Massachusetts
The Paul Cuffee School, Providence, Rhode Island
'Lover's Road' 55 kilometer coastline master plan, Zhuhai, China
Vanke Research Campus; Shenzhen, China

Public Landscapes + Urban Design

Congress Square; Portland, Maine
Kennedy Plaza, Providence, Rhode Island
Downtown Crossing Business Improvement District Design Guideslines; Boston, Massachusetts
Providence Rapid Bus Corridors, Providence, Rhode Island
Fisher Hill Reservoir Park; Brookline, Massachusetts
Kendall Square, Main Street + Point Park; Cambridge, Massachusetts (w HDR)
Weymouth Braintree PWED Streetscape, Weymouth+ Braintree w Howard/Stein-Hudson traffic+civil)
Central Square; East Boston, Massachusetts (w Howard/Stein-Hudson traffic+civil)
Boston Crossroads Initiative, Causeway Street; Boston, Massachusetts (w Howard/Stein-Hudson traffic+civil)
Roemer Plaza; Suffolk University, Boston, Massachusetts (w Chan Krieger/NBBJ)
Outdoor Classrooms at 9 Boston Public Schools; Boston, Massachusetts
East Main Street; Louisville, Kentucky
North End Parks Rose Kennedy Greenway; Boston, Massachusetts; C|S|S
Mystic Riverbend Park; Medford, Massachusetts; C|S|S
Magazine Beach Park; Cambridge, Massachusetts; C|S|S
Condor Street Urban Wild; East Boston, Massachusetts; Hargreaves Associates

Commercial + On-structure Landscapes

56 Leonard Street; New York, New York (w Herzog & de Meuron)
Park 5 Mixed-Use Development; Beijing, China (w GBBN Architects)
224 King West; Toronto, Ontario (w Architects Alliance)
The Box Office; Providence, Rhode Island (w Distill Studio)
One Sims Avenue; Providence, Rhode Island (w Truthbox Architects)
New Street Condominiums; Boston, Massachusetts; C|S|S (w Steffian Bradley Architects)
Millenium Point; New York, New York; Hargreaves Associates (w Polshek Partnership + Handel Architects)
Georgetown Incinerator Mixed Use Complex; Washington DC; Hargreaves Associates (w Handel Architects)

kmdg

Jason Schrieber, AICP

Principal

Jason has become a specialist in understanding how individual travel behaviors are influenced by physical and economic attributes often overlooked in transport systems. By improving pedestrian delay and bicycle accommodation, he has helped cities attract people away from their car. By revealing the cost of parking, he has changed employer and institutional calculus on how employees commute. Working for municipalities, businesses and universities, Jason has advanced wholesale changes to parking pricing, developed demand management programs for new development and helped cities create new ordinances to control trips in places like Portland ME, Denver CO, and Yale University.

EDUCATION

Bachelor of Science, Urban Planning
University of Massachusetts, Amherst

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2006–Present

Multimodal and Complete Streets

- **GoBoston 2030, City of Boston Mobility Plan, Boston, MA.** Serving as the lead planner for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of "big data" to inform both current patterns and future conditions.
- **Grounding McGrath: Determining the Future of the Route 28 Corridor, Massachusetts Department of Transportation, Somerville, MA.** Part of a multi-disciplinary team to conduct a conceptual planning study effort to determine the future of the Route 28 Corridor. Worked on right-of-way and intersection designs.
- **Boston Off-Street Parking Policy, Boston Transportation Department and Air Pollution Control Commission, Boston, MA.** Adding expertise to a comprehensive analysis of existing parking management in Boston as well as the development of parking policy changes, Jason is applying his extensive experience in other cities to Boston. The project also includes the creation of Boston's first comprehensive parking database, designed as an open source, integrated government and public information platform.
- **Medford Square Intersection Redesign, Medford MA.** As part of a parking demand assessment for a garage feasibility study led by MassDevelopment, revealed that walking improvements could bring as many vacant spaces within reach as a new garage would, helping to reprioritize infrastructure efforts in the square. Included a redesign of a major intersection to dramatically improve PLOS.

NELSON NYGAARD

Jason Schrieber, AICP

Principal

- **Elm Street Crosswalks, Smith College, Northampton, MA.** Led the planning, conceptual design, and design development for six major pedestrian crossings on State Route 9 through the historic heart of campus. Through an inclusive charrette process, Nelson\ Nygaard developed a mixed traffic calming, signing and education strategy acceptable to public works and public safety departments in the City. Construction was completed in 2010 and has spawned a push for similar treatments elsewhere in the City.
- **Somerville Bow Street Reverse Angle Parking Services, City of Somerville, Somerville, MA.** Developed program to design and implement reverse angle parking on Bow Street in Union Square to calm traffic, add parking supply, provide a bike facility, and smooth operations in a growing area of the City.
- **Bridge Street Corridor, City of Dublin, Dublin Ohio.** Coordinated a team of planners and designers to develop a complete streets network of varying cross- section "families"; detailed profiles; parking, transit, and biking strategies and networks; and progressive models to support the plan.
- **Chicago "Southworks" Parking, TDM & Trip Generation, Chicago, IL.** Developed the parking, transportation demand management, and transit strategies for South Chicago's LEED-ND initiative, and then modeled the trip generation to more accurately evaluate a new streetcar system, transit extensions, and the design features of the new urbanist neighborhood design. The reduced trip-making estimate now sustains a greater level of density.
- **Northampton Main/State/Elm/South Street Intersection, Northampton, MA.** Through a charrette process, designed comprehensive street, parking, and streetscape improvements along two downtown corridors to improve pedestrian and bicycle safety, improve transit speed and amenities, and better connect downtown with future TOD and abutting neighborhoods. Included major road and intersection
- **Collegetown Urban Plan, Ithaca, NY**. Building upon an existing vision statement for the Collegetown district, a multi-modal strategy was developed that integrates land use and transportation policies with practical solutions for businesses, infrastructure, residents and Cornell University.
- **Portland Peninsula Transit, City of Portland, Portland ME.** Led the development of transit system changes, multi-modal access strategies, TDM programs and new parking policies to help the downtown embrace growth without compromising the character of the historic peninsula. Since the plan, the recommended TDM ordinance was adopted, parking cash-out was implemented by the Maine Medical Center, and Jason is now helping implement the recommended Congress Street bus priority corridor.
- **Parking Code Re-Write, Mammoth Lakes, CA.** Assisted Town staff with the complete overhaul of their existing parking code, consolidating pieces into one section and incorporating progressive measures to encourage shared parking, demand management, and incentivized ratios that reduce parking where uses become walkable and mixed, both on-site and in collaboration with other nearby properties.
- **Essex Transportation Study, Essex, CT.** Created a number of detailed designs and programs with cost-effective implementation steps to preserve town character and improve safety, ranging from school access improvements and new bike rack programs to notable traffic calming and shared space designs.
- **Wellesley Pedestrian Plan, Wellesley, MA.** Developed the Town's pedestrian plan through a series of stakeholder workshops that have helped identify needs and strategies that include instituting practical programs into such disparate organizations as the school department and the historical commission.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- American Institute of Certified Planners (AICP), Certified Planner
- Association of Pedestrian and Bicycle Professionals, Member
- Congress for the New Urbanism, Member

Ralph DeNisco

Principal

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

EDUCATION

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

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2012 - Present; Senior Associate, 2010–2012

- **Kendall and Central Square (K2C2) Planning Study, Cambridge, MA.** Building upon the success of these distinct, adjacent areas, the City of Cambridge seeks to grow them as a globally significant source of innovation and regionally significant center of cultural diversity without adding any new SOV trips. K2C2 plans collectively add over six million square feet of office, commercial, retail, and housing space to accommodate the live, work, and play needs of many of the world's leading innovation companies. Identifying policies and strategies to continue to grow while improving non-auto share and reducing overall automobile trips is critical to the City and all stakeholders. Ralph DeNisco led the transportation analysis for this effort. He reviewed and enhanced Cambridge's progressive transportation and sustainability policies to promote transit use, biking, and walking. Ralph managed a detailed transit capacity analysis, developed potential new transit connections, and promoted transportation demand management programs. Ultimately, the plan outlined streetscape, transportation, and land use strategies that enhance connectivity between Central and Kendall, their adjoining neighborhoods, and the region at large.
- **Grounding McGrath: Determining the Future of the Route 28 Corridor, Somerville, MA.** Ralph served as Project Manager of a multi-disciplinary team and process that recommended removal of the elevated portions of McGrath Highway. Completed in close coordination with adjacent planning efforts, and a diverse working group, a multi-modal boulevard approach was recommended to meet community, mobility and development goals. Using a triple bottom line analysis, the Study developed broad based evaluation criteria to capture multi-modal mobility, public health, economic development, and equity benefits and impacts. Under the Massachusetts Healthy Transportation Compact, the study was also the pilot project in the Commonwealth for a Health Impact Assessment.
- **MBTA Key Bus Route Improvement Project, MBTA, Boston, MA.** Project Manager: Performing design and planning services to identify and implement improvements along key MBTA bus routes in and around the City of Boston. Proposed improvements include stop consolidations along the #23 and #39 routes to reduce travel times, improve operations, and provide opportunities for rider amenities at proposed locations. Recommendations were made in the context of enhancing accessibility minimizing impacts to on-street parking and level of service for general traffic along roadways and intersections.

NELSON NYGAARD

Ralph DeNisco
Principal

- **Hartford Area Transit Enhancement Study, Capital Region Council of Governments, Hartford, CT,** Deputy Project Manager. Working for the CRCOG to assist the Town of Enfield, CT, develop and implement fixed-route bus service using approximately $1million in New Freedom funds. The project involved developing a market analysis, preliminary and a preferred route, including schedules, stop plans, and operating assumptions to be completed by the Town in conjunction with state assistance from CT Transit, CRCOG and ConnDOT.
- **Children's Memorial Hospital Redevelopment TDM, McCaffery Interests, Chicago, IL** As Lead Planner, Ralph and Nelson\Nygaard are working with McCaffrey Interests on this planned 1.4 million square foot mixed-use redevelopment. Building on work previously completed by Nelson\Nygaard for the South Chicago LEED ND initiative, Ralph is helping McCaffery develop one of the first Transportation Demand Management (TDM) plans for a development in Chicago. Plans include developing a set of realistic parking and TDM strategies to better quantify expected vehicle trip reductions based on site and development factors.
- **Bridge Street Corridor Plan, City of Dublin, Dublin, OH**. Participated in a three-day city staff design charrette to create a transportation network to support new urbanist conversion of a highway exit exurb into a dense, vibrant, verdant, mixed-use downtown with complete streets giving priority to pedestrians and cyclists. Developed recommendations for transit, and integrated multimodal connections into the proposed corridor layout, and family of streets to be created.
- **1350 Boylston Street, Boston, MA.** Mr. DeNisco is leading the transportation analysis and permitting component of the proposed 1350 Boylston mixed-used development project, located at the southwest corner of Boylston and Kilmarnock streets. As a primarily residential project with ground floor retail uses, the analysis focuses on ensuring the implications of traffic demand generated by nearby destinations such as Fenway Park, and local colleges, can be managed with the constraints of the dense and urban site. In addition, the project review analyzed parking impacts, trip generation and compatibility with the City's Complete Streets Guidelines.
- **Coppersmith Village, East Boston, MA.** The Coppersmith Village mixed-use development project is among one of the most recent development projects slated to help revitalization the East Boston waterfront. Ralph is leading the transportation analysis and permitting component of this study, which focuses on ensuring the development works in tandem with broader initiatives of the East Boston neighborhood, and in turn helps to broaden multimodal connections throughout the area.
- **New England Center for Homeless Veterans, Boston, MA.** As part of the renovation project of the well-known New England Center for Homeless Veterans, located in the downtown Boston, Ralph is leading the transportation analysis and permitting component of this study. The transportation evaluation focuses on ensuring that the implications of the renovation help to increase the internal efficiencies and operations of the Center, while reducing on-street impacts and improving building access for residents and patrons.

PREVIOUS EXPERIENCE

McMahon Associates, Boston, MA
Project Manager, 2007–2010

Boston Transportation Department, Boston, MA
Senior Transportation Planner, 1996–2007

SELECTED LECTURES AND PUBLICATIONS

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

Tom Yardley, AICP

Senior Associate

Tom Yardley, AICP, has 15 years of experience in a broad range of transportation and urban planning projects. As the Senior Transportation Planner at Medical Academic Scientific Community Organization, he managed consultant teams and supervised staff on a range of multimodal projects, represented the Longwood Medical and Academic Area at public meetings; built consensus at multiparty stakeholder meetings; and worked with member institutions, neighbors, and the City and State from concept plan through to implementation.

EDUCATION

Master of Urban Planning, Harvard University, Boston, MA
Bachelors of Arts, Geography, London School of Economics, London, United Kingdom

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Senior Associate, 2014–Present

PREVIOUS EXPERIENCE

Medical Academic Scientific Community Organization, Inc. (MASCO), Boston, MA
Senior Planner, 2008–2014

- Implemented traffic and access improvements and represent Longwood Medical and Academic Area (LMA) at public meetings in regard to transportation projects such as Melnea Cass Boulevard reconstruction, Urban Ring CAC, MBTA public hearings, MassDOT and Boston MPO transportation funding forums. Supervised Construction Coordinator and Transit Management Association (TMA) Manager.

Projects

- **Transportation Demand Management**. Implemented Transportation Demand Management (TDM) programs and worked with hospitals and colleges to reduce drive alone mode share.
  - Implemented new programs including carpool incentives, CommuteSwap program to encourage drivers to try the T and LMA-wide commuter events that increased participation in TDM programs
  - Presented TDM programs at new employee orientations and events for hospitals and colleges
  - Developed and presented menu of TDM programs for employees relocating from a suburban campus to LMA
- **Yawkey Station**. Advocated for and obtained 30 additional weekday commuter rail stops at the new Yawkey Station effective March 2014.

Tom Yardley
Senior Associate

- **MBTA Survey**. Designed and implemented survey of MBTA riders, achieved a 25% response rate and information was used to successfully advocate to maintain bus and subway services during 2012 proposed fare increases and service cuts.
- **Infrastructure Improvements**. Implemented new crosswalks, bike lanes, area-wide signage, Boston's first solar powered flashing beacons and a new bus layover.
- **MASCO Employee Shuttle Consolidation**. Assisted in consolidation of four private shuttle routes resulting in 75,000 fewer miles travelled annually.
- **Long-Range Planning**: Completed $500,000 in comprehensive area-wide access improvement studies including long-range underground transit service and new stations, circulation studies and work with State on new bus services.
- **Loading and Service Planning**: Worked with four major hospitals, Harvard Medical School and colleges on strategies to reduce area-wide traffic congestion and improve safety by developing a unified approach to loading and service deliveries to more than 30 docks. Early action items include shifting deliveries off-peak and increasing efficiencies of waste and recycling haulage.

BFJ Planning, New York, NY
Senior Associate 2002-2008

Projects

- **Manhattan Neighborhood Plan**. Prepared neighborhood plan for East Side, from 14th to 59th Streets, from inception through to adoption by the New York City Council. Plan resulted in deal for a land swap with the United Nations and a new park.
- **Large-Scale Environmental Studies**: Prepared and delivered on-time, large-scale environmental impact reports including Cold Spring Harbor Laboratory Master Plan, Yonkers Ballpark and Redevelopment of City of Peekskill landfill.
- **City of Philadelphia Zoning Code**: Through competitive bid processes, interviewed and won contract working for the City of Philadelphia City Planning Commission. Other zoning projects include Ruston, Louisiana and the City of Trenton, NJ.
- **Comprehensive Planning**: Helped write and prepare master plans and zoning changes for the City of Hudson, NY, Villages of Mamaroneck and Tarrytown, NY.
- **Municipal Advisory**: Worked for the City of New Rochelle with Forest City Residential Group on planning for a mixed-use waterfront development. And regularly advised town planning boards, Village trustees and developer clients.

Geoff Slater

Principal

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

EDUCATION

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

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2007–Present

- **Bus Service Planning,** including the redesign of existing services, market analyses, the development of service improvements, passenger ridechecks and surveys, the assessment of customer demand, and cost estimation. Recent projects include a complete redesign of Pittsburgh's transit system, the redesign of bus service in Kansas City, Memphis, Miami, and Providence, RI, the development of bus service improvements for Peoria, AZ, a transit feasibility study for Pinal County, AZ, and bus operations planning for Sky Harbor Airport in Phoenix, AZ. Geoff is currently leading the MBTA's Program for Mass Transportation (PMT).
- **Bus Rapid Transit,** including the development of Boston's Silver Line, which was one of the nation's first BRT lines. More recent BRT projects include the development of nine new Rapid Bus lines in Pittsburgh, a new BRT line in Providence, RI, and the examination of BRT options for Peoria, AZ.
- **Rail Planning,** including the development of new services and improvements to existing lines and systems. Recent projects include a streetcar feasibility study for Saint Paul, MN, the development of new streetcar lines in Kansas City, Minneapolis, and Providence, RI, improvements to Pittsburgh's light rail service, a light rail feasibility study in Peoria, AZ, an evaluation of the use of DMUs on the MBTA's Fairmount Line in Boston, MA.
- **Strategic Planning** to identify, evaluate, and determine effective strategies for the provision of improved transit services. These studies typically involve multiple modes and address service, institutional, and financial issues. Recent efforts include the Metro Providence Transit Enhancement Study, the George Washington Region Transit Policy Plan in the Fredericksburg, VA area, and the Charlottesville-Albemarle RTA Plan, in the Charlottesville, VA area.

PREVIOUS EXPERIENCE

Jacobs Engineering/Edwards and Kelcey/KKO and Associates
Manager of Transit Planning, 2006–2007; Senior Associate, 1997–2006

- Managed and conducted a variety of transit studies in North America and overseas designed to develop effective new transit services and to improve existing systems, with a particular focus on rail, bus, and BRT services.

Massachusetts Bay Transportation Authority, Boston, MA

Director of Planning, 1993–1996

- Directed planning activities for the MBTA, the sixth largest transit agency in the United States, providing a mix of rapid transit, light rail, bus, commuter rail, ferry, and paratransit services. Responsible for both technical and policy aspects of short range service planning, long range capital planning, development of new services, assessment of existing services, and the development of improved methods to improve service quality and delivery. Also responsible for environmental compliance, community affairs, and scheduling.

Lisa Jacobson

Senior Associate

Lisa Jacobson has transportation planning experience in the public, private, and non-profit sectors. Lisa has played a primary supporting role on a variety of projects, focusing on multimodal transportation planning projects, leading data collection, mapping, and market research efforts, as well as developing recommendations. Before joining Nelson\Nygaard, Lisa was a fellow with the National Complete Streets Coalition, where she worked on federal, state, and local policies to encourage street design to incorporate all users, regardless of age and ability. Lisa's work at the Coalition was recently published in an AARP report, "Planning Complete Streets for an Aging America."

EDUCATION

Master of City and Regional Planning, Concentration in Transportation, University of Pennsylvania
Bachelor of Arts, International Affairs, The George Washington University

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Senior Associate, 2013-Present; Associate Project Planner, 2012–2013, Associate, 2010–2012; Intern, 2009

Multimodal Transportation Projects

- **Grounding McGrath: Determining the Future of the Route 28 Corridor, Somerville, MA.** Worked on evaluating the future use and potential removal of elevated portions of the roadway to enhance livability, environmental health, and transportation access and mobility for all modes of travel.
- **GoBoston 2030, City of Boston Mobility Plan, Boston, MA.** Serving as analyst for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of "big data" to inform both current patterns and future conditions.
- **Centre City Redevelopment, Edmonton Alberta.** Data analyst for the transportation planning and design for a new 30,000 person infill "city within a city" upon former airport lands. Included carbon-neutral plan of new LRT, tram, bus, bikeways, and parking management systems fits within a complete streets "family" oriented around new open space and water features.
- **Blueprint for Transportation Reform, Smart Growth America.** Researched and wrote policy briefs for *The Innovative DOT: A handbook of policy and practice*, published in Summer 2012.
- **Kendall and Central Square (K2C2) Planning Study, Cambridge, MA.** Reviewed and enhanced Cambridge's progressive transportation and sustainability policies to promote transit use, biking, and walking in growing districts in Cambridge.
- **Providence I-195 Development District Design Frameworks Plan.** Shared parking and complete streets design for the area that remains from the I-195 relocation project.
- **East Franklinton Creative Community District Revitalization Plan, Columbus, OH.** Worked to develop a revitalization plan for a neighborhood focusing on attracting artists and other creative individuals

NELSON NYGAARD

Lisa Jacobson
Senior Associate

to this emerging area. Tasks included existing conditions analysis, opportunities and constraints summary, best practices, preliminary plan and development concepts.

- **Santander Bank Parking and Transportation Demand Management Plan, Boston, MA.** Developing short- and long-term parking and TDM strategies for Boston area Santander headquarters, including planning for trips between regional offices.
- **Alexion Pharmaceuticals Transportation Planning and Consulting, New Haven, CT.** Developing a TDM plan for Alexion's new downtown New Haven headquarters; integrating programs with existing and ongoing New Haven TDM, parking, and transit initiatives.
- **Tufts University, Medford, MA.** TDM Plan for three Massachusetts campuses; developing strategies, parking demand modeling, and implementation plan.
- **Chicago Children's Memorial Hospital Redevelopment TDM, Chicago, IL.** Developed a TDM plan, shared parking strategy, and trip generation estimate to supplement KLOA's traffic analysis.
- **Allentown Downtown Development Plan, Allentown, PA.** Analysis and outreach to develop a transportation framework to support a growing downtown, including one-way to two-way conversions, parking management strategy, transit planning, and other development-supportive transportation policies.
- **Bridgewater Revitalization Plan, Bridgewater, MA.** Led transportation components of a downtown redevelopment plan, including planning guidelines, circulation changes, updated parking management, and interface with the commuter rail.
- **Santa Monica LUCE Transportation Implementation, City of Santa Monica, CA, Santa Monica, CA.** Various tasks to implement transportation elements of the LUCE, which includes bicycle implementation, zoning, downtown parking implementation, expo coordination, and multimodal.
- **Essex Town Transportation Study, Essex, CT.** Identified and mapped pedestrian, bicycle, and parking existing conditions, including pedestrian level-of-service, and assessed needs for future identification of multi-modal strategies.
- **New Haven Hill to Downtown TOD Study.** Analysis and outreach for transportation connectivity components that integrate the Hill residential neighborhood, the Medical District, Downtown, and Union Station.
- **Beyond Boston–Transit Study for the Commonwealth, MassDOT, Boston, MA.** Worked on an ongoing management and service strategy for the 15 Regional Transit Authorities outside of the MBTA in Boston. Wide ranging strategies covering service guidelines, contracting, reporting, funding and interagency collaboration are being developed through a broad stakeholder group.
- **Somerville Bow Street Road Diet, Somerville, MA.** Assisted with layout design for reverse angle parking on Bow Street and created communications/marketing materials for public education.
- **Lexington Parking Study, Lexington, MA.** Identified areas of greatest and least demand, created pricing structure, and calculated revenues based on parking utilization. Working on implementation and outreach, including incorporation of wayfinding signage between Lexington Center, the Battle Green, and the Minuteman Bikeway.
- **Haverhill Parking Study, Haverhill, MA.** Analyzed downtown parking utilization and regulations and identified potential strategies to improve parking.
- **Nantucket Parking Study, Nantucket, MA.** Created matrix of all possible combinations of parking strategies and technologies to evaluate the best approach for downtown parking.
- **Arlington Parking Management Plan, Arlington, MA.** Analyzed parking supply, demand, location, and pricing in Arlington Center and to develop a Parking Management Plan with specific strategies to alleviate real and perceived parking problems in the area.
- **Salem Comprehensive Parking Study, Salem, MA.** Designed, organized, and conducted an extensive parking utilization data collection effort in downtown.

BUROHAPPOLD ENGINEERING

Ariella Maron brings a wealth of expertise in the energy sector, and is well-known in New York City for her involvement in PlaNYC and the city's efforts to reshape the energy profile of its building portfolio. Before joining BuroHappold, Ariella was the Deputy Commissioner for energy management at the NYC Department of Citywide Administrative Services. She was also deputy director of the NYC Mayor's Office of Long-Term Planning and Sustainability, the office responsible for the implementation of PlaNYC, the city's long-term sustainability plan, and a member of the core team that developed PlaNYC, focusing on air and water quality, energy, and climate change. Not only does Ariella have significant experience developing energy plans, she has experience implementing these plans, providing her with a realistic understanding of what is achievable and how best to achieve it. Her recent work includes the New York Power Authority's (NYPA) Five Cities Energy Master Plans, which involved the development of comprehensive energy master plans for five of the largest cities in New York State. She also provided project management of NYPA's "BuildSmart NY," a plan to strategically implement an executive order to improve the energy efficiency of the city's buildings 20% by 2020.

ARIELLA MARON
LEED AP

POSITION
Principal

SPECIALISM
Energy, Sustainability, Strategic Infrastructure Planning, Strategic Planning, and Project Management

QUALIFICATIONS
Master of City Planning, Massachusetts Institute of Technology (2003); Bachelor of Arts, Economics and Environmental Studies, University of Pennsylvania (1999)

ACCREDITATIONS
LEED Accredited Professional (AP)

MEMBERSHIPS
Urban Green Council

BUROHAPPOLD
2012 – present

KEY PROJECT INFORMATION

NYPA Five Cities Energy Master Plans
Albany, Buffalo, Rochester, Syracuse, Yonkers

NYPA Contracting Advisory Services
New York

Transportation Station Analysis for a Confidential Client
New York, NY

Strengthening NYC's Civic Sustainability Infrastructure: Sandy Success Stories
New York, NY

Enterprise Community Partners Resiliency Planning
New York, NY

New York City Economic Development Corporation RISE : NYC Competition
New York, NY

Towards a Master Plan for Jamaica Bay
Queens, NY

Detroit Future City
Detroit, MI

Archer Avenue
Queens, NY

New York Power Authority BuildSmart NY
New York

New York City Economic Development Corporation, Citywide Sustainability & Energy Policy Initiatives*
New York, NY

New York City Mayor's Office of Long-Term Planning & Sustainability, PlaNYC*
New York, NY

New York City Department of City Planning, Bronx Office*
Bronx, NY

NYC Municipal Energy Management and Greenhouse Gas Reduction*
New York, NY

*experience prior to joining BuroHappold

BUROHAPPOLD ENGINEERING

STEVEN BAUMGARTNER
PE CEM HBDP LEED AP®

POSITION
Associate Principal

SPECIALISM
Sustainability Consulting, Energy and Infrastructure Planning

QUALIFICATIONS
Bachelor of Science, Mechanical Engineering, Union College (1999)

ACCREDITATIONS
Professional Engineer (PE): New York, District of Columbia; LEED Accredited Professional (AP): ASHRAE High Performance Building Design Professional (HBDP); Certified Energy Manager (CEM) from Association of Energy Engineers

MEMBERSHIPS
ASHRAE; US Green Building Council (USGBC); Society for College and University Planning (SCUP)

TEACHING
Adjunct Professor: Columbia GSAPP Center of Urban Real Estate; Lecturer: Cornell, Cooper Union, The New School, Lynn University

BUROHAPPOLD
2007 – present

Steven Baumgartner specializes in infrastructure planning and sustainability framework development. He has a history of creating unique solutions to assist his clients in meeting their organizational missions. With a background in mechanical engineering, he has been involved in design and research of energy simulation/analysis and sustainable system design through a number of projects in various stages of design and construction. Steven provides environmental and energy engineer expertise and is responsible for building environmental strategies, conceptual design studies, strategic energy services, sustainable design research, and energy/carbon action plans and implementation plans. He runs multiple sustainability consultancy projects throughout the world. Steven is the former President of the New York Chapter of ASHRAE. He teaches and lectures at colleges and universities throughout the country including a new three part class he co-developed on "High Performance Development" at Columbia University (GSAPP, MSRED). Steven has contributed to many publications on a broad range of topics related to sustainable building, including several chapters in ASHRAE's GreenGuide, "The Design, Construction and Operation of Sustainable Buildings" (Third Edition). Steven regularly speaks about net-zero energy and low carbon campuses, with lectures including "Sustainable Building Codes and Standards: India, China and the Middle East" with Arup; "Breaking the Psychological Barrier of Net Zero Energy" with Sasaki Associates; and "Taking Zero Net Energy from Building Scale to Campus Scale" with Saski Associates.

KEY PROJECT INFORMATION

Miami Innovation District
Miami, FL

Destination Medical Center
Rochester, MN

NYPA Five Cities Energy Master Plans
Albany, Buffalo, Rochester, Syracuse, Yonkers

Case Western Reserve University Master Plan
Cleveland, OH

New York City Economic Development Corporation RISE : NYC Competition
New York, NY

World Bank Southeast Asian Cities Energy Efficient Cities Program
Asia

Northside Urban Redevelopment Plan
St. Louis, MO

King Abdullah City for Atomic and Renewable Energy
Riyadh, Saudi Arabia

The New School, University Carbon Review
New York, NY

Confidential Corporate Headquarters Campus Master Plan
Baltimore, MD

Vizag Knowledge City Master Plan
Vishakhapatnam, India

University of North Carolina at Chapel Hill, Strategic Sustainability Plan
Chapel Hill, NC

Envisioning Courthouse Square
Arlington, VA

BUROHAPPOLD ENGINEERING

Christopher Rhie is an Energy and Sustainability Planner in BuroHappold's Cities group. With a background in urban planning and environmental management, he has multifaceted experience with the implementation of energy and climate action initiatives within large, complex institutions. Chris is highly attuned to decision-making processes within multidisciplinary teams, and is especially effective at communicating sustainability principles among diverse audiences. He is currently working on master plans at George Mason University and an urban infill district in Northern Virginia, focusing on energy, infrastructure, and the development of sustainability frameworks. Prior to joining the firm, Chris was an energy analyst at the City of New York, where he coordinated energy efficiency audits and retrofits at over 300 municipal facilities. Operating under PlaNYC, the city's long-term plan for sustainability, he was the lead analyst on a $100 million capital budget. Previously, he developed energy and climate benchmarking protocols for the City of Oakland, California.

CHRISTOPHER RHIE
LEED AP ND EMIT ENV SP

POSITION
Energy and Sustainability Planner

SPECIALISM
Sustainability Consulting

QUALIFICATIONS
Bachelor of Arts, Political Science, Yale University (2007); Master in City Planning & Master of Science in Real Estate Development, Massachusetts Institute of Technology (2013)

ACCREDITATIONS
LEED Accredited Professional Neighborhood Development (LEED AP ND); Energy Manager in Training (EMIT); Envision Sustainability Professional (ENV SP)

MEMBERSHIPS
US Green Building Council (USGBC); American Planning Association (APA) New York Metro, Environment and Urban Design Committees; Society for College & University Planning (SCUP); Forum and Institute for Urban Design Young Fellow; Urban Land Institute (ULI)

BUROHAPPOLD
2014 – present

KEY PROJECT INFORMATION

Miami Innovation District
Miami, FL

Destination Medical Center
Rochester, MN

Case Western Reserve University Master Plan
Cleveland, OH

Hofstra University Master Plan
Hempstead, NY

George Mason University Master Plan
Fairfax, VA

University of the Sciences Facilities Master Plan
Philadelphia, PA

University of North Carolina at Chapel Hill, Sustainability Strategic Plan
Chapel Hill, NC

Envisioning Courthouse Square
Arlington, VA

Confidential Corporate Headquarters Campus Master Plan
Baltimore, MD

New York City Economic Development Corporation RISE : NYC Competition
New York, NY

PlaNYC Municipal Energy Efficiency Program*
New York, NY

Oakland Energy and Climate Action Plan*
Oakland, CA

Urban Future Lab Resilient Technologies Exhibit*
New York, NY

Boston Housing Authority Strategic Sustainability Plan*
Boston, MA

*experience prior to joining BuroHappold

BUROHAPPOLD ENGINEERING

AMELIA ABOFF
LEED AP BD+C

POSITION
Consultant

SPECIALISM
Project Management & Consultancy, Sustainability

QUALIFICATIONS
Master of Science, Real Estate Development, Columbia University GSAPP (2012); Bachelor of Arts, Environmental Studies and Urban Studies, Brown University (2011)

ACCREDITATIONS
LEED Accredited Professional (AP) Building Design + Construction

MEMBERSHIPS
US Green Building Council

BUROHAPPOLD
2012 – present

Amelia Aboff joined BuroHappold Engineering in 2012. With a background in real estate development and urban sustainability, she is able to analyze developments and prepare deliverables for large-scale, urban projects with a focus on infrastructure and sustainability improvements. Amelia is currently working on the development of a sustainability plan for The New School, as well as an economic feasibility analysis for a range of proposed developments outside of the capital city of Saudi Arabia. Previously, she contributed to BuroHappold's work for Jamaica Bay Great Urban Park, supporting the development of new partnership structures and framework plans for 10,000 acres of parkland in New York City. Prior to joining BuroHappold, Amelia worked on a variety of public/private initiatives focused on energy and sustainability analysis, formalizing organizational structures for sustainability efforts and working with local stakeholders to define and develop plans for the revitalization of urban public spaces.

KEY PROJECT INFORMATION

University of North Carolina, Chapel Hill Sustainability Strategic Plan
Chapel Hill, NC

The New School Sustainability Planning
New York, NY

New York City Economic Development Corporation RISE : NYC Competition
New York, NY

Jamaica Bay Great Urban Park
Brooklyn and Queens, NY

Towards a Master Plan for Jamaica Bay
Brooklyn and Queens, NY

Al Aredh National Park
Riyadh, Saudi Arabia

Lower Mississippi River Delta Design Initiative
Louisiana

NYC Mayor's Office of Long Term Planning and Sustainability*
New York, NY

Energy Tax Savers, Inc.*
Syosset, NY

*experience prior to joining BuroHappold

BUROHAPPOLD ENGINEERING

ALASDAIR YOUNG
MA (Hons) MEng MSt CEng MIMechE

POSITION
Associate Director

SPECIALISM
Energy Consulting

QUALIFICATIONS
MA (Hons) MEng Mechanical Engineering;
MSt Interdisciplinary Design for the Built Environment;
Chartered Engineer.

MEMBERSHIPS
Member of the Institution of Mechanical Engineers.

BUROHAPPOLD
2005 - present

Alasdair Young joined BuroHappold Engineering in 2005 after working in the UK's largest newspaper production plant. Alasdair's main expertise is in designing infrastructure systems which can enable sustainable and low carbon development, particularly when utility systems for energy and water can be designed to 'close the loop' with materials, waste, and wastewater cycles.

Alasdair has led numerous projects involving sustainable energy, water and waste systems at a range of scales. He is the Practice 'champion' for CHP and community heating and has worked on projects through optioneering, feasibility, scheme design and procurement. He also has detailed design experience of numerous low and zero carbon energy infrastructure, including solar photovoltaics, biomass and large scale wind. As well as technical expertise Alasdair has experience of developing techno-economic models of low carbon energy and infrastructure systems to develop business cases for funding and procurement. Recent work has focused on delivery of new sustainable utility systems on large redevelopment schemes which has given him strong insights into the energy services and multi-utility market place.

As well as this project based work Alasdair has led a number of policy projects, including work for London First and the Greater London Authority on developing low carbon heat networks throughout London. This work addresses the barriers and policy changes required to make these systems economically viable for private sector investors. Alasdair has also given evidence to the London Plan Examination in Public on decentralised energy and was a member of the Department of Energy and Climate Change District Heating Sounding Board. He was a member of the UK Green Building Council Taskforce on Sustainable Infrastructure and the follow up taskforce to this, Legal Frameworks for Sustainable Infrastructure.

KEY PROJECT INFORMATION

Alectron Solar Farms
UK

London's Secondary Heat Capacity Study
London, UK

London Renewable Energy Feasibility Study
London, UK

London First Decentralised Energy Study
London, UK

London 2012 Olympic Park and Site-wide Infrastructure
London, UK

London Thames Gateway Heat Network
London, UK

Greenwich Peninsula Site Wide Energy Strategy
London, UK

Langley Academy of Science, Sustainable Technology
London, UK

University of Leicester Carbon Reduction Strategy
Leicester, UK

Sustainable Development Commission
UK

BUROHAPPOLD ENGINEERING

Julie Janiski joined BuroHappold Engineering in 2010 and leads BuroHappold's integrated high performance building design team. Julie's background in architecture and sustainable design, and a deep interest in projects that innovate in these two areas at all scales - buildings, infrastructure and cities - informs her design process. She employs energy analysis and sustainable strategies to drive high performance design and develop solutions with qualitative metrics to measure performance. Julie's multidisciplinary project leadership work includes academic, cultural and residential projects such as the new Cornell Tech Residential Tower in New York City and the School of Architecture renovation and addition at Tulane University. Her current Analytics work includes sustainability strategy for the New Atlanta Stadium, the Destination Medical Center project in Rochester Minnesota, and new U.S. Embassy for the State Department.

JULIE JANISKI
LEED AP® BD+C

POSITION
Senior Designer, Analytics

SPECIALISM
Integrated High Performance Building Design

QUALIFICATIONS
Master of Architecture, University of Michigan; Master of Design Science, University of Sydney; Bachelor of Arts, New York University.

ACCREDITATIONS
LEED Accredited Professional (AP)

MEMBERSHIPS
New York Chapter, United States Green Building Council

BUROHAPPOLD
2010 – present

KEY PROJECT INFORMATION

Destination Medical Center
Rochester, MN

Tulane University Richardson Memorial Hall
New Orleans, LA

Cornell Tech Residential Tower
New York, NY

King Abdullah City for Atomic and Renewable Energy
Riyadh, Saudi Arabia

Tong Shan Mixed Use Development
Pudong, Shanghai, China

Aerospace City Mixed Use Development
Doha, Qatar

Willets Point Mixed Use Development
New York, NY

King Abdullah Financial District Mixed Use Development Parcel 1.11
Riyadh, Saudi Arabia

The Tower at PNC Plaza
Pittsburgh, PA

Yale University School of Management
New Haven, CT

Oberlin College Peer Review
Oberlin, OH

SUNY Downstate New Academic Building
Brooklyn, NY

Rice University Klein Hall for Social Sciences
Houston, TX

SUNY Cobleskill Ag-Tech Hub
Cobleskill, NY

U.S. Embassy
Overseas

Community Opportunities Group, Inc.

RESUMES

Peter D. Sanborn, President

Experience

A founding partner of Community Opportunities Group, Peter Sanborn has more than thirty-five years of experience in housing, community and economic development, historic preservation, project and construction management, site and project feasibility studies and housing studies. While responsible for the management and marketing of the firm, Mr. Sanborn is also a working principal who is directly involved in COG's day-to-day professional work.

Mr. Sanborn has expertise in grant writing and has secured CDBG and other funding for housing, infrastructure and public facilities projects, economic development, and public services for municipal clients. He has also implemented numerous other public grant programs and provided planning and construction project management to the firm's client communities. Mr. Sanborn serves as a CDBG and public procurement compliance specialist to clients and staff.

Mr. Sanborn actively participates in many of the firm's planning engagements and has led public engagement efforts and committee-level work on planning projects. Mr. Sanborn also assists clients in conducting service and facility needs assessments for targeted user groups and serves as liaison between clients and federal- and state-level agencies.

Prior to forming COG, Mr. Sanborn worked as a community development and management consultant. Earlier in his career, he also worked as the planning coordinator at the New Hampshire Division of Public Health's Office of Emergency Health Services.

From 1991-2007, Mr. Sanborn was a Board member (and past President) of Shelter, Inc. (now Heading Home), a Cambridge-based organization that provides emergency shelter, transitional, and supportive permanent housing and related services to homeless individuals and families in greater Boston. During his tenure as President, Shelter completed a new five year strategic plan and moved forward in aggressively implementing it, thereby achieving a significant expansion of its housing inventory and programs.

Education

Masters in City Planning Program (graduate course work), Boston University.
Professional Development Courses, Graduate School of Design, Harvard University.
B.A., History, University of New Hampshire.

Professional Affiliations

American Planning Association
National Trust for Historic Preservation
Connecticut Community Development Association
Licensed Real Estate Broker, Commonwealth of Massachusetts

Community Opportunities Group, Inc.

Roberta Mitchell Cameron, AICP, Planner

Experience

A planning consultant for over 18 years, Roberta Cameron has assisted in the preparation of community-wide master plans and targeted planning strategies in communities throughout Massachusetts and neighboring states. Ms. Cameron has examined complex issues facing communities in the region and innovative alternatives for achieving community goals, especially in the areas of land use, housing, economic development, and zoning. She is skilled with quantitative analysis, synthesizing and creatively communicating data from a variety of sources, as well as facilitating public process to respond to an understanding of relevant concerns. She has considerable experience in assessing fiscal and community impacts of proposed policy changes and development projects, and in preparing market analyses for improvement of town centers and other mixed use districts. Most recently, Ms. Cameron oversaw preparation of a Consolidated Plan for the city of Salem, MA, which entailed intensive public process, as well as market and needs analysis and stakeholder outreach.

SAMPLE PROJECTS

- Medfield Housing Production Plan
- Phillipston and Royalston Housing Production Plans
- Portsmouth, NH Master Plan Baseline Analysis
- Easton Master Plan
- Bedford Master Plan
- Middleborough Housing Production Plan
- Scituate Commercial Areas Market Study

Before joining COG, Ms. Cameron worked with Larry Koff & Associates where she contributed to projects including master plans, housing and economic development strategies, zoning and fiscal impact analyses, and other targeted plans. Ms. Cameron coordinated quantitative analysis, research, and GIS mapping; conducted public outreach; and evaluated policy and market conditions, integrating a comprehensive perspective with an understanding of specific areas of concern. During this time, Ms. Cameron also collaborated with other consulting firms in the region, including Planners Collaborative Inc., John Brown Associates, Taintor Associates, and Todreas Hanley Associates, providing support in the preparation of numerous master plans, economic development, and downtown revitalization strategies.

Education

Master of City Planning, Boston University, Boston, MA

Bachelor of Arts in Economics and Music, Mount Holyoke College, South Hadley, MA

Professional Affiliations

American Planning Association, Massachusetts Association of Consulting Planners, Massachusetts Association of Planning Directors

Community Service

Preserve Medford Campaign for Community Preservation Act, Medford Green Line Neighborhood Alliance and Medford Street Tree Advocacy Group

Community Opportunities Group, Inc.

Courtney Starling, AICP, Planner

Experience

Courtney Starling joined COG in 2013 and works as a planner specializing in zoning, land use, housing, and economic development. Ms. Starling has over 8 years of experience working in urban, suburban, and rural communities in Massachusetts, Connecticut, and Vermont.

Ms. Starling has worked on major planning projects such as master plans, comprehensive plans, district plans, housing plans, and economic development plans. In support of these projects, she has provided public outreach, statistical analysis, graphic design and visual aids, quantitative and qualitative research and data analysis, and GIS services. In addition, Ms. Starling has extensive experience writing and interpreting zoning bylaws and ordinances, performing market analysis, identifying challenges to obtaining desired development due to regulatory issues, and engaging the public to identify and address neighborhood issues. Ms. Starling is well versed in local government administration and the regulatory framework in which they operate and has extensive experience working with the public. She excels at disseminating complex concepts in an accessible and meaningful manner to all types and manners of participants and stakeholders.

SAMPLE PROJECTS

- Cambridge Zoning Ordinance Table of Uses
- Newburyport Zoning Ordinance Recodification
- Foxborough Sign Bylaw
- Phillipston & Royalston Affordable Housing Production Plans
- Easton Master Plan
- Arlington Master Plan
- Peabody Economic Development Strategy

Prior to joining COG, Ms. Starling worked as a Zoning Administrator in Shelburne, Vermont and a Regulatory Planner in Brookline, Massachusetts. In both positions, Ms. Starling was responsible for reviewing development proposals for conformance with zoning, building, and preservation codes as well as for drafting language for zoning articles. Through these experiences, Ms. Starling has also worked with the development of affordable housing, streetscape improvement projects, historic preservation, wayfinding program administration, and local business outreach assistance. Ms. Starling also served as the GIS Administrator in Suffield, Connecticut.

Education

Master of Regional Planning, University of Massachusetts, Amherst, Massachusetts

Bachelor of Arts in Geography and Urban Studies, Wayne State University, Detroit, Michigan

Professional Affiliations

American Planning Association

Community Opportunities Group, Inc.

Patricia Conley Kelleher, Planner

Experience

Patricia Kelleher is a preservation planner at COG with over 20 years of experience working in Massachusetts communities. She is the lead author of municipal preservation planning projects and cultural/historic and open space elements for COG's master planning projects and is responsible for historic resource survey projects and National Register nominations. Ms. Kelleher also serves as project manager for large, multi-phase planning engagements where she works closely with city and town officials on planning and historic preservation issues and coordinating the work of participating planning staff and subcontractors.

Ms. Kelleher is currently serving as project manager for the City of Salem's Historic Preservation Plan where she is working closely with the Office of Planning and Community Development and local preservation groups to identify historic and cultural resources and develop strategies to address local preservation concerns. She recently completed a similar plan for the Town of Barnstable. She recently completed an historic resource survey for the Town of Manchester-by-the-Sea and is completing National Register nominations in Beverly and Salem.

REPRESENTATIVE PROJECTS

Salem Historic Preservation Plan

Chelmsford Historic & Cultural Preservation Plan

Historical & Cultural Resources Element Arlington Master Plan

Barnstable Historic Preservation Plan Update

Framingham Center Common Historic District Expansion

Dedham Master Plan

Ms. Kelleher has also researched and written master plan elements for a number of Massachusetts communities, including Clinton, Dedham, Groton, Lincoln, Princeton, and Westford, and is currently preparing elements in Arlington and Harvard. She has also had principal responsibilities for preparing Open Space and Recreation Plans or relevant master plan elements for Ayer, Clinton, Dedham, Groton and Westford.

Ms. Kelleher previously worked for the City of Somerville as Director of the Historic Preservation Commission where she led regulatory review for the City's local historic districts, completed historic resource surveys, and conducted promotional and educational activities. She also served as Preservation Planner for the Somerville Planning Department where she reviewed development projects affecting historic properties. Prior to her tenure in Somerville, Ms. Kelleher served as a MACRIS Intern at the Massachusetts Historical Commission.

Education

Master of Arts: Preservation and Urban Studies. Boston University, Boston, Massachusetts.

Bachelor of Science in Historic Preservation, Cum Laude. Roger Williams College, Bristol, Rhode Island.

Community Service

President, Board of Directors, Historic Salem, Inc., Salem, Massachusetts (2004-2006)

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KEVIN HIVELY

Kevin Hively is the founder and President of Ninigret Partners. He brings 18 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. Private clients have include four USNWR top ranked hospitals, and leaders in the fields of medical devices, property & casualty insurance, polymers, and electronics.

Public clients include the state development agencies in MA, CT, RI; major cities including Detroit MI, Boston MA, Philadelphia PA, Grand Rapids MI, Youngstown OH, Hartford CT, New Haven CT, Stamford CT, Providence RI, Springfield MA. Industry development strategies have included marine tech, life sciences, consumer product manufacturing, OCTG, clean tech among others.

Previously he was a member of the Global Leadership Management Group for Telesis, the strategy consulting arm of Towers Perrin. While at Telesis he worked with the firm's energy group. Clients included major manufacturing businesses involved in shipbuilding, building materials, photonics, electronics, and aerospace industries. Mr. Hively also supported the economic development strategy activities of Telesis working on projects in several US states, Panama Canal Commission, and several World Wildlife Fund and Nature Conservancy ecotourism studies in Africa and Oceania.

Prior to Telesis, Mr. Hively was Director of Policy for the State of Rhode Island. He also served as Vice Chair of the State Planning Council where he chaired the CEDS subcommittee and chaired the Energy Facility Siting Board. While serving the governor, he was involved in a series of economic development projects including the award winning attraction strategy for Fidelity Investments; $120 million public financing strategy for the Providence Place Mall; launch of the Freight Rail Improvement project; investigation into the feasibility of an intermodal port facility at Quonset Point and creation of the state's Slater Technology Investment Fund. He also led the state's initiative to deregulate the energy industry.

Mr. Hively also maintains an active civic life. He has been involved in state and national organizations including Urban Ventures, the Hope Street Group, the Energy Policy Forum of the American Enterprise Institute and the Strategic Economic Development Organizations Working Group of the Aspen Institute. Mr. Hively has coauthored or been a contributing writer on books and publications involving key business issues in the energy industry, risk management and mergers and acquisitions. Recently he supported the work of the Congressional committee investigating the financial crisis of 2009. For the Commission he evaluated the deal flow and characteristics of the RMBS/CDO marketplace.

EDUCATION
BA, Public Policy
Brown University

MIT Professional Development Institute

AFFILIATIONS
EDF-RI (Bd of Directors)
Hope Street Group (fmr Bd of Directors)
Urban Ventures (fmr Bd of Directors)
Energy Policy Forum Member – American Enterprise Institute
Strategic Development Organizations Working Group – Aspen Institute

PRESENTATIONS
US Manufacturing Renaissance
National APA Conference, 2014

Sustainable Cities Design Academy
American Architectural Foundation, 2012

P3 for New Infrastructure
National ABA State & Local Law Conference, 2010

Transformational and Transactional Development
Northeast Economic Developers Association, 2010

Infrastructure and Development Finance Options
American Public Works Association Regional Summer Session, 2009

Coastal Development
The Coastal Institute, 2007

Public Private Partnerships
New England Public Finance Conference, 2006

ADDITIONAL
Lecturer
Brown University
Harvard GSD

Urban Design Graduate Studio Reviewer
Harvard GSD
Northeastern University

Consultant

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Kevin Hively – Project Experience

Economic Development and Industry Planning Projects

- Boston Marine Industrial Park (Boston Redevelopment Authority, current)
- New Haven / SCSU BioCareer Ladder (New Haven CT, May 2015)
- Advance East Central Indiana (Muncie IN, July 2015)
- Grand Rapids (MI) Downtown & River Action Plan (Downtown Grand Rapids Inc., July 2015)
- UCONN NextGEN 21st Century (June 2015)
- Detroit Innovation District (City of Detroit MI, 2015)
- Springfield MA Stearns Square / Worthington St Downtown Corridor (Develop Springfield, June 2014)
- Gloucester Harbor Economic Strategy and Municipal Harbor Plan (city of Gloucester, June 2014)
- Youngstown US 422 Corridor (Youngstown Neighborhood Development Corporation, 2014)
- Philadelphia Manufacturing Strategy (Philadelphia Industrial Development Corporation, 2013)
- New Haven Downtown-to-Hill/Medical District Plan (City of New Haven, 2013)
- Hartford Economic Strategy (City of Hartford, 2013)
- New Haven Mill River Industrial District (EDC of New Haven, 2013)
- Providence Knowledge District Development Planning (City of Providence RI, 2010)
- Stamford West Side Redevelopment Prospectus (Charter Oak Communities/Stamford Housing Authority, 2009)
- Providence Industrial Waterfront Planning Study (Providence Planning and Development, 2009)
- Tourism Development Strategy (Sturbridge MA Historic Preservation Partnership, 2008)
- Water Dependent Industries Economic Assessment (Bay Rivers, Watershed Consortium, 2007)
- Downtown Development and Life Science Business Park Economic Strategy (Mansfield MA, 2007)
- Base Realignment Strategy (RI Governor Base Retention Commission, 2006)
- RI Biotech and Life Science Industry Development Strategy (BioGroup, 2005)
- Marine Bioscience Park Feasibility Analysis and Marketing Management (Marine BioPark Partnership, 2003)

Real Estate Market & Feasibility Studies

- Stamford Westside Corridor Plan (City of Stamford CT, current)
- Coal Power Plant Reuse (MASS Clean Energy Center, July 2015)
- Lower Broadway Urban Renewal Plan (city of Everett MA, 2014)
- RT 1 Eastern Connecticut Corridor (Lower CT River Valley COG, 2014)
- Hartford Housing Dynamics (City of Hartford, 2014)
- Hartford Downtown West / North Park (city of Hartford, 2013)
- Gardner Mill St Corridor Brownfields Assessment Urban Renewal Plan (MassDev, 2012)
- Medway Oak Grove Development Study (Medway/MASSDEV, 2012)
- Walpole Rt 1A Industrial Park Reuse (Walpole MA, 2011)
- Hatfield Business and Technology Park (Hatfield MA Redevelopment Authority, 2010)
- Biomedical Translational Science Research Institute (Lifespan, 2010)
- Green Tech / Renewable Energy Park Feasibility (Bourne MA, 2008)
- Retail Mix Assessment for Water-side Resort Complex (O'Neill Properties Group, 2006)
- Corporate Park Redevelopment (Town of Middletown, RI 2006)
- SE New England Housing Market (Bank of America, 2006)
- Resort Community Price Points & Positioning (O'Neill Properties, 2005)
- University/Hospital Institutional Space Demand Assessment (Trammel Crow, 2005)
- Urban Entertainment District Development Concepts (Entertainment-focused REIT, 2005)
- Hotel Market Product Positioning (Mystic CT & Freeport ME, 2005)
- Build-out Analysis and Development Capacity on Aquidneck Island (NCDC, 2004)
- Biomanufacturing Pilot Plant Feasibility Assessment (Parsons Engineering & URI, 2004)
- Aquaculture Incubator Feasibility Analysis (Roger Williams University & CRMC, 2003)
- Tech Park Development (Town of Tiverton, RI 2003)

Development Financing/Transaction Support

- 100 College St/Alexion Corporate HQ (City of New Haven, 2011)
- Monetization/Privatization Strategy (New Haven Parking Authority, 2011)
- TIF Development Financing Advisory (East Providence Waterfront Development Commission, 2010)
- Project "Outside" Infrastructure Acquisition (Macquarie Bank, 2008)
- Warwick Intermodal Station (RI Airport Corporation and RIDOT, 2004-2007)
- HOPE VI Project Financing (Newport RI, 2004)
- Federal Rail Funding Access Strategy (East Providence Waterfront Commission, 2004)
- Biotech Company Real Estate Development Financing Strategy (RIEDC, 2004)

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EDUCATION
Master of Community Planning
University of Rhode Island

BA, International Relations
College of William and Mary

AFFILIATIONS
American Planning Association
National & MA Member

National Coalition of
Dialogue & Deliberation
Member

PRESENTATIONS
Building Community Through Collaboration
National APA Conference, 2012

Community Readiness
Community Development Society
Webinar Series, 2012

A New Approach to Form Based Codes
Southern New England APA
Conference, 2011

Telling Our Stories in Communities
Rural Heritage Institute, 2010

Funders & the Funded: A Symbiotic Relationship
Midcoast Maine Juice
Conference, 2009

Tools for Building Sustainable Communities
National APA Conference, 2008

ADDITIONAL
Adjunct Faculty
RI School of Design

Urban Design
Studio Reviewer
RI School of Design

Resource Team Member
Citizens Institute on Rural Design

ARIANA MCBRIDE

Ariana McBride is a community planner with more than a decade of experience in community and organization development. Over the course of her career, she has worked with cities and towns in all five New England states on projects including downtown master plans, open space and recreation planning, comprehensive plans and new village development. At NP, Ariana focuses on project management, public engagement, information design and research.

Most recently, Ms. McBride was a Senior Associate at the Orton Family Foundation where she managed demonstration projects in New England. Her role included providing technical assistance on issues ranging from community engagement to research on demographic, economic and land use trends. She facilitated events regularly using technologies like keypad polling, visual preference surveys and action prioritization.

Ms. McBride co-developed the Foundation's Heart & Soul Community Planning approach, which emphasizes citizen engagement, collaborative decision making and local capacity building. She led research in the development of a community readiness assessment to help people design effective community projects and developed innovative planning methods including story based visioning, community network analysis and values based action planning. Also, she assisted in the development of the Citizens Institute on Rural Design, a program of the National Endowment of the Arts and currently serves as a Resource Team Member.

Prior to her time at the Foundation, Ms. McBride worked for the Rhode Island Economic Policy Council where she focused on developing a place-centered approach to economic development. Her projects included the One River Project, a collaborative initiative with the Rhode Island School of Design (RISD), which sought to advance more integrated waterfront design, and the Rhode Island Economic Monitoring Collaborative, which sought to assess the state of RI's water dependent industries.

Ms. McBride has volunteered her services to help communities improve their planning efforts. As a Board Member for the Better Middlebury Partnership VT), she developed a retail study project plan including writing grants that secured private, town and state funding, building a strong local advisory team and writing a Request for Proposals that resulted in a competitive and successful consultant selection.

Ms. McBride earned a Masters of Community Planning from the University of Rhode Island and she received her bachelor's degree in International Relations from the College of William and Mary in Williamsburg, Virginia.

UMASS Office of the President

University of Massachusetts Donahue Institute
Connecting the University to the Commonwealth

Daniel J. Hodge

Director of Economic and Public Policy Research, UMass Donahue Institute

Education
Master of Arts, Applied Economics, University of Michigan, 1999

Master of Public Policy, University of Michigan, 1999

Bachelor of Arts, Economics/Finance, Lafayette College, 1994

Professional Affiliations
TRB Transportation and Economic Development Committee, Member

Areas of Expertise
- Economic development analysis and strategy
- Economic impact and benefit-cost analysis
- Transportation and infrastructure investment

Industry Tenure
20 Years

Professional Experience

Dan Hodge has 20 years of experience in economic development analysis, industry studies, benefit-cost analysis, and public finance. He has played a key role on statewide, regional, and local economic development assessment and strategy studies across the country, and is a recognized expert on the Massachusetts economy.

Cambridge Business Impacts Study, Cambridge Chamber of Commerce. Principal-in-Charge. Mr. Hodge guided a data-driven economic study of the city of Cambridge that focused on quantifying and assessing the industries and businesses of the city, the demographic and workforce assets and conditions of the city, and the real estate market by sub-market. In addition, Mr. Hodge helped lead the application of the Economic Development Self-Assessment Tool (EDSAT) for Cambridge, facilitating a meeting with Chamber and City staff to understand the city's strengths and weaknesses for economic development compared to other municipalities.

Economic Development Strategy for Springfield Recovery Plan, DevelopSpringfield. Principal Economist. As part of a tornado recovery plan for Springfield, Mr. Hodge was the task leader for the economic development strategy. This included an analysis of economic market conditions, interviews with public and private sector development experts, and coordination with regional and state economic policies and strategies.

Economic Development Analysis for New Bedford Waterfront Plan, New Bedford Economic Development Council. Project Manager. As part of a team led by Sasaki Associates, Mr. Hodge is leading the economic development analysis of this planning project. In particular, he evaluated the offshore wind energy industry as a potential economic opportunity for New Bedford in light of the state's $100 million investment in the Marine Commerce Terminal for offshore wind. He analyzed supply chain opportunities and the various site requirements of different businesses.

Economic and Sustainability Benefits of Boston ARRA Investments, Boston Redevelopment Authority. Project Manager. For the BRA, Mr. Hodge led the development and application of a Sustainable ROI model to evaluate the benefits of Federal stimulus-funded investments such as solar panels, LEED building renovations, and highway projects. Sustainability impacts include energy efficiency, water conservation, and environmental effects, as well as near-term and long-term job creation benefits. The analysis also used the REMI model to examine economic impacts.

Triple Bottom Line ROI Analysis Model, Boston Redevelopment Authority. Project Manager. Working with the BRA, Mr. Hodge led the development of a triple bottom line ROI analysis model to evaluate the economic, environmental, and social impacts of investments. This Excel-based model was developed as a pilot for the Urban Sustainability Directors Network (USDN) – a group of about 75 US and Canadian cities – to evaluate energy efficiency, renewable energy, mobility, and economic development.

Gateway Cities and Transformative Redevelopment Research, MassDevelopment. Principal-in-Charge. Mr. Hodge is overseeing development a broad set of overarching data points intended to provide a comprehensive demographic, economic, and real estate profile of each of the 26 Gateway Cities and 10 Districts in Development (DiD) within

selected Gateway Cities. Mr. Hodge is working with MassDevelopment on the creation of a visual data dashboard and a "Gateway Cities taxonomy", grouping cities together that share similar key characteristics on demographic, socioeconomic, and real estate trends.

Innovation-Based Economic Development Strategy for Holyoke and Pioneer Valley, Massachusetts Technology Collaborative (MTC). Project Manager. Mr. Hodge was the project manager for the MTC's Innovation Institute project to develop an economic development strategy in Holyoke and the Pioneer Valley. The strategic plan included four industry cluster strategies (manufacturing, clean energy, IT and urban agriculture) and strategies for entrepreneurship, economic development delivery, and site readiness.

Market Analysis for Greater Downtown Area Plan, Kansas City Planning and Development. Principal Economist. As part of a team to develop a comprehensive downtown area plan for Kansas City, Mr. Hodge led the economic development and housing market analysis. He met with development and real estate experts to gauge market trends, development opportunities and identify economic strategies.

Economic Development for Nashville Long Term Recovery Plan, Nashville Metro Government. Principal Economist. Mr. Hodge led the economic development analysis and strategies for the Nashville Long Term Recovery Plan. He worked closely with the Mayor's office, the Nashville Area Chamber, and other stakeholders to define economic goals, performance metrics, target industries, projects, and supporting strategies.

Integrated Community Sustainability Plan, City of Corpus Christi, Texas. Principal Economist. Working as part of a team, Mr. Hodge led the development of performance metrics, benchmarks and targets related to the economy of Corpus Christi for the city's first sustainability plan. He also developed economic development strategies to enhance the local and regional economy.

Economic Market Analysis for the Fairgrounds Master Plan, Nashville Metro Planning. Principal Economist. As part of a team, Mr. Hodge played a lead role conducting the market analysis for a potential mixed use redevelopment on a site with up to 80 acres of developable land in an area with good proximity to downtown and other area assets. He interviewed a number of development experts in the area, and has led the structure and assumptions to estimate office, residential, retail, and institutional uses.

Duluth Depot Economic and Real Estate Market Assessment, St. Louis County (MN). Principal Economist. Mr. Hodge completed the economic market assessment for the Duluth Depot Master Plan in anticipation of passenger rail from Minneapolis to Duluth. The economic and real estate analysis included existing market conditions, office and retail vacancy rates, commercial opportunities at the Depot, TOD opportunities near the station, likely market absorption rates, and economic impacts.

Economic Competitiveness and Strategies for Southeast Florida, Economic Development Research Institute. Project Manager. For two parallel studies, assessed the performance of the Palm Beach County and Southeast Florida economy and developed recommendations to improve the economic prosperity of the region. One study focused on the seven-county Southeast Florida region and the other detailed the economic development challenges and opportunities for Palm Beach County.

Knowledge Corridor Talent and Workforce Strategy, Pioneer Valley Planning Commission. Principal-in-Charge. Mr. Hodge had overall responsibility for a bi-state (Massachusetts and Connecticut) regional workforce project focused on developing actionable strategies to enhance workforce initiatives and talent development in the Knowledge Corridor region. This project required working closely with stakeholders throughout the region to craft strategies across the full spectrum of workforce needs.

University of Massachusetts Donahue Institute
Connecting the University to the Commonwealth

Mark Melnik

Senior Research Manager, UMass Donahue Institute

Education

Doctor of Philosophy in Sociology, Northeastern University, 2012

Master of Arts, Sociology, Northeastern University, 2002

Bachelor of Arts, Youngstown State University, 2000

Areas of Expertise

- Demographic trends
- Socio-economic analysis
- Labor market issues

Industry Tenure

11 Years

Professional Experience

Mark Melnik is an applied economic and urban sociologist with over 15 years of quantitative research experience, including extensive work over the last decade conducting applied social research for various clients in academic, quasi-academic, and government settings. Dr. Melnik completed his Ph.D. in 2012. His dissertation explored skill and credential mismatches in the Greater Boston's labor market. Prior to joining UMDI, Dr. Melnik was the Deputy Director for Research at the Boston Redevelopment Authority (BRA), where he led research teams on demographic and economic research studies, as well as analyses used for public policy advisement and decision making at the BRA and the City of Boston.

City of Cambridge Industry Sector Analysis. For the Cambridge Community Development Department, Dr. Melnik led research examining industry growth and health for the City of Cambridge. This data analysis will be used by the City of Cambridge Community Development Department to assist in the creation of economic development policy in the City. The research focuses on recent industry sector job growth in the city, as well as examining targeted industry sectors important to the Cambridge economy.

Gateway Cities and Transformative Redevelopment: Data Research and Analysis Project. For MassDevelopment, Dr. Melnik is leading a team of researchers at UMDI developing a broad set of overarching data points intended to provide a comprehensive demographic, economic, and real estate profile of each of the 26 Gateway Cities and 10 Districts in Development (DiD) within selected Gateway Cities. As part of the project, UMDI provided MassDevelopment a user friendly Excel-file of project data, as well as worked with MassDevelopment in the creation of a visual data dashboard. In addition, UMDI developed a "Gateway Cities taxonomy", grouping cities together that share similar key characteristics on demographic, socioeconomic, and real estate trends.

Assessing the Olympics: Preliminary Economic Analysis of a Boston 2024 Games Impacts, Opportunities and Risk. For the Boston Foundation, Dr. Melnik led a team of researchers at UMDI examining the short-term economic impacts associated with construction, Game operations, and visitor spending related to current plans for hosting the 2024 Games. In addition, this research also considered some long-range issues associated with hosting the Games that are difficult to quantify at this point, including the benefits of long-range regional planning, the risks of cost overruns, and transportation funding. The report concluded that the Games could have a positive short-term economic impact on the Commonwealth. That said, substantive questions remain regarding the bid and the fiscal realities of proposed budget.

Connecticut Knowledge Corridor Growth Business Study. For the Pioneer Valley Planning Commission and other local funders, Dr. Melnik led a team of researchers at UMDI examining small-to-medium sized companies in the region at all growth levels, including high-growth firms, companies experiencing slower sustained growth over time, and those firms not growing but may have the potential for growth in the future. The research includes a secondary data analysis and phone survey of businesses in Hartford and Tolland counties. This work sought to improve the understanding of the business needs and success factors of sustained growth-oriented companies within the region. This study also included a follow up report that combined the Connecticut analysis with a similar study focused on the

Pioneer Valley region of Massachusetts, consisting of Hampden, Hampshire, and Franklin counties.

Understanding and Forecasting Educational Attainment Trends in Massachusetts and Gateway Cities. For MassINC, Dr. Melnik helped manage this study examining educational attainment in Massachusetts and Gateway Cities as well as forecasting state and regional educational attainment. The study considers different aspects of migration and population change and how they are likely to impact educational attainment in Massachusetts. Particular focus was paid to the implication of the shifting age distribution in the Commonwealth on educational attainment and the state's labor force, as baby boomers transition out of prime working ages. The report concluded by considering how increases in post-secondary attainment in Gateway Cities could help mitigate some of the lost labor power from well-educated baby boomers leaving the labor force.

Retaining Recent College Graduates in Boston: Is There a Brain Drain? While working for the BRA, Dr. Melnik co-managed this research collaboration between the BRA and UMDI. Dr. Melnik also served as a co-author of the forthcoming report. The study examines various aspects of student retention and "brain drain". Most importantly, the research considers that in a region such as Greater Boston, with a high concentration of college students, how many newly minted college graduates can reasonably be absorb in a given year when considering economic factors and housing stock. An important part of this is estimating the number of jobs, and particularly college level jobs, that become available in a given year.

Fairmount Indigo Corridor Planning Initiative. Working in conjunction with the Massachusetts Bay Transportation Authority (MBTA), Metropolitan Area Planning Council (MAPC), Boston Public Health Commission (BPHC), and The Boston Foundation (TBF), Dr. Melnik led the internal initial data analysis on the Fairmount Indigo Corridor. This analysis included a comprehensive look at the demographic, economic, business structure, building stock, and buying power of the Fairmount Indigo Corridor. This report also benchmarked these characteristics against the city as a whole to understand precisely how the Corridor is different from the city at large. This profile was used by the BRA Planning Division, economic development consultants, and various community Working Advisory Groups (WAGs) to help capitalize on the neighborhood and economic development opportunities along this transportation corridor.

Boston's Innovation District. Dr. Melnik helped lead a team of researchers to produce an internal memorandum for the Planning Division and the Mayor's Office assessing existing conditions and the potential economic impact of the proposed build out scenario for the Innovation District out to 2050. BRA Research also provided context and advisement of the proper size and scope for retail, housing, and office space given current supply and historic absorption trends. Dr. Melnik also worked on a team that provided Mayor's Office staff with "best practices" research on different types of innovation centers around the world. This information was used to help develop the framework of today's Innovation District.

Dudley Square, Roxbury. Dr. Melnik co-managed the production of demographic and consumer buying power data for the area, as well as economic impact and build out assessments of proposed development scenarios. Dr. Melnik also worked on a team that provided context and advisement of the proper size and scope for retail, housing, and office space, given current supply and historic absorption trends. Lastly, he worked closely with a consulting team hired to conduct a survey of residents, workers, and commuters in the Dudley Square area to determine their shopping habits and preferences.

Gerald M. Friedman, PE, ENV SP

Municipal and Urban Engineering Manager

EDUCATION
Bachelor of Science, Civil Engineering, Tufts University, 1984

REGISTRATIONS
Professional Engineer, Maine, No. 6236

Professional Engineer, Massachusetts, No. 37076

ISI Envision Sustainability Professional, Massachusetts

INDUSTRY TENURE
30 years

HDR TENURE
11 years

Mr. Friedman, HDR's Municipal and Urban Engineering Manager in the Boston office, is responsible for managing transportation and infrastructure projects, including leading multi-disciplinary teams consisting of engineers, architects and planners; preparing contract documents, and environmental documents; developing and monitoring budget and schedule controls; and assuring quality control of all projects managed. His expertise is providing design and construction administration services for new and reconstructed streets/roadways, traffic calming, bicycle and pedestrian improvements, and site design.

RELEVANT EXPERIENCE

City of Cambridge, Kendall Square Planning and Design Project, *Cambridge, MA*
Design services for a re-imagining of public infrastructure at Kendall Square. Project management, engineering design of streets and plazas, pedestrian and bicycle planning and design, public art coordination, stakeholder process, cost estimating and construction administration.
Role: Project Manager

City of Cambridge, Western Avenue Infrastructure Design Project, *Cambridge, MA*
Concepts through final design for urban arterial in a dense urban neighborhood. This project restores the corridor's important attributes as a neighborhood "Main Street" and an important link for bicycles and pedestrians. The project includes the design of innovative features including a raised cycle track, which will improve cyclist safety and encourage increased cyclist use, and stormwater strategies to improve quality of discharges to the Charles River. Includes an extensive public outreach process, including an advisory committee, public meetings, open houses, and other forums.
Role: Project Manager

City of Cambridge Community Development, City of Cambridge Traffic Calming Design Services, *Cambridge, MA*
Four multi-year on-call service contracts to provide consulting services for a citywide program aimed at reducing speeds on neighborhood streets through physical design. Provided planning, final design, and bid documents for the tem construction packages encompassing over 40 individual streets. Assisted the City's traffic calming project manager in prioritizing projects requested by citizens; meeting with the community and formulating alternative design approaches; and preparing preliminary and final design plans and specifications. Responsible for coordinating the planning and design activity of traffic engineering staff and landscape architecture subconsultant, and coordinating activity with other city infrastructure projects.
Role: Project Manager

City of Cambridge Community Development, Harvard Square Design Improvements, Cambridge, MA
Planning and design for the first comprehensive study of circulation patterns, and transportation and streetscape infrastructure in Harvard Square since the 1970's-era extension of the MBTA Red Line. Preparation of construction documents for short-term improvements that addressed immediate physical deterioration in the Square. Preparation of 25% concept plans for improving vehicle, pedestrian, and bicycle

circulation throughout the "greater" Harvard Square area while respecting the historical street patterns.
Role: Project Manager

City of Cambridge Community Development, Blanchard Road and Brookline Street Design Services, *Cambridge, MA*
Design and reconstruction of two very different roadways in the City of Cambridge. Brookline Street is located in a vibrant urban area that includes residences, historic parks, light industry, cutting-edge research and academia, and major retail/transit nodes. Blanchard Road is in many ways less typically Cambridge and in fact is located at the very edge of the City, and is a completely residential corridor characterized by less density; large amounts of abutting public and private open space and, in general, has a more suburban feel. The project included meetings with City staff and community members to develop unique design solutions that reflect not only the needs of vehicular traffic, but also of residents, pedestrians, cyclists, and mass transit users.
Role: Project Manager

Boston Transportation Department, Reconstruction of Boylston Street, Audubon Circle and the Fenway Yawkey Multi-Use Path, *Boston, MA*
Final design of three individual projects identified as priorities for continued revitalization of the Fenway neighborhood. Boylston Street will feature widened sidewalks, bicycle accommodations, and urban design upgrades. Audubon Circle will undergo a significant transformation, becoming more pedestrian oriented and safer for vehicles and cyclists. The Fenway-Yawkey Multiuse Path will provide a critical connection in the network of off-road facilities.
Role: Project Manager

City of Boston Department of Public Works, Reconstruction of Commonwealth Avenue, Boston, MA
Preliminary through final design for reconstructing Commonwealth Ave. from Packards Corner to Kelton Street. HDR services will include overall Project Management, Complete Streets design, public participation, coordination with MBTA and abutting stakeholders, PIC and MassDOT approval processes.
Role: Project Manager

City of Boston, Reconstruction of Broad Street as Part of the Crossroads Initiative, *Boston, MA*
Planning, design and construction phase services for the reconstruction of Broad Street as part of the City's Crossroads Initiative. The Crossroads are intended to serve as "21st Century Streets" for Boston, and will be forward-thinking in terms of the relationship between pedestrians and vehicles, and in terms of design, materials, and integration of technology.
Role: Project Manager

City of Boston Department of Public Works, Reconstruction of Congress and Summer Streets as Part of the Crossroads Initiative, *Boston, MA*
Reconstruction of two roadways in the historic, and rapidly changing, Fort Point District of Boston. This project is part of the City's Crossroads Initiative, the goal of which will be to enhance pedestrian, bicycle and abutter conditions, while maintaing necessary commercial and industrial traffic on these two major arteries.
Role: HDR's Project Manager

Paul F. Bakis, PE, PTOE

Civil Engineer

EDUCATION
Bachelor of Science, Civil Engineering, Northeastern University, 2001

REGISTRATIONS
Professional Traffic Operations Engineer, United States National Registration, No. 2381

Professional Engineer, Massachusetts, No. 46625

PROFESSIONAL MEMBERSHIPS
American Society of Civil Engineers (ASCE), Member, 2006-2015

Institute of Transportation Engineers (ITE), Member, 2010-2015

INDUSTRY TENURE
13 years

HDR TENURE
8 years

Mr. Bakis, a Civil Engineer in HDR's Boston office, has 13 years experience in the design of transportation and site development projects for both public and private clients. He has developed roadway profiles and cross sections; performed roadway drainage analysis; performed signalized and unsignalized intersection analysis; developed and designed plans for signalized intersections; developed construction phasing and traffic management plans; prepared cost estimates and construction specifications; prepared environmental permits; and prepared right-of-way documents. Mr. Bakis has also performed vehicle classification studies, and analyzed use of electronic toll collection at toll facilities. His current job responsibilities include roadway and street design for municipal and statewide clients.

RELEVANT EXPERIENCE

City of Cambridge, Kendall Square Planning and Design Project, *Cambridge, MA*
HDR is providing design services for a re-imagining of public infrastructure at Kendall Square in Cambridge. The Kendall Square area houses more than 150 biotechnology and information technology companies. HDR's Boston office will provide project management, engineering design of streets and plazas, pedestrian and bicycle planning and design, public art coordination, stakeholder process, cost estimating and construction administration. Engineer responsible for design of roadway vertical geometry, 25% construction plans, suggested construction sequence plans and temporary traffic control plans.
Role: Civil Engineer

City of Cambridge, Western Avenue Infrastructure Design Project, *Cambridge, MA*
As a subconsultant, HDR is responsible for the final engineering of Western Avenue's surface infrastructure, including roadways, pedestrian and bicycle facilities, and stormwater surface collection and treatment. In addition, HDR is assisting the prime consultant in overseeing and coordinating the work of the transportation and urban design subconsultants. Engineer responsible for design of roadway vertical geometry, intersection sight design analysis, 25% construction plans, and roadway drainage design.
Role: Civil Engineer

City of Cambridge Community Development, Blanchard Road and Brookline Street Design Services, *Cambridge, MA*
HDR led a team for the redesign and reconstruction of two very different roadways in the City of Cambridge, MA. Brookline Street is located in a vibrant urban area with a diversity of uses. The other project location, Blanchard Road, is in many ways less "typically Cambridge", and in fact is located at the very edge of the City. Responsible for conceptual roadway through final design including traffic calming measures, and bicycle and pedestrian accommodations, plans, specs, and estimates. Also performed post-construction evaluation studies which analyzed vehicle volumes and speeds as well as bicycle usage before and after construction.
Role: Civil Engineer

PAUL BAKIS

City of Cambridge Community Development, City of Cambridge Traffic Calming Design Services, *Cambridge, MA*
HDR was the lead consultant for Cambridge's award-winning citywide traffic calming program. The purpose of the program was to regulate traffic operations on city roadways, with particular emphasis of reducing speeds on neighborhood streets through physical design. HDR provided planning, final design, and bid documents for construction packages. Engineer responsible for final roadway design including roadway alignment, grading and pavement marking design, traffic calming measures, pedestrian accommodations, and cost estimating.
Role: Civil Engineer

City of Cambridge, Concord Avenue Infrastructure Design Project, *Cambridge, MA*
As a subconsultant, HDR is responsible for the conceptual and final engineering of Concord Avenue intersections, including traffic calming measures, pedestrian and bicycle facilities, and stormwater surface collection and treatment. Engineer responsible for conceptual design of roadway, vertical geometry, intersection sight design analysis, and 100% construction plans.
Role: Project Manager/Project Engineer

City of Holyoke, Holyoke Transit Oriented Design District, *Holyoke, MA*
HDR provided preliminary designs for roadway, drainage, and streetscape improvements intended to aid in the revitalization of downtown Holyoke, MA. The initial work was funded by a Transit Oriented Design grant from the Commonwealth of Massachusetts. The HDR team is assisting the City in seeking additional funding to bring the project through final design and construction. Served as Engineer responsible for conceptual design of three streets in the downtown area and infrastructure inventory. Street improvements focused on pedestrian improvements, traffic calming measures, and the conversion of a two-way street to one way.
Role: Civil Engineer

City of Boston Department of Public Works, Reconstruction of Congress and Summer Streets as Part of the Crossroads Initiative, *Boston, MA*
HDR served on a team providing urban design and engineering services for the revitalization of Congress and Summer Streets in the historic Fort Point District as part of Boston's Crossroads Initiative. The Crossroads Initiative takes a fresh look at twelve of Boston's most important thoroughfares and articulates a strategic plan of action to enhance and enliven these streets to better serve the needs of Boston's residents, businesses, and visitors. Engineer responsible for conceptual roadway design including curb alignment, pavement marking, and truck turning analysis.
Role: Civil Engineer

Boston Transportation Department, Reconstruction of Boylston Street, Audubon Circle and the Fenway Yawkey Multi-Use Path, *Boston, MA*
Final design of three individual projects identified as priorities for continued revitalization of the Fenway neighborhood. Boylston Street will feature widened sidewalks, bicycle accommodations, and urban design upgrades. Audubon Circle will undergo a significant transformation, becoming more pedestrian oriented and safer for vehicles and cyclists. The Fenway-Yawkey Multiuse Path will provide a critical connection in the network of off-road facilities. Engineer responsible for development of 25% construction documents including horizontal and vertical roadway geometry. Developed preliminary drainage analysis.
Role: Civil Engineer

Travis Lucia

Civil EIT

EDUCATION
Bachelor of Science, Civil Engineering Technology
Wentworth Institute of Tech, 2009

REGISTRATION
E.I.T.

INDUSTRY TENURE
5 years

HDR TENURE
1 year

Mr. Lucia, a Civil Engineer in HDR's Boston office, has 5 years of experience in transportation and land development. His responsibilites include roadway and drainage design, sidewalk and ramp design for ADA compliance, traffic calming, bicycle and pedestrian improvments, site design, cost and quantity estimates, site reconnaissance, utility design and coordination and production of construction plans and specifications. Mr. Lucia has also performed quality control tasks reviewing plans, cost estimates and construction specifications.

RELEVANT EXPERIENCE

City of Cambridge, Kendall Square Planning and Design Project, *Cambridge, MA*
HDR is providing design services for a re-imagining of public infrastructure at Kendall Square in Cambridge. The Kendall Square area houses more than 150 biotechnology and information technology companies. HDR's Boston office will provide project management, engineering design of streets and plazas, pedestrian and bicycle planning and design, public art coordination, stakeholder process, cost estimating and construction administration. Mr. Lucia was responsible for final design of the project including bidding services; currently he is responsible for construction administration services.
Role: Civil Engineer

City of Cambridge, Western Avenue Infrastructure Design Project, *Cambridge, MA*
As a subconsultant, HDR was responsible for the final engineering of Western Avenue's surface infrastructure, including roadways, pedestrian and bicycle facilities, and stormwater surface collection and treatment. In addition, HDR assisted the prime consultant in overseeing and coordinating the work of the transportation and urban design subconsultants. Mr. Lucia is responsible for construction administration services.
Role: Civil Engineer

City of Cambridge, Waverly Path and Harvard Square Street and Sidewalk Reconstruction *Cambridge, MA*
HDR is the prime consultant for this project, which is improving sidewalk and roadway in a highly urbanized section of Mt. Auburn Street in Harvard Square. Work under this contract includes the rehabilitation of non-compliant sidewalk and ramps, sidewalk widening, drainage and full depth roadway reconstruction, as well as incorporating streetscape elements such as new landscaping and lighting. HDR provided support to the Waverly Path project including; preparation of construction documents, stakeholder and public art coordination. Mr. Lucia's role for this project has involved sidewalk and ramp design for ADA compliance, public art coordination and construction administration services.
Role: Civil Engineer

City of Cambridge, Alewife Pedestrian Bridge, *Cambridge, MA*
HDR is the prime consultant for this project, which is studying the feasibility of constructing a bicycle/pedestrian bridge connecting two portions of the Alewife neighborhood in West Cambridge. Mr. Lucia is responsible for project coordination between multi-disciplinary teams to produce a conceptual design of the pedestrian

bridge as part of the feasibility study.
Role: Civil Engineer

City of Cambridge, Huron Avenue Design Project, *Cambridge, MA*
HDR led the surface design team for this project to separate the stormwater and sewer pipes located under the street to improve the water quality of Alewife Brook. The City took advantage of this opportunity to incorporate streetscape improvements to Huron Avenue. Mr. Lucia is responsible for construction administration services as well as involvement in the public communication process.
Role: Civil Engineer

City of Cambridge, Chapter 90 Roadway and Sidewalk Reconstruction, Contract No. 15, *Cambridge, MA*
HDR was responsible for the final surface infrastructure design for 1500 feet of Mt. Auburn Street. The primary goal is to improve safety and functionality of the area while including; improved facilities for bicycles, pedestrians and motor vehicles while also incorporating streetscape enhancements and traffic-calming elements all meeting ADA regulations. Mr. Lucia is responsible for construction administration as well as sidewalk, ramp and roadway design.
Role: Civil Engineer

Boston Redevelopment Authority, Mt. Vernon Street Redesign, *Boston, MA*
As a subconsultant, HDR is providing preliminary 25% design services for the reconstruction of over 3,500 feet of urban street, connecting the JFK/UMass Red Line Station to the UMass Boston campus. Work under this contract includes the rehabilitation of Mt. Vernon Street. The primary goal is to improve safety and functionality of the area while conforming to the Boston Complete Streets guidelines including; improved facilities for bicycles, pedestrians and motor vehicles while also incorporating streetscape enhancements and traffic-calming elements all meeting ADA regulations. Green infrastructure elements are also being incorporated into the design. Associated efforts include updated signal systems, full depth roadway reconstruction, drainage design and utility coordination. Mr. Lucia's role for this project has involved; stakeholder coordination, roadway and drainage design, sidewalk and ramp design for ADA compliance, traffic calming and bicycle and pedestrian improvements.
Role: Civil Engineer

City of Somerville, Davis Square Transportation & Streetscape Improvements, *Somerville, MA*
As a subconsultant, HDR is providing preliminary and final design services for the reconstruction of over 5,000 feet of urban streets surrounding the Davis Square MBTA Red Line Station. Work under this contract includes the rehabilitation of portions of Holland, Elm and Dover Streets as well as Highland and Cutter Avenues. The primary goal of the project is to improve safety and functionality of the Davis Square area for all users including pedestrians, cyclists and motor vehicles while also incorporating streetscape enhancements and traffic-calming elements all meeting ADA regulations. Associated efforts include updated signal systems and geometrics at the Davis Square Cutter Ave/Highland Ave. intersections. Mr. Lucia's role for this project has involved; stakeholder coordination, roadway and drainage design, sidewalk and ramp design for ADA compliance, traffic calming and bicycle and pedestrian improvements.
Role: Civil Engineer

ds4si
The Design Studio for Social Intervention

LORI LOBENSTINE

LLOBENSTINE@GMAIL.COM • 02130 • (617) 412-8217

PROFESSIONAL EXPERIENCE

Design Studio for Social Intervention
Boston, MA

Co-founder, Program Design Lead
(Fall 2005-present)
- Co-founder of innovative design studio committed to helping the progressive nonprofit sector reimagine and reignite social justice work.
- Lead principal on ds4si's Youth Activism Design Institute, engaging over 200 youth organizers in using game design techniques to enhance their campaigns.
- Primary grant writer

Independent
Boston, MA

Consultant and Trainer
(Summer 1996-present)
- Develop and deliver trainings including youth development, diversity, reflection in practice, community organizing, working with GLBT youth, staff development and supervision, etc. 15 years experience as certified trainer in National BEST Youth Worker Training Initiative.
- Design evaluation tools and approaches to measure program effectiveness, youth involvement, and expected and unexpected outcomes.
- Write grants to private, state and federal sources that include participant and staff input at all levels.
- Edit and proofread training manuals, grants and Master's theses.

Girls Incorporated
Holyoke, MA

Director of Teen Programs
(Summer 1997-2005)
- Supported diverse staff as it grew from 2 to 15 adults and youth who co-led all programming.
- Designed programming with and for 100s of girls, including leadership development, youth organizing, mentoring, tutoring, and adventure programs.
- Started and advised HYPE (Holyoke Youth Pride Empowerment), Holyoke's only group for GLBT youth.
- Initiated and maintained community collaborations expanding girls' opportunities in leadership, theater, video, website design, sports and science.
- Wrote grants and oversaw budget for Teen Program as it grew from $100,000 to over $500,000 and got its own Teen Center and youth outreach van.
- Adult Ally on Holyoke Youth Commission, involving youth in city government.

Greater Boston YMCA
Boston, MA

"Youth Power Connection" Leadership Program Coordinator
(Fall 1995-Summer 1997)
- Designed year-round leadership program for seventy-five 14-16 year olds, with courses in leadership, workshop facilitation, computer, art, theater and dance.
- Trained and supervised 4 teen staff who ran almost all programming.
- Facilitated year-long leadership course that focused on being a leader in one's community through understanding one's self, culture, history and community.

City on a Hill Charter High School
Boston, MA

Part-time Academic Support Teacher / Basketball Coach
(Fall 1995-Summer 1997)
- Taught students with learning disabilities, with focus on reading and writing.
- Assisted L.D. students in integrated classes through collaborating with subject teachers to create adaptive curriculum and evaluation.
- Coached new girls' basketball team to All Dorchester Sports League finals.

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The Design Studio for Social Intervention

LORI LOBENSTINE, PAGE 2.

Global Routes
Oakland, CA
Kenya In-Country Director
(Fall 1991, Summers 1992, 1993, 1995)
- Located host families, teaching placements, and physical service projects for over seventy college and high school age volunteers in rural Kenya.
- Oversaw all aspects of groups' time in Kenya, including orientations, group building activities, individual support, language training, educational forums, and travel.

Boston Children's Museum
Boston, MA
Teen Program Coordinator
(Fall 1994-Spring 1995)
- Co-led leadership training program for sixty teens working in the museum
- Supervised and supported teens working in exhibits with public
- Secured and trained museum staff to serve as mentors for teens
- Designed and led new middle school "Junior Volunteer" program

City Year
Boston, MA
Team Leader
(Fall 1993-Spring 1994)
- Led group of ten 17-23 year olds in full-time service as aides at local school.
- Responded to school's need by working with team to create and run our own after-school art, sports, and homework program for over 100 children.
- Promoted team building and provided guidance to individual team members.

Somerville Youth Program
Somerville, MA
Youth Group Leader and Outreach Worker
(Spring 1992-Spring 1993)
- Led an activity-oriented leadership training program for twenty high schoolers.
- Delivered programs to uninvolved youth via the "Street Talkin Van".

Thomas J. Watson Foundation
Providence, RI
Kenya-Based Research Fellow/High School Teacher
(Fall 1989-Fall 1990)
- Created and implemented an independent study of women's groups in Kenya.
- Taught at a rural high school and initiated school's basketball program.

EDUCATION

Massachusetts Institute of Technology
Cambridge, MA
Fellow, Department of Urban Studies and Planning
(Fall 2005- Spring 2006)
- Designed and co-founded Design Studio for Social Intervention while being incubated within DUSP's Center for Reflective Community Practice.
- Co-wrote foundational grant to secure funding from Ford Foundation.

Mount Holyoke College
South Hadley, MA
Research Associate
(Fall 2002-Spring 2003)
- Founding Member of CADRE (Companeras Arising to Develop Researchers Everywhere), community based mother-daughter research team.
- Past research and presentation topics: Community and Youth-led Research; Possible Selves and Pasteles; Mothers and Daughters Talk About Dating.

Wesleyan University
Middletown, CT
B.A. in American Studies; Concentration in African-American Studies.
(1985-1989)
- 3.6 G.P.A.
- Course work: political and social history, literature, and sociology.
- Teaching Assistantships: History of South Africa, Black Panther Party Tutorial, and Women In Sports.

School for International Training
Brattleboro, VT
Experiment in International Living Semester Abroad in Kenya
(Fall 1987)
- Course work: intensive Swahili, economic development, political and social history, women's roles in modern Kenya, and education.

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The Design Studio for Social Intervention

KENNETH BAILEY
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PROFESSIONAL EXPERIENCE

2006-Present Founder and Sector Strategy Lead, Design Studio for Social Intervetion, Boston, MA
1998-2004 Knowledge Curator, Third Sector New England, Boston, MA
1996-1998 Independent Consultant / Boston Community Building Network
1994-1996 Field Director, Boston Freedom Summer, Ten Point Coalition, Boston, MA
1992-1994 Road Scholar/National Trainer and Consultant, Campus Outreach and Opportunity League (COOL), Minneapolis, MN
1990-1992 Community Organizer, Cochran Tenant Management Association, St. Louis, MO

RECENT EXHIBITIONS / INSTALLATIONS

2013 Public Kitchen 3, Boston, MA
Community-led food justice installation based on residents cooking together and strategizing about local, healthy and affordable food
2013 "Creative Placemaking Hangout," Boston, MA (ArchitectureBoston Exposition)
Interactive one-day exhibit in partnership with the Smart Growth Alliance
2013 STREETLAB: UPHAMS, Boston, MA
Six week street-based tactical urban lab with residents, artists and merchants in Upham's Corner, Boston
2013 School Lab, Chicago, IL (Free Minds, Free People Conference), and Boston, MA (Boston-area Educators for Social Justice Conference)
Interactive exhibit engaging 100+ education justice activists in re-imagining schools
2013 Vision Lab, San Antonio, TX
Interactive visioning installation for 200 participants at Roots & Remedies II Conference (Communities Creating Healthy Environments initiative from Robert Wood Johnson)
2013 Making Planning Processes Public, Boston, MA
Week-long street and store-front based exhibit to engage residents in knowing about and impacting local planning initiatives in Upham's Corner.
2013 M/B/T/A Lab, Boston, MA
Interactive installation for On the Move Transportation Equity Summit, engaging 100 participants in thinking about transportation in terms of mobility, human rights, affect and spatial justice.
2012 Public Kitchen 2, Boston, MA
9-day store-front and street installation engaging residents in events and installations that introduced the "productive fiction" of a new public infrastructure—a public kitchen where residents could eat together and strategize about pooling resources for local, healthy food
2012 Action Lab, New Orleans, LA (Roots & Remedies Conference)
Interactive creativity lab to support community-based organizations in imagining new cultural tactics to support their community organizing

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Collaborations

June 2013 - Present / Lead partner with Community Labor United / (Boston) / development of artist residency in community organizing groups entitled Department of Public Imagination
2012- Present / Partner / SenseLab / (Montreal, Melbourne, Boston) collaborate on theory and practice of social interventions, including Three Mile Meal Montreal
2012- Present /Program Affiliate / Theatrum Mundi (London, Berlin, NYC) Occasional gatherings lead by Richard Sennett on movement and urbanity
2008- Present / Praxis Project / Robert Wood Johnson Foundation / Design and staff creativity labs for national leaders for food justice and recreational equity
Jan-May 2013 / Center for Civic Media / CO-Design / Participated in collaboratively designing aspects of Making Planning Processes Public Installation with MIT Students and faculty
Jan-Dec 2011 / NeighborWorks America / co-developed a grant for community development corporations / "deep greening 2.0"

Conferences/Symposia

2013 Creative Time Summit "Art, Place and Dislocation in the 21st Century City", New York City / Performance Lecture w Judith Leemann
2013 Hand in Glove Summit, New Orleans, LA / Panelist, Sustaining Art Spaces
2013 New England Foundation for the Arts Conference "Creative Communities Exchange", Portland, ME / Presented Public Kitchen
2013 Encuentro 2013, Sao Paulo, Brazil / facilitated interview booth / social intervention catalogue
2012 Tufts Progressive Urban Planners Gathering / Lecture on Spatial Justice

Residencies

2004-2006 Community Fellow / MIT Center for Reflective Community Practice (now MIT Co-Lab), Cambridge, MA
2004-2006 Stone Circle Fellow / stone circles, Durham, NC
2005 Ford Foundation Civil Society Fellow / International School on Religion and Public Life, Jerusalem, Israel

Bibliography

Kenneth Bailey, Lori Lobenstine and Kiara Nagel, *Spatial Justice, 2011* (http://ds4si.org/storage/SpatialJustice_ds4si.pdf)

Kenneth Bailey and Lori Lobenstine, *Who Shall Occupy Make Demands of? The Modern Case of the One-Eyed Monster, 2012,* (http://ds4si.org/storage/The Occupy Moment._ds4si.pdf

Kenneth Bailey and Lori Lobenstine,*Horizontal Strategies for Shifting Cultures from Within and Reducing Social Violence, 2011,*

(http://ds4si.org/storage/Strategies for Shifting Cultures from Within and Reducing Social Violence.pdf)
Kenneth Bailey and Lori Lobenstine, *5 S Methodology for Designing Social Interventions, 2011,*
(http://ds4si.org/storage/5 S Research Methodology for Designing Social Interventions.pdf)
Kenneth Bailey and Lori Lobenstine, *Cultural Geography and Place-based Problem Solving, 2011,* (http://ds4si.org/storage/Cultural Geography and Place-based Problem Solving.pdf)

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The Design Studio for Social Intervention

AYAKO MARUYAMA

Boston, MA 02135| yamayako@gmail.com | +1 401 451 9881

EDUCATION & ACHIEVEMENTS

Boston University, Metropolitan College, Boston, MA 2013
Master of City Planning; Graduate Assistantship & Research Assistant

Rhode Island School of Design (RISD) Providence, RI 2010
Bachelor of Fine Arts, Industrial Design with Honors; Rachel Carson Award
RISD European Honors Program Rome, Italy 2009

WORK EXPERIENCE

Design Studio for Social Intervention Boston, MA 2012 - Present
Creativity Lab Design Lead: Design and facilitate Mobile Creativity Labs that engage people in addressing social problems and encourage public imagination. Plan, research and design workshops, collect data, manage documentation. Conceptualize creative engagement processes and tools that address urban problems and social justice.
Design Intern: Created and facilitated Action Lab, a mobile workshop at a national conference designed for social justice organizations to think about their work in more creative ways. Edited documentation video and developed Action Lab kit prototype.

Boston University Police Department Boston, MA 2013 - 2014
GIS Mapper: Creating a comprehensive GIS campus map and geocoding reported incidents using ArcMap. Developing user-friendly systems for dispatchers to record incidents and to provide the department and public with informative maps.

Boston University, City Planning & Urban Affairs Symposium Boston, MA 2013
Executive Committee: Led capstone project to review the Boston Harbor Islands' (BHI) General Management Plan for the National Park Service. Explored future management strategies based on trend research and park policy analysis. Created agendas and client presentations, facilitated weekly meetings and charettes, managed research. Created final set of recommendations in an Advisory Plan that was officially endorsed by the BHI Partnership.

Madison Park Development Corporation Energy Efficiency Project Boston, MA 2013
Graduate Research Assistant: Collaborated with advisor, Dr. Enrique Silva, and colleagues to write interview protocols and focus group questions for Madison Park public housing residents to understand behaviour and reduce excess energy costs and consumption.

Maternova, Inc. Providence, RI 2010 - 2011
Information Design Consultant: Designed Active Management of the Third Stage of Labor (AMTSL) reminder tools for midwives. Corresponded with midwives locally and in the field for product feedback. Product is currently on the market and in use abroad.

LAMAR Graphics Baton Rouge, LA 2010
Sustainability Strategy Consultant: Collaborated with team to design solutions for sustainable billboard product lifecycle. Interviewed employees about supply chains and material, identified problem areas and defined metrics to measure our concepts. Delivered set of strategies that focused on social, economic, and ecological impact for both the company and surrounding communities.

SKILL AREAS

Communication and Leadership Able to collaborate with group, create agendas, speak publicly, facilitate meetings and workshops, conduct charettes and brainstorms using visual communication tools.
Languages Fluent English, Tagalog and Bicol (Filipino dialect). Competent Japanese and French.
Research Able to write interview protocols and conduct interviews. Experience with participant, non-participant, quantitative and human factor research methods. Able to prepare audio visual presentation material.
Design Skills in graphic and layout design for presentations or print, and quick informative drawing.
Computer Fluent in Macintosh and PC platforms, Microsoft Office, iMovie, Adobe Photoshop, Illustrator, InDesign, basic Dreamweaver. Competent in ArcGIS and Google SketchUp. Basic in SPSS and open source GIS applications & databases, GeoDa.

VOLUNTEER WORK

Student Association Boston University City Planning and Urban Affairs Boston, MA 2011 - 2013
Leadership Team: Organized events to foster community amongst peers, faculty and alumni on campus and around Boston.
Youth Build Providence Providence, RI 2010 - 2011
Volunteer Teacher: Developed and taught classes with faculty on sustainable design and building practices to out-of-school youth.
International Youth Workshop for Peace & Conflict Resolution, Nepal, Philippines, India 2005 - 2007
Participant, Translator and Facilitator: Facilitated at a ten day short course with team. Led team building and conflict resolution activities. Led discussions with participants from Bhutan, India, Nepal, Pakistan, the Philippines and Tibet.

Teambetterblock.com
214-235-7886

Resumes

ANDREW C. HOWARD, AICP (019543) - 9 years

EXPERIENCE: TRANSPORTATION PLANNING – 14 Years

EDUCATION: HARVARD UNIVERSITY – Loeb Fellow, 2014 - 2015

TEXAS A&M UNIVERSITY – Bachelor of Geography, 1999

PROFESSIONAL HIGHLIGHTS: Co-creator of the internationally recognized Better Block Project. Contributing Author: Institute of Transportation Engineers Recommended Practice on Context Sensitive Design for Walkable Urban Thoroughfares. AWARDS/ACHIEVEMENTS: American Society of Landscape Architects, Honor Award for Communications 2011, Venice Biennale 13th Annual International Architecture Exhibition, Texas Bicycle Coalition Advocate of the Year 2012

Andrew is one of the leading experts in transportation and placemaking in the nation. His fourteen years of experience in both public and private sector transportation and land development planning and design provides him an excellent perspective on city and regional issues. His career combines two important American traditions: entrepreneurship—the spirit of enterprise, and civic virtue—the spirit of community.

Andrew as the co-Founder of the Better Block and Principal at Team Better Block LLC helps communities develop and organize their economic assets to build productive, resilient relationships across the public, private, and civil sectors. Now being used in over one hundred cities and three nations, the Better Block demonstrates how temporary sustainability improvements to a single city block can build momentum for long-term financial, social and environmental advancements. The American Society of Landscape Architects called it, *"a 21st-century version of what the Chicago World's Fair did in 1893."*

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Relevant Experience

August 2014 – Present

Harvard Graduate School of Design- Loeb Fellow

At Harvard University, Andrew is undertaking a year of self-directed mix studying, researching, writing, reflecting, discussing, learning, exploring, sharing, and generally seeking out what is next for the Better Block. While at Harvard, Andrew is a resource for the students and faculty wishing to agitate community and quicken the pace of urban planning and design with tactical urbanism techniques. His time will seek to produce a guide for the Better Block to be used in pedagogy and practice, establish a Better Block Fab Lab and formulate a new method for ranking cities by vibe.

2010 to Present

Team Better Block, LLC – Co-Founder and Principal
After the success of a community led project to revitalize a blighted block in Dallas, Texas; Andrew and co-founder Jason Roberts bootstrapped a consulting firm aimed at changing the citizen, city and consultant relationship from a top down to bottom up approach. The firm now has clients in three countries and cities nationwide:

- **Norfolk, VA Art and Design District, Norfolk, VA** – Project Manager
- **Dallas Complete Streets Initiative, Dallas, TX** — Project Planner
- **Wichita Bicycle Master Plan, Wichita, KS** — Transportation Planner
- **San Antonio Complete Streets, San Antonio, TX** – Project Manager
- **Saint Paul Complete Street Design Manual, Saint Paul, MN** — Transportation Planner
- **Saskatoon, CAN Better Block, Saskatoon, Saskatchewan, CAN** — Transportation Planner
- **Melbourne and Sydney AUS Better Blocks New South Wales, AUS** — Project Manager
- **Norfolk, VA 35th Street Better Block, Norfolk , VA** — Project Manager
- **Downtown San Antonio Better Block, San Antonio, TX** – Project Manager
- **Alamo Plaza Better Block, San Antonio, TX** – Project Manager

2003 to 2010
Kimley-Horn and Associates, Inc., Dallas, TX—Associate and Project Manager.
Over six years, Andrew progressed from analyst to project manager at this award winning engineering firm. As project manager he led a variety of multi-disciplinary projects, including:

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Relevant Experience Continued

- **Texas Access Management Guidelines, TX** — Project Planner
- **Congress for New Urbanism's Position on Transportation Network Design, Nationwide** — Contributing Author
- **Institute of Transportation Engineers' Recommended Practice on Context Sensitive Design for Walkable Urban Thoroughfares, Nationwide** — Contributing Author
- **Lawton Metropolitan Bicycle and Pedestrian Master Plan, Lawton, OK** – Project Manager
- **2011 Dallas Bike Plan, Dallas, TX** – Transportation Planner
- **Loop 820 Corridor Master Plan North Richland Hills, TX** – Transportation Planner
- **Houston-Galveston Area Commuter Rail Connectivity Study, TX** – Transportation Planner
- **Neighborhood Traffic Management Program, El Paso, TX** – Project Manager
- **Hidalgo County Scenario Plan, Weslaco, TX** – Project Manager
- **Fort Worth Urban Villages Southwest Cluster, TX** – Transportation Planner
- **Owensboro Downtown and Streetcar Plan, KY** — Transportation and Public Space Planner
- **Lancaster Campus District and TOD, TX** — Project Manager
- **Forward Dallas! Comprehensive Plan, TX** – Transportation Planner
- **Frisco Comprehensive Plan, TX** – Transportation Planner
- **Envision Houston Regional Vision, TX** – Transportation Planner
- **Lousiana Speaks! Regional Vision, LA** – Transportation Planner
- **PlaniTulsa Comprehensive Plan, OK** – Transportation Planner
- **Prairie District Lancaster, TX** — Transportation and Public Space Planner
- **Duncanville Main Street, TX** — Transportation and Public Space Planner
- **Waco Downtown and Streetcar Plan**– Transportation Planner

2001 -2003
Houston-Galveston Area Council, Houston, TX — Transportation Planner. Working for one of the largest metropolitan planning organizations (MPO) in the country, Andrew led several air quality and commute alternative initiatives, this included: the Greater Houston's Best Workplaces for Commuters, Clean Cities' Expanding the Choice Conference, and the Woodlands Express transit service.

1999 -2001
Lawton Metropolitan Planning Organization, Lawton, OK — Transportation Planner II. Principal tasks included coordinating transportation improvements between varying

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JASON E. ROBERTS

EDUCATION: UNIVERSITY of NORTH TEXAS –
Undergraduate Studies in Computer Science

Jason is an I/T Specialist with 15 years of experience in programming, website development, and network infrastructure planning. Jason formed a passion for transportation and urban development after a visit to Europe. He spearheaded the Oak Cliff Transit Authority, a non-profit organization in 2006, and developed their marketing and web presence which lead to the city of Dallas being awarded a federal stimulus grant to reintroduce a streetcar system into the city by 2013. Jason recently spearheaded the "Better Block Project", where he organized teams of advocates to revive blighted, vacant blocks of pre-war buildings into livable, sustainable developments complete temporary businesses, landscaping, bike lanes, and outdoor cafe seating. The project has been touted by the New York Times, Washington Post, GOOD magazine, and the Congress for the New Urbanism, as a new model for forwarding city planning initiatives. In 2011, Jason was nominated for “Texan of the Year” by the Dallas Morning News.

As an I/T and media relations consultant, Jason specializes in translating complex engineering and planning terms and methods into easily understood messages for general public consumption. Additionally, he is adept at communicating with media outlets and providers throughout the nation. Jason serves as prime community and media contact during both planning and design phases. Jason’s role in better block is to lead all communications, organize stakeholders and lead coordination with government authorities.

Team Better Block LLC., Dallas, TX – Principal, 3 Years

- **Norfolk, VA Art and Design District, Norfolk, VA** – Communications Director
- **Dallas Complete Streets Initiative, Dallas, TX** — Communications Director
- **Wichita Bicycle Master Plan, Wichita, KS** — Communications Director
- **San Antonio Complete Streets, San Antonio, TX** – Communications Director

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MONICA DIODATI

EDUCATION: UNIVERSITY of DALLAS – Bachelor of Arts in English, Minor in Journalism

Team Better Block, LLC – Communications Director, Sept. 2014-present

As Communications Director, Monica manages client communications and event programming. She also is responsible for maintaining the Better Block blog, website, and social media pages, and assists with marketing materials.

Design District Market – Founder & Director, 2012-2014

Monica was responsible for planning, funding and implementing a quarterly indoor/outdoor market with 3,000+ attendees. She also managed event logistics, marketing, vendor relations, volunteer coordination, and permits and licensing.

Little D Farmers Market – Founder & Director, 2014

Monica started and managed a weekly farmers market in West Dallas. This involved working with the City to secure necessary permits, promoting the market to the surrounding area, negotiating with property owners to allow the market to take place, and working with vendors to ensure they are meeting market standards.

Jim Lake Companies – Marketing & Investor Relations, 2011-2014

At Jim Lake Companies, Monica handled all investor relations for the commercial real estate firm, including investor retention, correspondence, and outreach.

She also managed all marketing and PR initiatives, including social media, SEO, designing print materials, writing press releases, planning events, coordinating advertising initiatives, and managing websites.

Community Involvement

- Co-founder of RAFT (River Activation For The Trinity), promoting more regular use of the Trinity River basin area in Dallas
- Development Director at Art Conspiracy, a nonprofit organization supporting local artists and musicians in Dallas.
- Secretary of the Board for Bishop Arts District Association
- Manager of Bike Friendly Design District, an online community for cyclists

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CRISTINA A. GARMENDIA

HARVARD KENNEDY SCHOOL – Master in Public Policy, Thesis: Enhancing Government Property Management Using Data and Technology

WASHINGTON UNIVERSITY IN ST. LOUIS – Bachelor of Arts in Architecture

OpportunitySpace, Inc. – Cofounder and Chief Customer Officer, 2012-2015

Cristina managed all aspects of the customer experience for clients and product users at a civic technology company that partners with governments to bring underutilized real estate to market. Clients included city, county, and state governmental entities, whom she recruited, advised, and managed implementation of open data and real estate asset management best practices. For the company, she detailed and iterated on product functionality and behavior through the collection, analysis, and prioritization of user feedback and product performance.

Technology product beta supported by grants from foundations and start-up competitions, and $600k seed round from angel investors. Her work has been featured in New York Times, Government Technology, Atlantic CityLab, Wired UK, Next City.

Washington University School of Medicine – Project Manager, 2009-2010

Cristina was the Project Manager of the Healthy PAGE Project at the Prevention Research Center, where she conducted applied public health research. She managed a comprehensive and interdisciplinary health impact assessment of a redevelopment project in Pagedale, MO, coordinating the research of 30+ contributors from disciplines of public health, social work, and design. She designed and implemented resident surveys, focus groups, and stakeholder interviews. She delivered individualized policy and programmatic strategic plans to public and private sector stakeholders to maximize health benefits of redevelopment to residents.

Union West Florissant Housing Solutions – Redevelopment Consultant, 2008-2009

Cristina was recruited by senior leadership team at St. Louis-based nonprofit housing corporation to address community engagement issues identified in her documentary film *Brick by Brick*. She organized community meetings to engage residents in redevelopment plans, developed partnerships with community groups, and enlisted support from city officials for client to expand scope of work to commercial development and social initiatives.

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HAYRETTIN GUNC

EDUCATION: HARVARD UNIVERSITY – Master of Architecture in Urban Design

Team Better Block, LLC – Communication Designer, 2014-present

Hayrettin focuses on different media to communicate social impact of the projects and he is responsible for creating design guidelines, posters and workshop materials

Architecture for All – Co-Founder & Project Coordinator, 2012-present

'Herkes İçin Mimarlık' (Architecture for All) is a non-profit organization based in Istanbul that provides democratic and collaborative design processes between architects, urban designers, and citizens. Hayrettin was responsible for managing Workshops and coordinating "Revitalizing Abandoned Schools of Turkey" project. As the project director he coordinated the process between local community, local decision-makers, technical consultants and volunteers.

SITU Studio – Intern, 2014 Summer

Hayrettin researched Air Transfer Rights, Illegal Unit Conversions and Tactical Interventions for Community Improvement for "Uneven Growth" exhibition organized by MoMA in 2015.

Freelance Architect – 2012-2014

After his graduation in 2012, he worked on various freelance projects, which include an installation design of a pavilion for Milan Design Week '13 in collaboration with fashion designer Ece Ege (Dice Kayek).

Awards/Achievements

- Vitra Turkey Exhibition Participant
- Shortlisted for Young Architects Program (YAP) organized by MoMA and Istanbul Modern
- 2nd Istanbul Design Biennial Exhibition Participant
- 1st Istanbul Design Biennial Exhibition Participant

ONA FERGUSON

Senior Associate
Consensus Building Institute, Inc.
238 Main Street, Suite 400, Cambridge, MA 02142
Tel. (617) 844-1127; E-mail oferguson@cbuilding.org

PROFESSIONAL SUMMARY

Ten years of experience as a facilitator, mediator and trainer in the United States helping groups work constructively together on natural resource and public policy issues.

Aug 2004-present **Consensus Building Institute** Cambridge, MA
Senior Associate

Ona Ferguson is a Senior Associate at the Consensus Building Institute (CBI), a not-for-profit organization, providing mediation and dispute system design services to public and private clients worldwide. Ona has over a decade of experience as a facilitator, mediator and trainer in the United States helping groups work constructively together on natural resource and public policy issues. Her experience includes land use, climate change, coastal and estuary management, Superfund, and organizational and strategic planning.

EDUCATION & OTHER AFFILIAITONS

2002-2004 **Yale School of Forestry and Environmental Studies** New Haven, CT
- Master of Environmental Management
- Concentration in Land Use Planning and Mediation

1994-1998 **Smith College** Northampton, MA
- Bachelor of Arts in Art History

Yale School of Forestry and Environmental Studies: Lecturer, New Haven, CT. 2010-present

Association for Conflict Resolution: Environment and Public Policy Section Leadership Council Member, 2010-2012; Member, Washington, D.C., 2004-present.

U.S. Institute for Environmental Conflict Resolution: Mediator, Roster of Conflict Resolution Professionals, 2010-present.

SELECTED PROJECTS

Cambridge Climate Change Vulnerability Assessment, Cambridge, MA, 2012-2015. Lead facilitator for a two-year technical vulnerability assessment being completed by climate scientists, engineers and public health experts for the city of Cambridge, MA. Plan and lead public workshops and technical advisory committee meetings. This assessment will form the foundation of the city's climate preparedness plan.

Public Workshops on New England's Regional Ocean Planning, 2012-present. Lead facilitator and project manager for a team of four facilitators planning and leading multiple rounds of public workshops around New England for the Northeast Regional Ocean Council (NROC) to assist the New England

Regional Planning Body with its stakeholder engagement as it develops the first ever regional ocean plan in the country.

Advancing Stormwater Solutions in Ohio, 2011-present. Advise and facilitate the research team from the Ohio Department of Natural Resources, Old Woman Creek National Estuarine Research Reserve and watershed and stormwater management groups working to install and monitor green stormwater solutions in Ohio. Co-facilitate a collaborative learning multi-stakeholder group of engineers and state agency representatives guiding the project to ensure the results advance local stormwater practices.

Hudson River PCB Cleanup Community Advisory Group, Ft. Edward, NY, 2005-present. Facilitate a 25-member group of diverse interests providing input to EPA and General Electric on the implementation of the Record of Decision to dredge, dewater and transport Hudson River sediments contaminated with PCBs from the operations of two GE manufacturing facilities.

Coastal Erosion Workshops, MA, 2014. Co-planned a series of five workshops throughout Massachusetts' coastal region to hear community concerns about coastal erosion. Facilitated three of these sessions. Worked with colleagues to produce a summary clearly synthesizing the opinions and hopes of the residents, which was submitted to Massachusetts' Coastal Erosion Commission.

Kingston Flooding Task Force, Kingston, NY, 2012-2013. With a team from NY state agencies, planned and led a Task Force of local leaders, waterfront business owners, and people responsible for Kingston's key infrastructure to bring high level data to a local scale and help the Task Force develop adaptation recommendations to address substantial flooding from large scale storm events and future sea level rise. The task force has since been used as a model for three other town task forces along the Hudson.

New York Summit on Urban Coastal Resilience, New York City, NY, 2010-2011. Managed a year-long planning process and co-facilitated a day-long summit for invited participants from NY state agencies, New York and other cities, advocacy groups, economic development groups and others concerned with sea level rise. The group identified approaches for moving forward together on recommendations submitted by the NY Sea Level Task Force in December 2010.

Fresh Pond Shared Use Process, Cambridge, MA, 2010-2011. Co-managed and facilitated a public engagement process for the City of Cambridge to develop a Shared Use plan for Fresh Pond Reservation. Managed interactions with the public and a multi-stakeholder planning team, facilitating a series of eight evening public meetings to enable the public to articulate their recommendations for reducing conflict at Fresh Pond.

Cambridge Climate Congress and Dialogue, Cambridge, MA, 2009-2010. Planned and facilitated meetings among citizens of Cambridge and city staff and elected officials about climate policies and programs and opportunities for working jointly to more effectively decrease city-wide greenhouse gas emissions. Results included commitments from the city to fund an awareness campaign, focus on measurable goals, and work to be a model for those within and beyond city borders.

SELECTED TRAININGS & PUBLICACTIONS

Negotiation and Collaboration Skills for Environmental Professionals, New Haven, CT, 2014 (twice), 2012, 2011, 2010. Developed and teach a course for 20-50 masters students at the Yale School of Forestry and Environmental Studies on collaboration and negotiation processes and techniques to introduce them to concepts and techniques for engaging with stakeholders.

Land in Conflict; Preventing and Managing Land Use Disputes, 2013, co-authored with Sean Nolon and Patrick Field. This primer provides a set of tools and techniques for planners, lawyers, developers and community members to improve how they make decisions at a local level about the most contested pieces of land.

PATRICK T. FIELD

Managing Director | Consensus Building Institute, Inc.
Associate Director | MIT-Harvard Public Disputes Program
238 Main Street, Suite 400, Cambridge, MA 02142
Tel. (617) 844-1118; E-mail pfield@cbuilding.org

KEY ACCOMPLISHMENTS

- Leader of the Consensus Building Institute, an internationally regarded provider of facilitation, mediation, training and research in conflict resolution and change management.
- Nationally recognized mediator, facilitator and trainer who has helped thousands of diverse stakeholders address land use, natural resource, and environmental challenges.

1994-present **Consensus Building Institute** Cambridge, MA
1999-2014 *Managing Director, 1994-1998, Senior Associate*

- Co-manage CBI's $4 million budget, personnel, marketing, and strategic planning and also oversee all U.S. projects. Facilitated and mediated hundreds of public meetings, workshops, multi-stakeholder and agency negotiations, and technical meetings. Experienced in natural resource, energy, agricultural and nutrition, environmental, and land use issues. Conducted over thirty conflict assessments and taught negotiation, mediation, and consensus building skills to hundreds of federal, state, and local agencies, Tribes and First Nations, environmental advocates, and private companies.

1994-present **MIT-Harvard Public Disputes Program, Program on Negotiation, Harvard Law School** Cambridge, MA
2000-2014 *Associate Director, 1994-1996, Research Associate*

- Initiate and direct research projects on application of dispute resolution/consensus building principles and strategies to public policy arenas. Develop strategies and materials for teaching negotiation and dispute resolution skills.

1989-1992 **Division of Capital Planning & Operations, Commonwealth of MA** Boston, MA
Energy Project Planner

- Generated $2 million in capital improvements and $470,000 in annual energy savings through a shared energy savings program at a state university and college. Obtained $1.4 million in utility incentives resulting in an annual energy savings of $260,000.

EDUCATION

1992-94 **Massachusetts Institute of Technology** Cambridge, MA
Master of City Planning, May 1994, concentration in environmental policy.

1982-86 **Carleton College** Northfield, MN

Bachelor of Art, May 1986. Phi Beta Kappa, summa cum laude.

SELECT PROJECTS RELATE TO ENGAGEMENT AND PLANNING

Site Planning for Communities with Closing Coal-Fired Coal Plants, Somerset and Holyoke, Massachusetts 2014-15. Working with a team of economic, design, and environmental experts, led the engagement process for two communities seeking to identify conceptual planning options for the reuse of two sites, until recently, long-term, coal fired generating plants with significant contributions to the towns' tax bases *(with Utile).*

Plan Eastern Tennessee and One STL, Knoxville, Tennessee and St. Louis, MO, 2014-15. Worked with core partners on the regional sustainability initiative as HUD-grant funding came to an end to help build long-term collaboration. Work included scoping issues and challenges, working with leadership teams, conducting an extensive process assessment through interviews, developing and facilitating a region-wide collaboration summit, and producing final reports and recommendations.

Northeast Regional Oceans Commission Stakeholder Engagement, New England, 2012-15. Co-lead on team to advance an extensive engagement land throughout a multi-year regional planning effort. Facilitated natural resource science workshop, public meetings on Regional Planning Body goals and objectives, focus groups of 20 to 40 aquaculture representatives regarding their views on regional ocean planning opportunities and concerns for the aquaculture industry, prepared reports on trends in maritime commerce and ocean energy, and a stakeholder forum on options for identifying important ecological areas and effective decision-making.

Blueprint Columbus, Columbus, OH, 2013-15. Facilitator and senior advisor to a two-year intensive public engagement process to test the feasibility of a alternative, distributed approach to addressing wet weather sanitary sewer overflows and storm water management throughout the City. Engagement includes city-wide advisory group, neighborhood outreach, and intensive multi-staged door-to-door engagement on technologies and options.

New Hampshire Energy Site Evaluation Committee Review, New Hampshire, 2013. Co-lead facilitator of an extensive process to solicit stakeholder and citizen input on the structure and process of New Hampshire's energy siting body. Process included extensive research across Northeastern states, creation of an ad hoc multi-sectoral coordinating committee, conducting of seven focus groups, and five public workshops involving over 300 citizens using keypad polling. Report was submitted to the NH Legislature in December 2013.

Fresh Pond Shared Use Plan, Cambridge, MA, 2010-11. Lead facilitator of a 9-month process to create a first ever shared use plan for recreational use of an urban, intensively used reservation and city water supply. Process included extensive outreach, public information materials, large public meetings, a twenty-person core plan development group, and developing and submittal of a final shared use plan to the City.

Cambridge Climate Change Congress, Cambridge, MA, 2009-10. Facilitated a three session Climate Change Emergency Congress of 100 citizens developing recommendations to City Government and the civic community for accelerating actions to reduce carbon emissions in the city.

Future of I-81, Syracuse, NY, 2009. Co-designed and managed a complex public input process related to the future of the I-81 interstate highway in Syracuse, New York. Co-managed the public input and stakeholder outreach process to diverse stakeholders in the Greater Syracuse community. Reviewed

and translated technical reports to the public and facilitated information exchange between agency, local organizations, and the public.

New Castle County Land Use and Permitting Process, New Castle County, DE, 2009. Facilitator of an assessment and dialogue to improve the efficiency of land use permitting process in the state's largest county among New Castle County departments, and Delaware's Department of Transportation and Department of Natural Resources and Environmental Control.

AIANH150 Pilot Project, Durham, NH, 2007-08. Facilitated a process seeking to create a master redevelopment plan for a 9-acre site in the heart of the University town. Worked with design professionals from across the state, townspeople, and the property owners to create a showcase process and outcome for smart growth redevelopment in New England.

MaxPak Site Development, Somerville, MA, 2004. Coached the City of Somerville Planning staff and worked with a team of diverse design, permitting, transportation, and cost consultants on a public process to develop neighborhood design criteria for a controversial brownfields redevelopment *(with Utile).*

JOURNAL ARTICLES AND BOOKS

Land in Conflict: Preventing and Resolving Land Use Conflict, with Ona Ferguson and Sean Nolon, Lincoln Institute for Land Policy, 2013.

Integrating Mediation in Land Use Decision Making: A Study in Vermont. *Land Lines.* Lincoln Institute of Land Policy, January 2010.

Building Consensus, with Heather Conover. *Marketing Handbook for the Design and*

Breaking Five Myths of NIMBY to Get Your Project Off and In the Ground. *Land Development* (National Association of Home Builders), v. 19, no.4, Fall 2006.

Consensus Building and Dispute Resolution. Co-authored with Lawrence Susskind. *Planning and Urban Design Guidelines*, 2006. Wiley and Sons for the American Planning Association.

Building Consensus: Dealing with Controversial Land Use Issues and Disputes. Co-authored with Lawrence Susskind. No. 48, Fall 2002. *The Planning Commissioners Journal.*

Dealing with an Angry Public: A Mutual Gains Approach to Rebuilding Trust and Improving Long Term Relationships. 1996. Co-authored with Lawrence Susskind. New York: The Free Press.

ERIC J. ROBERTS

Associate
Consensus Building Institute
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Tel. 617-844-1126; E-mail eroberts@cbuilding.org

PROFESSIONAL SUMMARY

Facilitator, mediator, trainer and researcher of collaborative problem-solving processes to address politically intricate and scientifically complex public and environmental issues.

2012-present **Consensus Building Institute** Cambridge, MA
Associate

- Domestic and international experience on issues of organizational governance and capacity development, water resources management, regional ocean planning, energy resources development, climate change, and sustainable development. Designs and implements situation assessments and stakeholder engagement plans; facilitates and mediates multiparty collaborative problem-solving processes. Creates customized trainings on negotiation, mediation, and collaboration.

2011-2012 **RESOLVE** Washington, D.C.
Climate Investment Funds (CIF) Consultant
Policy Intern

- Collaborated with senior associates to design and launch a global selection process for civil society observers to the CIF committees and subcommittees reaching over 35,000 organizations worldwide.
- Co-produced educational video and activity scenarios for the 'Serious Play' presentation at the 2011 EPA Community Involvement Conference.

2008-2010 **Environmental Management and Engineering** Nashville, TN
Environmental Scientist

- Assessed stream and wetland mitigation sites and recommended methods for enhancing sites failing permit requirements. Collected and analyzed High Consequence Area (HCA) attribute data at approximately 3,500 sites near natural gas transmission pipelines in nine states. Conducted Phase I and II Environmental Site Assessments. Composed groundwater monitoring reports, Storm Water Pollution Prevention Plans, NPDES Permits, and other technical documents.

2005 **Daviess County Soil and Water Conservation District** Washington, IN
Watershed Coordinator

- Convened and co-facilitated public meetings to discuss strategies to reduce non-point source pollution from Concentrated Animal Feeding Operations.

EDUCATION

2010-2012 **University of Michigan** Ann Arbor, MI
Master of Science in Natural Resources and the Environment

2000-2004 **Indiana University** Bloomington, IN
Bachelor of Science in Public Affairs concentrated in Environmental Management

ADDITIONAL TRAINING

2013 **U.S. Institute for Environmental Conflict Resolution**
Collaboration Technology Training

SELECTED PROJECTS

Consensus Building and Stakeholder Engagement

Somerset Power Plant Reuse Study, Somerset, Massachusetts, 2015-Present. Co-facilitating and documenting a community engagement process to collect community input on reuse options at the Montaup and Brayton Point power plant sites as the town transitions the sites from coal power generation to alternative uses.

U.S. EPA Mystic River Watershed Initiative, Greater Boston, Massachusetts, 2014 – present. Providing facilitation and meeting support services for the Steering Committee, Water Quality Subcommittee, and Municipal Subcommittee. Organizing, facilitating, and documenting outcomes of each meeting.

Eastern Corridor State Road 32 Relocation Situation Assessment, Cincinnati, Ohio, April 2014 – Present. Interviewed over 100 stakeholders with CBI team to identify the range of stakeholder views about the relocation project and identify possibly ways the parties may move forward using a collaborative process; drafted Situation Assessment report. Co-facilitated and documented project team meetings.

Blueprint Columbus, Columbus, Ohio, 2013 – present. Facilitator, advisor, and trainer for a two-year intensive public engagement process to test the feasibility and public acceptance of an alternative, distributed approach to addressing wet weather sanitary sewer overflows and stormwater management throughout the City. Conducted stakeholder outreach to select and convene members of the Community Advisory Panel. Designing and delivering trainings for city staff on public participation, meeting design, and dealing with difficult people.

Cape Cod Regional Wastewater Management, 2013-2014. Co-facilitated a series of focus groups designed to better understand participants' views and perceptions of the impacts of nutrient loading on their watersheds and the necessity of crafting local and regional solutions to nutrient pollution.

New England Marine Sector Outreach and Public Engagement, New England, 2012 - Present. Co-facilitating a process for the Northeast Regional Ocean Council (NROC) to engage key members of the aquaculture, energy, and maritime commerce industries on regional ocean planning issues such as natural resources and marine life assessments and effective interagency decision-making. Designed and currently implementing a public and stakeholder engagement strategy to build on already established relationships, and engage current, new, and less involved stakeholders at key points in the planning process to incorporate the full consideration of public values into the final ocean plan.

Climate Change Vulnerability and Adaptation Planning, Cambridge, Massachusetts, 2012-present. Co-facilitating public workshops and technical advisory committee meetings for an 18-month vulnerability assessment that will inform a comprehensive climate adaptation planning process.

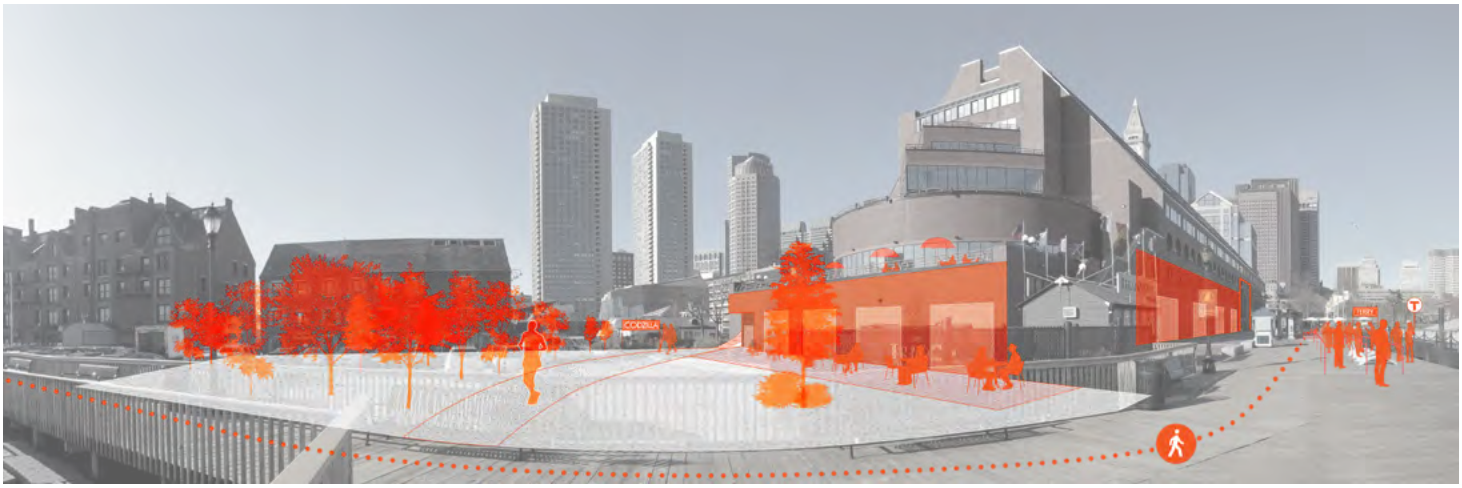
Relevant Experience

Downtown Boston Waterfront Planning
Boston, Massachusetts

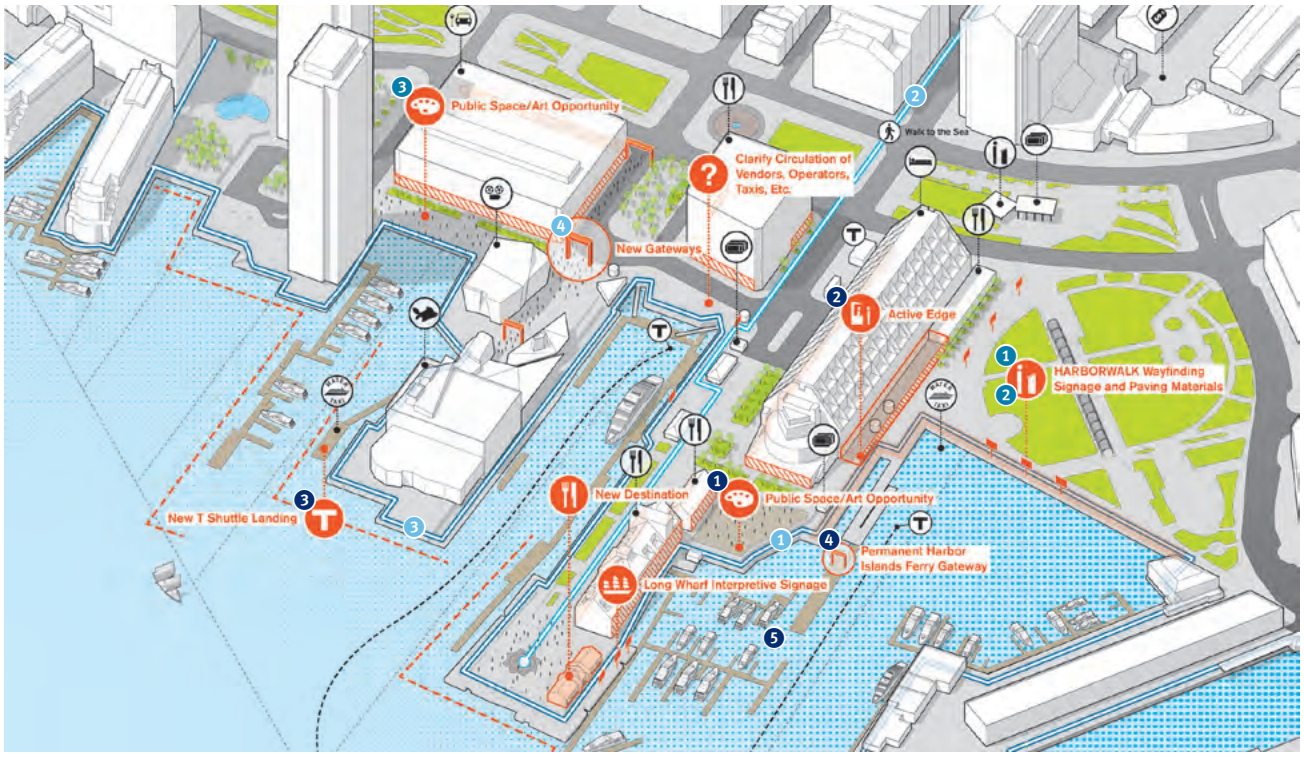
utile

Client
Boston Redevelopment Authority
Type
Urban planning, urban design
Year/Status
2013-present
Scope of Services
Public realm plan, regulatory plan, zoning recommendations
Key Collaborators
Noble & Wickersham, and Durand & Anastas Environmental Strategies

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



Boston Redevelopment Authority



Connectivity

1. Strengthening the connection to the North End is critical. This can happen through encouraging passing through the Marriott lobby, and improving the quality of the paths around the Marriott.
2. The Walk to the Sea should be strengthened and promoted. Encouraging more to travel to the end of the wharf could relieve some of the pedestrian congestion during peak tourist season, and lead to a greater appreciation of the harbor and Bostons' maritime history.
3. The HARBORWALK should be strengthened to encourage north-south movement through the study area and to draw visitors to the ends of the wharfs.
4. Gateway moments should be designed, such as one approaches the NEAq.

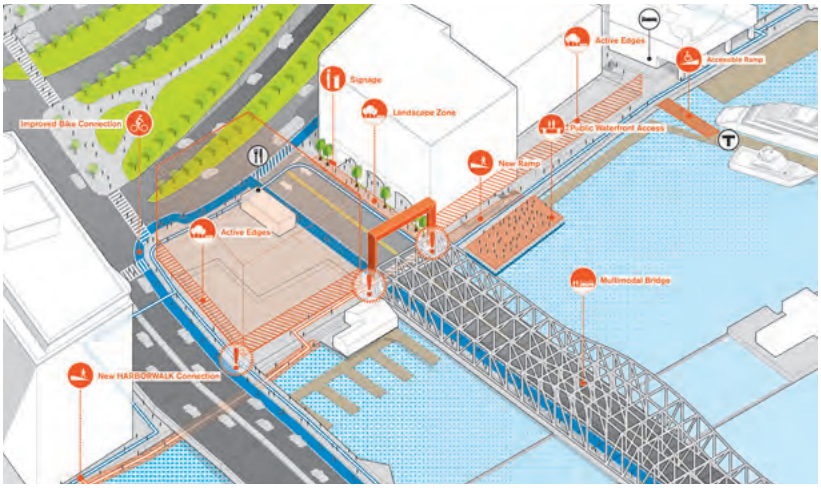
Legibility

1. Signage should make clear both the HARBORWALK as well as HARBORWALK "shortcuts," such as around the Marriott. Overall maps of the HARBORWALK and the general district should be considered.
2. Coordinated signage can also make clear the ferry locations and schedules. This will alleviate confusion in the area. The overall area can be improved through coordinating paving materials, signage, etc. This will help clarify the public realm and direct people to the key amenities and open spaces.
3. Key landmarks, such as public art, large-scale signs, and digital displays, should be considered as navigation and wayfinding devices.

Activation and Programming

1. Improving underutilized spaces, such as the hardscaped plaza between the Harbor Garage and the water, and parking lot and the end of Long Wharf, is a priority. Each should have a different character, ranging from quiet contemplative spots to very active.
2. Activating the edges of buildings is key to drawing people to this area and distributing foot traffic.
3. Expanding the water transit options, both in terms of destinations and regularity of service, is a key priority. Water transit can connect the Downtown Waterfront to other Boston neighborhoods, such as East Boston, as well as neighboring waterfront communities.
4. The Harbor Islands would benefit from a permanent gateway on the wharf.
5. The reconstruction of T Wharf and a reconfiguration of waterside on uses should be considered on the north side of Long Wharf.

DRAFT MARCH 20, 2014

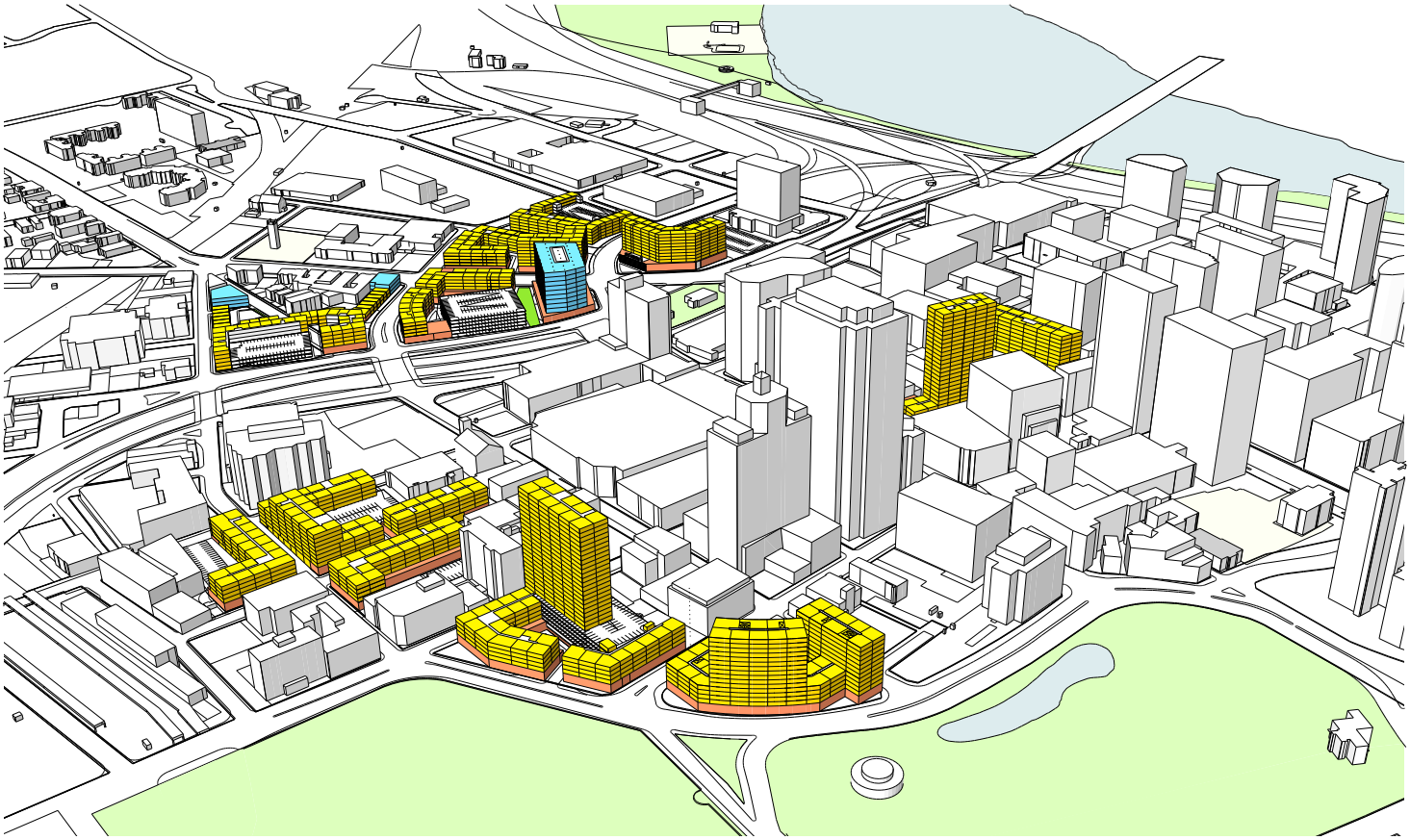


Hartford Downtown North/Downtown West
Hartford, Connecticut

Through a Department of Housing & Urban Development (HUD) Sustainable Communities Grant, the City of Hartford enlisted Utile to conduct an eight month planning process that resulted in a master plan integrating a district wide strategy for future development, infrastructure improvements, zoning recommendations and public realm design guidelines.

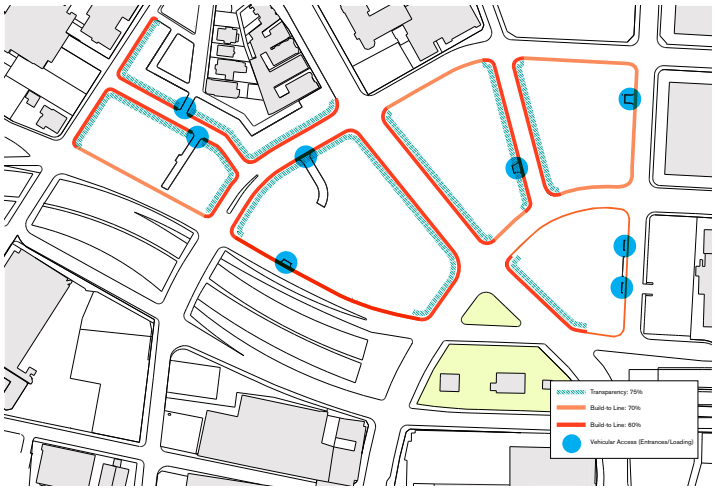
Parallel to the overall master plan assignment, Utile engaged in "real-time" planning with the City, as opportunities for targeted development parcels arose. Through scenario test-fits, Utile provided a quick turn-around to help inform development and future zoning decisions for the City. The combination of providing a long-term vision for Hartford, while being nimble enough to respond to a changing development market, is at the core of Utile's planning approach. It is strategic planning at multiple scales.

Client
City of Hartford, CT
Type
District Planning
Year/Status
2013
Scope of Services
Planning, zoning and design guidelines, streetscape
Key Collaborators
Ninigret Partners, Nelson\Nygaard, Stoss LU, FHI



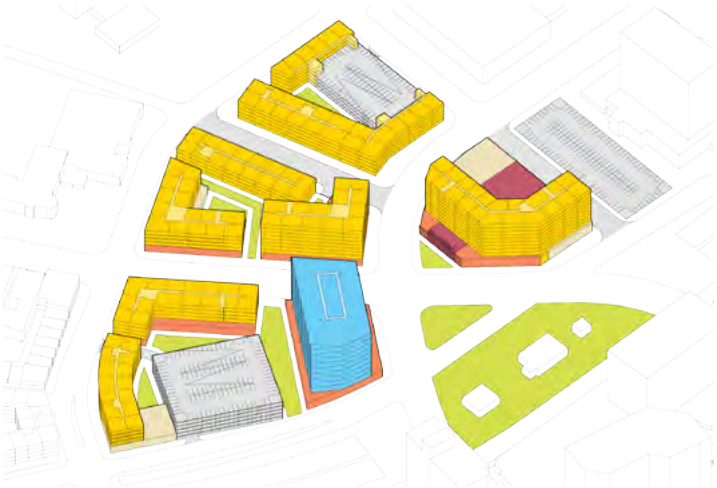
Five development districts were identified for Downtown Hartford. These massing scenarios represent contextual responses to the neighboring buildings, as well as responding to real estate market demand.

utile

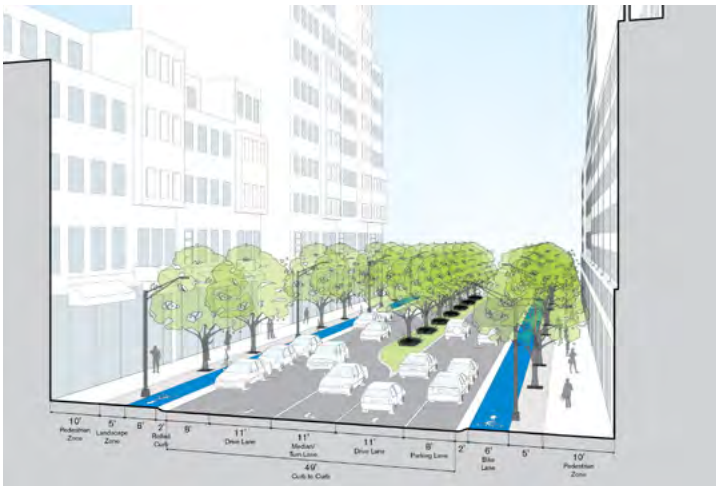


Design guidelines for the building's orientation, scale and relationship to the public realm were developed.

A new public plaza will be the centerpiece of future development.



The massing scenario for this district places higher densities at the 100% corner, while shifting down in height at the perimeter.

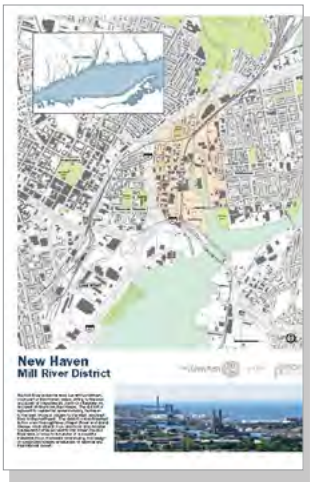


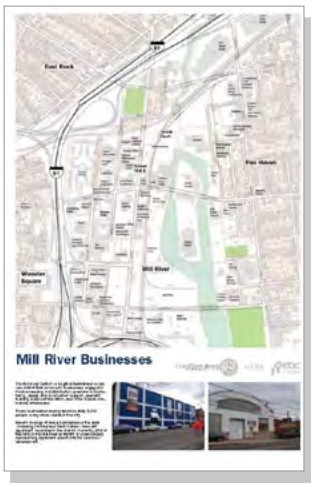
Main Street is transformed, eliminating multiple travel lanes and adding in a center median, cycle tracks and wider sidewalks.

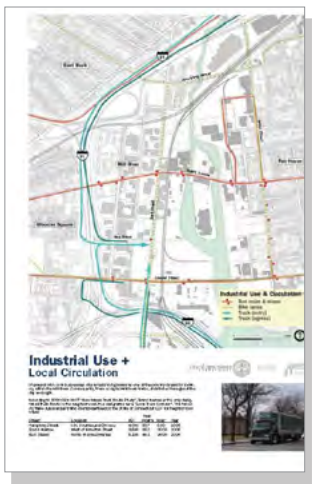
Undeveloped city-owned parcels are phased in over time.

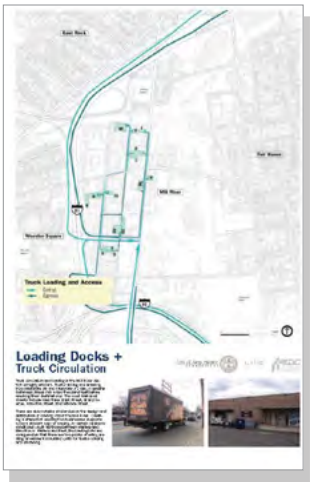
A redesigned Wexford Park provides a hospitable connection to downtown with large lawn spaces and a new skate park.

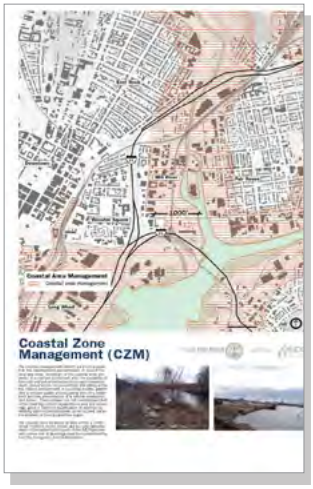
Mill River District Planning Study
New Haven, Connecticut

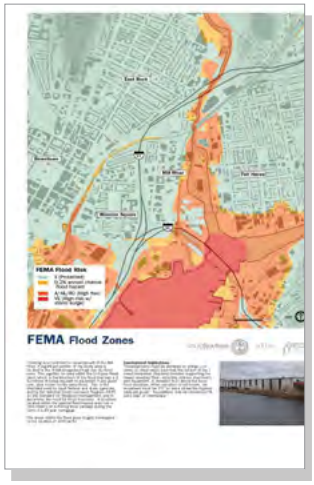












Home to a diverse mix of businesses including food processing and distribution, precision manufacturing, and design and construction support, the Mill River District is a vital part of New Haven's industrial economy. Working with the Economic Development Corporation of New Haven and the City of New Haven, Utile undertook a planning study of the area, investigating a comprehensive set of physical, regulatory and marketing strategies to enhance its economic vitality and prepare it for future growth.

The vision includes consideration of pedestrians, cyclists and green space. Central to the plan is business retention, expansion and job growth. These ideas will provide a framework for redevelopment scenarios and streetscape improvements, and inform recommendations for land use changes, infrastructure improvements, and district-specific building prototypes.

Client
New Haven EDC
Type
District Planning
Year/Status
2010–2013
Scope of Services
Planning, parcel planning, branding, development senerios
Key Collaborators
Ninigret Partners, Stoss LU, Nelson/Nygaard

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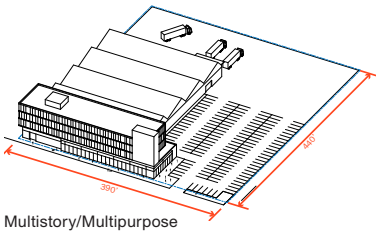
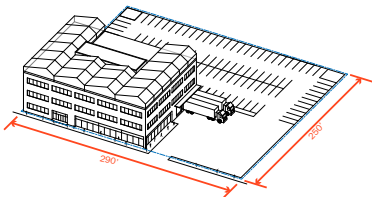
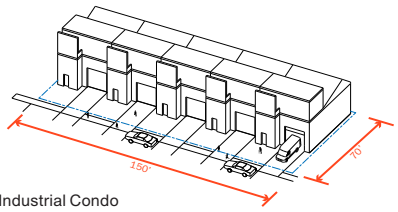


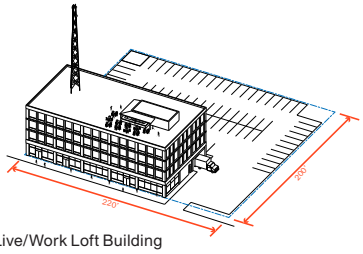
Multistory/Multipurpose
Light Manufacturing Loft Building



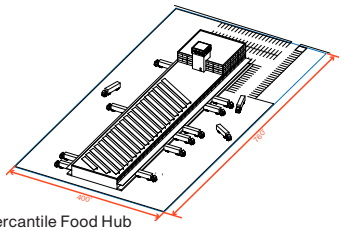
Industrial/Commercial/Retail Hybrid



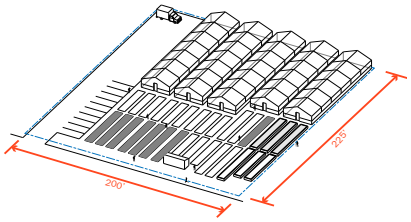
Industrial Condo



Live/Work Loft Building



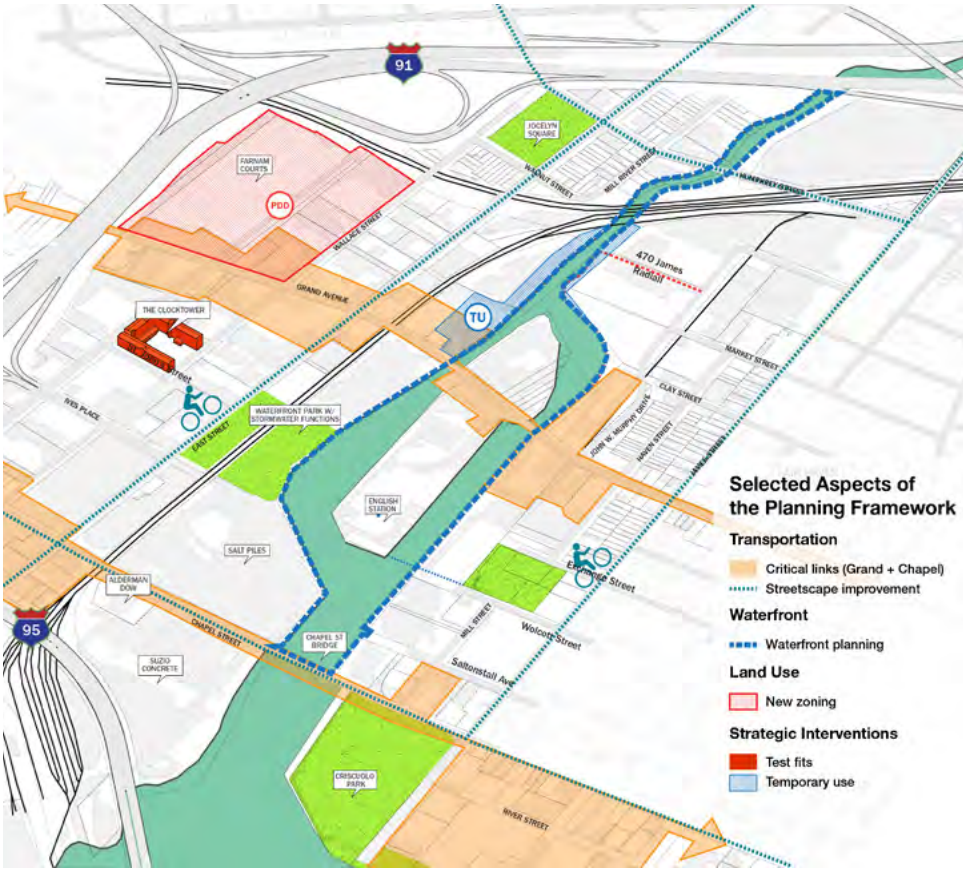
Mercantile Food Hub



Urban Agriculture / Greenhouses

An overall planning framework for the district was established to set priorities for physical improvements that will ultimately complement the economic transformation of the district.

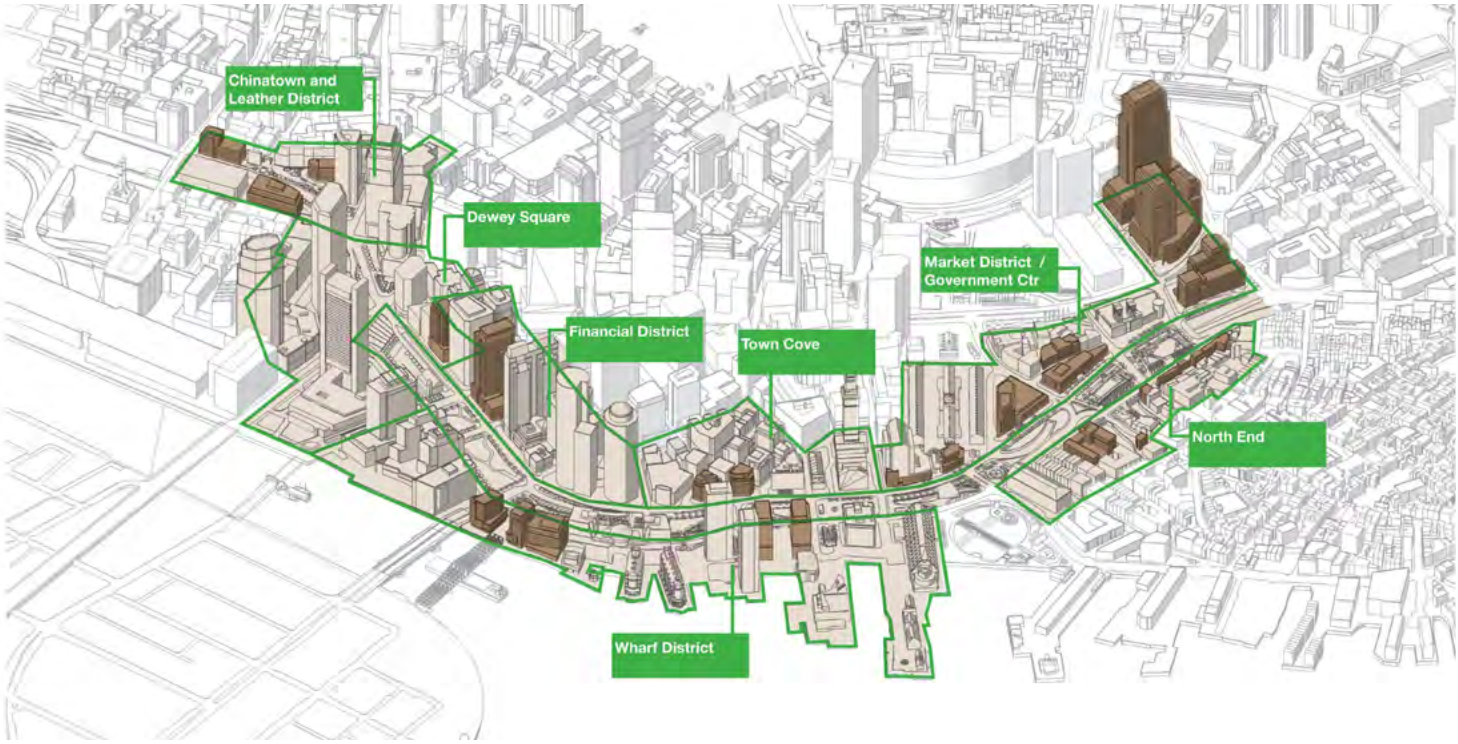
Utile thoroughly mapped the Mill River District's physical, economic, social, and ecological context.



A series of industrial prototypes were developed for the Mill River District that move beyond traditional industrial models. Scenarios were developed to test the feasibility of these specific industrial building prototypes on select parcels.

Greenway District Planning Study
Boston, Massachusetts

utile



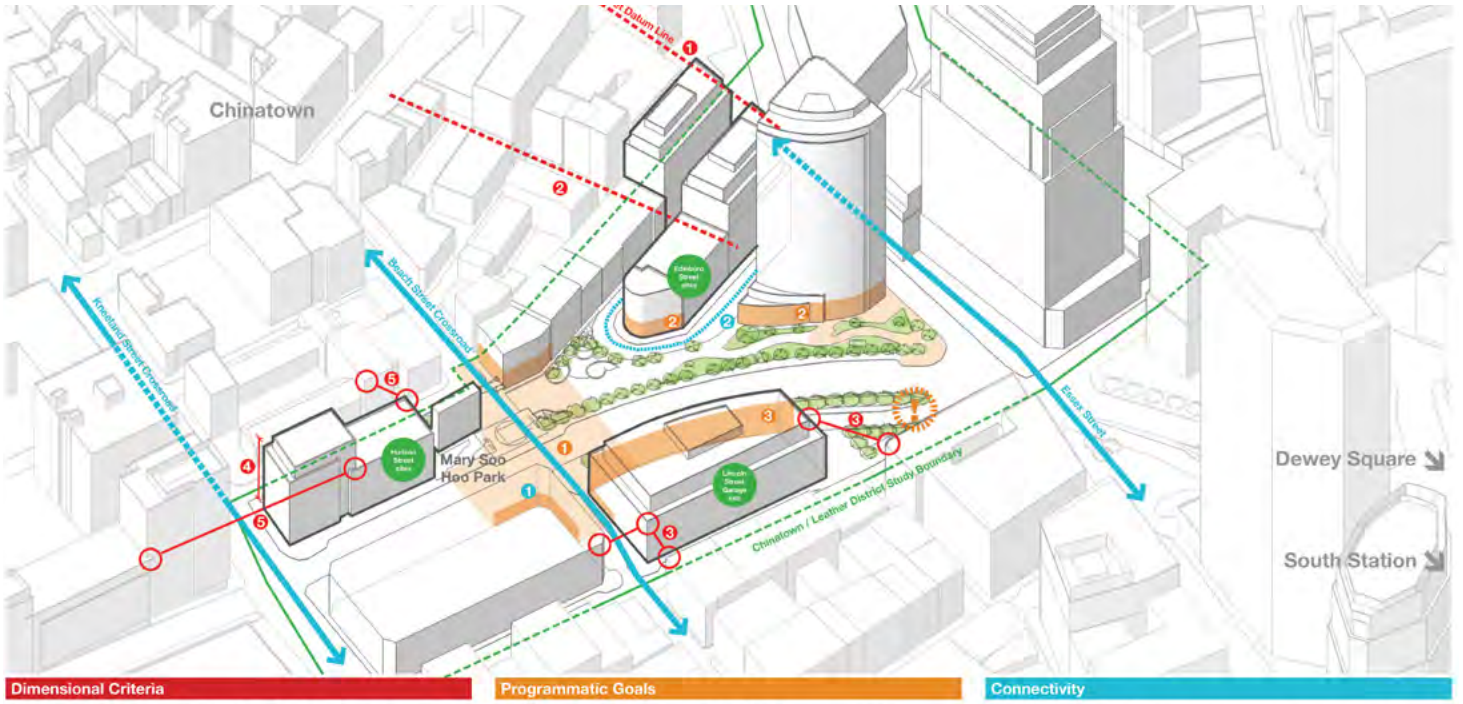
Utile led an ambitious planning initiative on behalf of the Boston Redevelopment Authority that resulted in design guidelines for the real estate parcels that frame the Rose Kennedy Greenway in Downtown Boston. The guidelines were determined by testing development "what-if" scenarios on parcels most likely to be redeveloped as a result of the increased land values caused by the new linear park system. The study included an assessment of different levels of density and height both along the Greenway and on nearby open space resources.

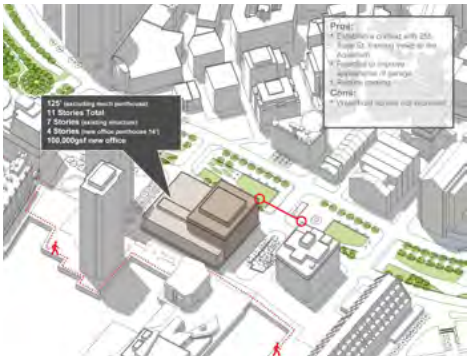
The guidelines identified and defined the mix of uses, height and density, and the particular configuration and functions at the ground plane, and included sustainable design goals framed by performance-based criteria. Utile's work explored an innovative parking policy that reduces commuter and special event car use downtown, achievable because the area is well-served by mass transit. Parking policy is being prioritized because three potential development sites within the study area are occupied by publicly accessible garages with a total capacity of 4,378 cars.

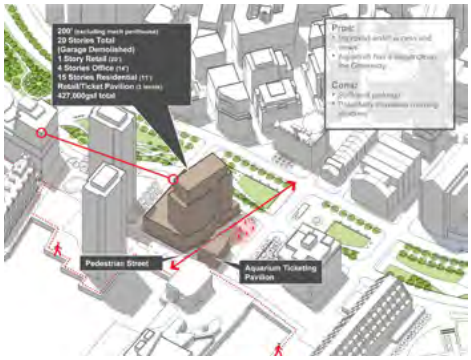
The planning study was presented in an easy-to-understand graphic format to better communicate both the guidelines and their underlying logic to development teams, regulatory officials, and stakeholders.

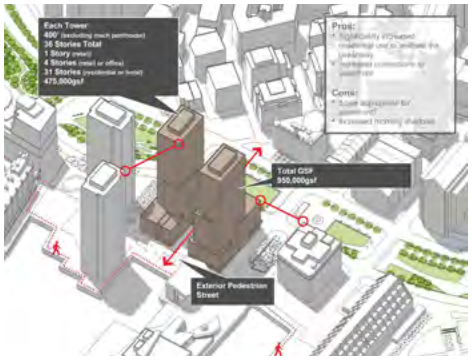
Utile worked with Nelson\Nygaard on the parking component of the study. In addition, Utile collaborated with Ken Greenberg, a Toronto-based urban designer, and HR&A, a Manhattan-based real estate and economic development advisory firm.

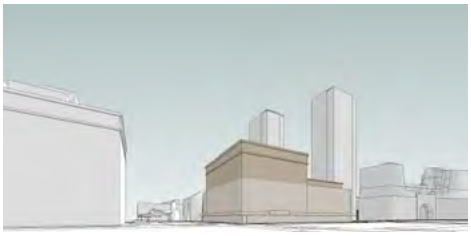
The map shows the variety of potential investment sites that Utile studied in order to assess opportunities for improving the Greenway's edge conditions.

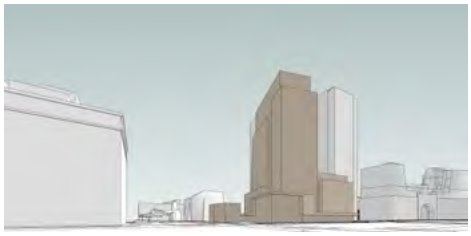


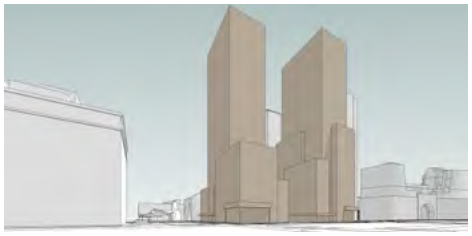












Client
Boston Redevelopment Authority
Type
District Planning
Year/Status
2010
Scope of Services
Planning and design guidelines
Key Collaborators
Nelson\Nygaard, Ken Greenberg, HR&A

Utile worked with Toronto-based urban designer Ken Greenberg to identify urban challenges and opportunities for each segment of the Greenway. This analysis (above) grew out of an in-depth study of program, urban form, environmental conditions and economic considerations.

Utile explored development scenarios (below) for each potential investment site and then evaluated the scenarios in four categories: urban design, environmental impacts, program and activity, and economic viability.

Union Square Neighborhood Plan
Somerville, Massachusetts

utile

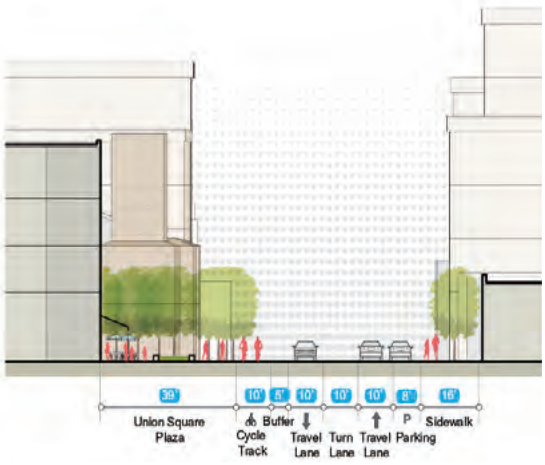
Utile is assisting the City of Somerville in the Somerville by Design neighborhood planning process for Union Square. The future extension of the Green Line to Union Square means that the area is poised to see significant growth in the next five years. Developers are already planning for development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

Union Square public charrette.

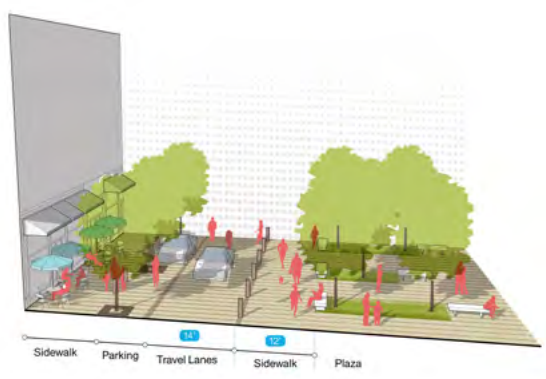
The public realm plan for Union Square includes redesigned streets and intersections, often yielding new public spaces.

Client
City of Somerville Planning and Zoning
Type
Neighborhood planning
Year/Status
2015
Scope of Services
Planning and Urban Design

Redesigned intersection at Washington Street and Somerville Avenue.



Master planning for Boynton Yards and adjacent parcels provide transit oriented development opportunities adjacent to the future green line station.



Utile has been instrumental in rethinking the design and operations for streetscapes and public spaces in Union Square. Additionally, Utile has created a master plan for the development of Boyton Yards, a future job center and transit oriented development providing a mix of commercial, residential, retail and open spaces. This development moves Somerville towards meeting the goals of their comprehensive plan.

The master plan for Boynton Yards creates a future job center, accompanied by new residential development and needed community open spaces.


HOLDING
PATTERN

INTERBORO

Holding Pattern

Long Island City, New York
Winner of MoMA PS1 Young Architects Program
2011

Holding Pattern is our project for the 2011 Young Architects Program. It is about 1) recycling and 2) strengthening connections between a large, powerful institution (MoMA PS1) and its neighbors.

The Young Architects Program invites architects to create a temporary environment for the celebrated Warm Up music series. To avoid designing and building something we would have to throw away when Warm Up was over, we ensured that all of the project's components would have a home when the project was deinstalled. We did this by making matches between things institutions in the neighborhood needed and things that would enhance the experience of the MoMA PS1 courtyard. We met with local institutions, asked them what they needed, selected items we thought were a good match, then designed and built them with the understanding that they would be "held" at MoMA PS1 during the summer. When Holding Pattern was deinstalled this past fall, we delivered 79 objects and 84 trees to more than 50 organizations in Long Island City.

Because we expanded our client base from one client (MoMA PS1) to over 50, Holding Pattern operated like an urban design project. The environment we created responded to different desires in ways that a fixed piece of architecture couldn't, and giving the neighborhood a stake in the design made locals more likely to patronize the museum.

During the summer, these objects sat in the MoMA PS1 courtyard under a canopy constructed by stringing ropes from holes in MoMA PS1's 16-foot tall concrete wall to the parapet across the courtyard. Just as Hugh Ferris revealed the potential of New York City's 1916 zoning code by drawing the theoretical building envelope, we revealed the very odd, idiosyncratic space of the courtyard and created an inexpensive and column-free space for the activity below. From the ground, the experience was of a soaring, hyperboloid surface.

(Top) Museum visitors at Holding Pattern at MoMA PS1

(Opposite) The Tree Room at Holding Pattern

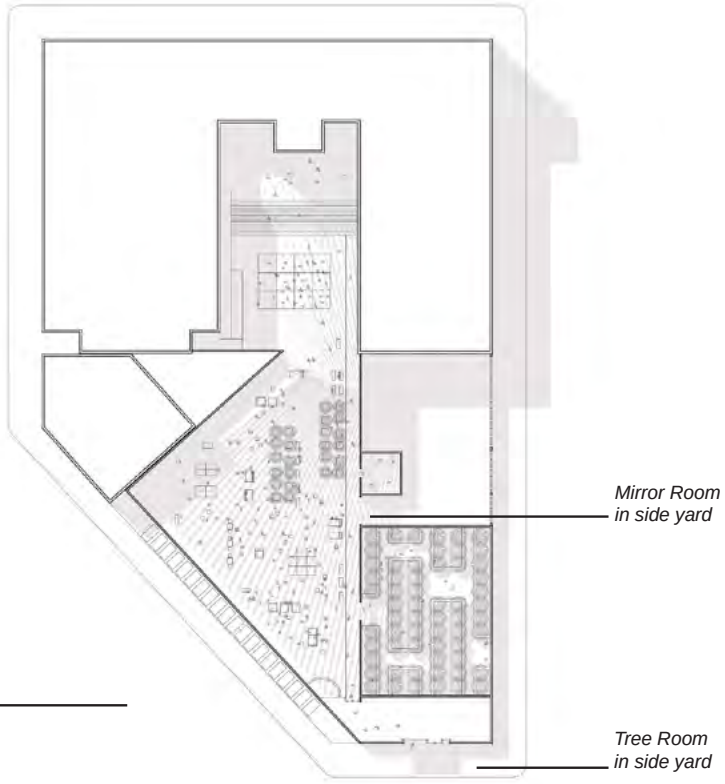
INTERBORO

(Opposite top) A bird's eye view of Holding Pattern

(Opposite bottom) A view of the Rec Room in the main courtyard of MoMA PS1


MoMA PS1
PS1 Mo

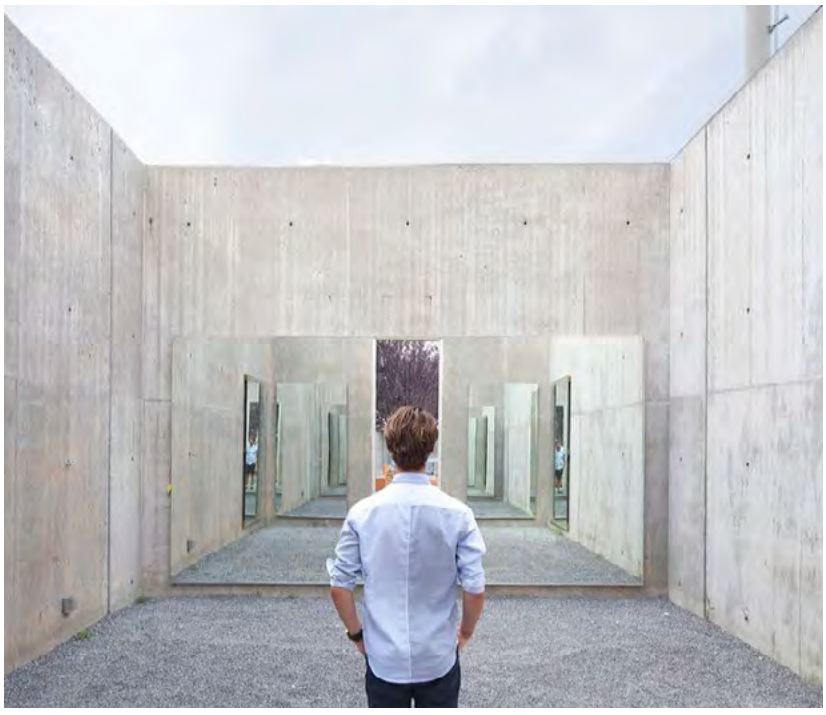

MoMA PS1



Plan of Holding Pattern

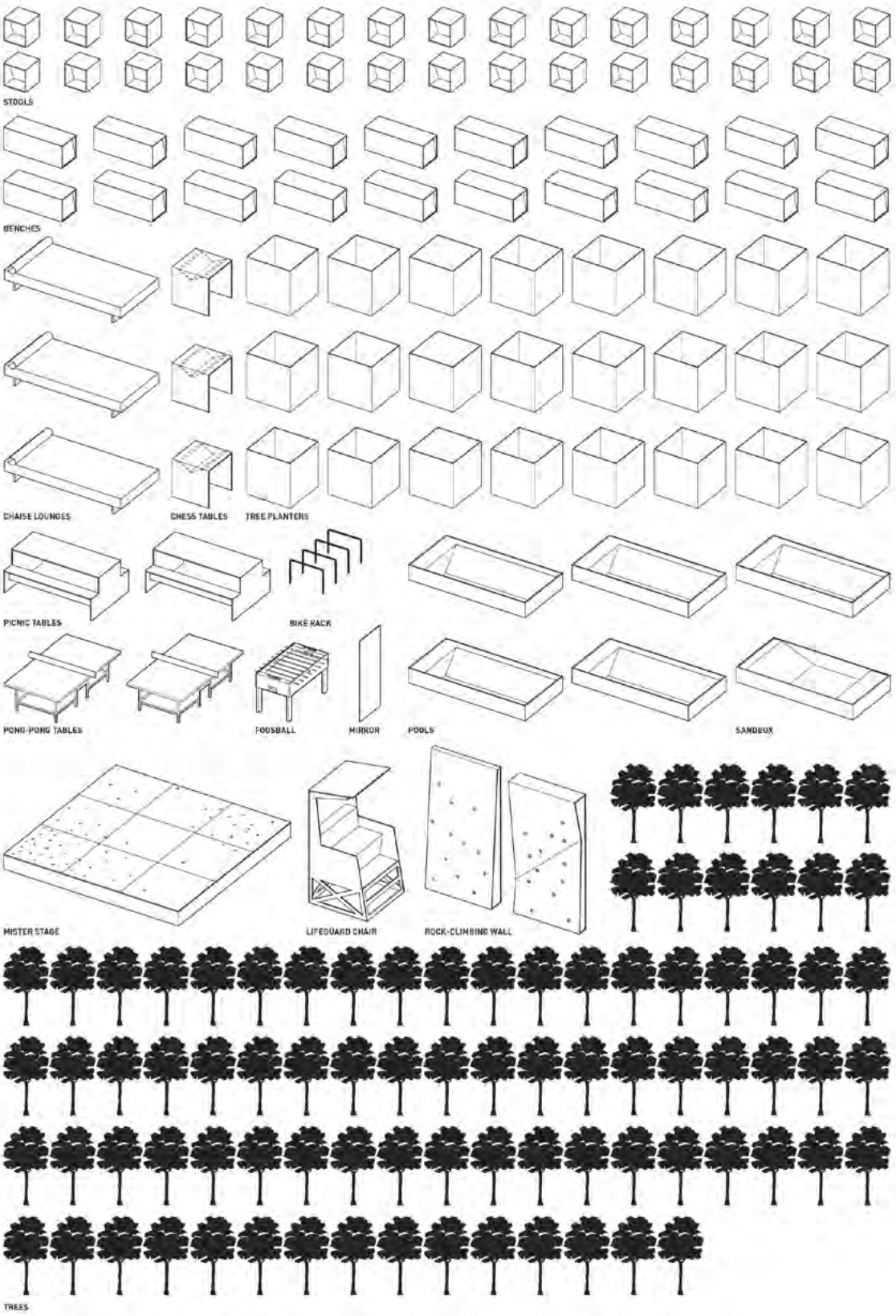
INTERBORO

The canopy over the Rec Room in the main courtyard of MoMA PS1. The top portion of the canopy is attached and held on the roof of MoMA PS1 by ballasts.



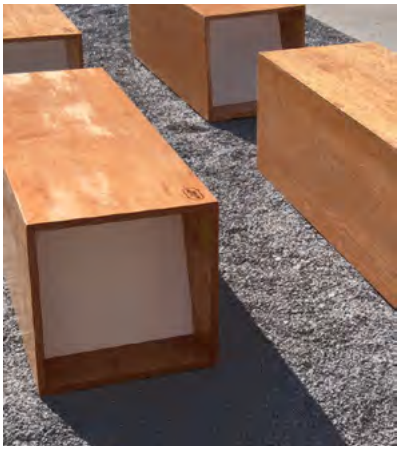
The Mirror Room in one of the side yards of MoMA PS1 contained eight 4'x8' mirrors.

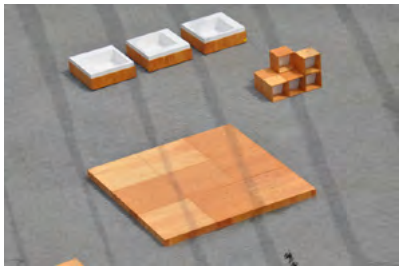
The Tree Room in one of the side yards of MOMA PS1 contained 60 red oak trees planted in mulch with hay bale retaining walls.


STOOLS
BENCHES
CHAISE LOUNGES
CHESS TABLES
TREE PLANTERS
PICNIC TABLES
BIKE RACK
PONG-PONG TABLES
FOOSBALL
MIRROR
POOLS
SANDBOX
MISTER STAGE
LIFEGUARD CHAIR
ROCK-CLIMBING WALL
TREES

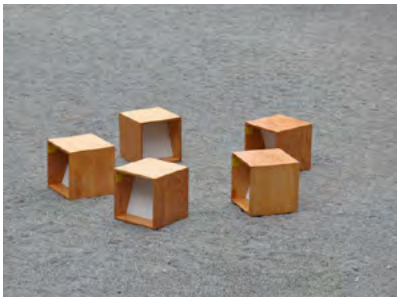
INTERBORO


PS1

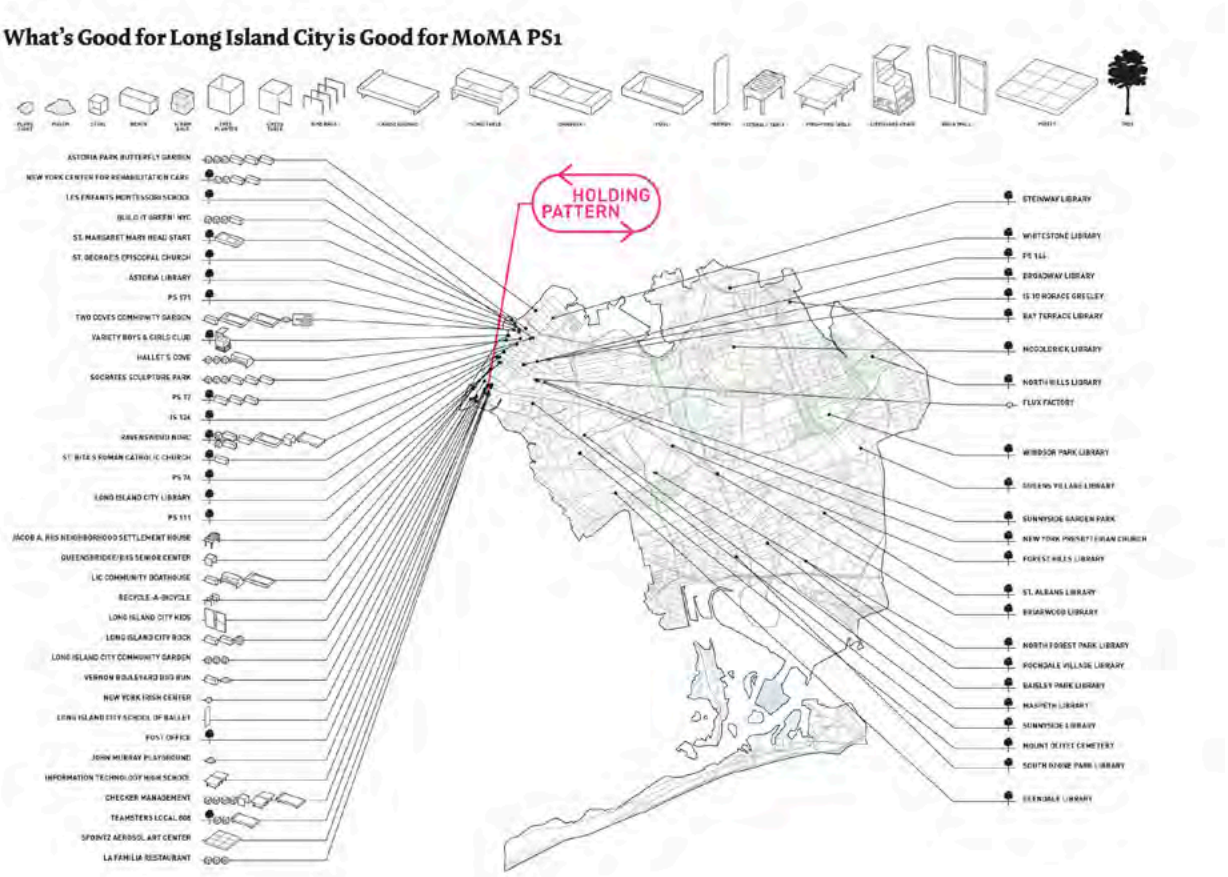


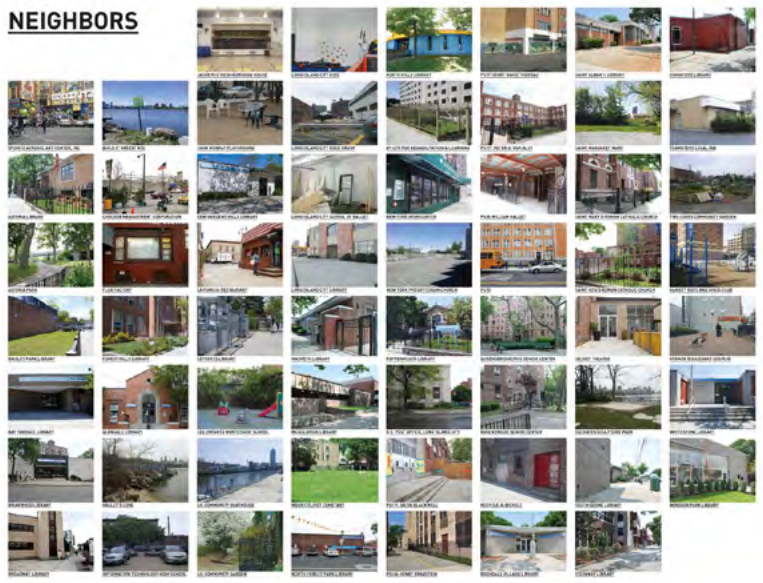



HOLD FOR




HOLD FOR





(Previous page left) An inventory of all of the items on hold in Holding Pattern, including 79 pieces of furniture and 84 trees.

(Previous page right) Different pieces of furniture on hold in teh Rec Room in the main courtyard at MoMA PS1. All furniture in the courtyard was requested by various community organizations in Long Island City, designed and built by Interboro, held in the courtyard at MoMA PS1 for the summer, and then donated to the respective community organizations in the fall.

(Above) A map showing the dispersion of items from the Holding Pattern courtyard to the different organizations around the community.

(Left) Spaces improved by one or more Holding Pattern *items*

INTERBORO

In the spring, Eric Ragan from the Long Island City School of Ballet requested 8 mirrors for the expansion of the school's dance studios.

In the summer, the mirrors were installed in the Tree Room in one of the side yards of MOMA PS1. Among other events, the Long Island City School of Ballet conducted a ballet workshop at MoMA PS1 as part of Holding Pattern's community outreach program.

In the fall, the 8 mirrors from the Mirror Room were installed in the new dance studio at the Long Island City School of Ballet.

INTERBORO


TREE
↳ A lot of MoMA PS1's neighbors needed trees. The eighty-four trees in Holding Pattern were donated by New York Restoration Project. As part of MillionTreesNYC, New York Restoration Project will plant the trees on the properties of the neighbors who asked for them.

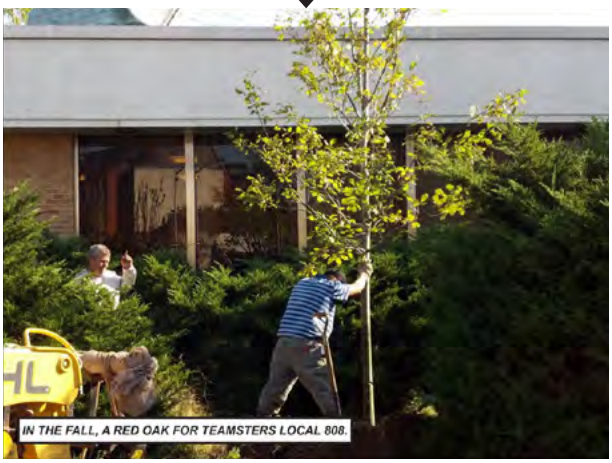

CHESS TABLE
↳ Three of MoMA PS1's neighbors wanted a chess table. The three chess tables in Holding Pattern will be donated to the neighbors who asked for them.


THIS COURTYARD COULD USE A FACELIFT. MAYBE A FEW TREES, AND SOME OUTDOOR FURNITURE WOULD HELP?
IN THE SPRING, WE MADE A MATCH WITH OSSIE LO VERME FROM TEAMSTERS LOCAL 808.


WE'RE IN THE MARKET FOR A RAINWATER COLLECTION SYSTEM, BENCHES, AND MAYBE A CHESS TABLE . . .
IN THE SPRING, WE MADE A MATCH WITH MARK CHRISTIE FROM LIC COMMUNITY GARDEN.


IN THE SUMMER, THE RED OAKS IN A HOLDING PATTERN.


IN THE SUMMER, THE CHESS TABLES IN A HOLDING PATTERN.


IN THE FALL, A RED OAK FOR TEAMSTERS LOCAL 808.


IN THE FALL, A CHESS TABLE FOR LIC COMMUNITY GARDEN.

PING PONG TABLE

↳ Two of MoMA PS1's neighbors needed a ping pong table! The two ping pong tables in Holding Pattern will be donated to Checker Management Corporation and Information Technology High School.

CHAISE LOUNGE

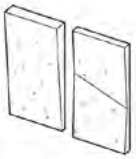
↳ A lot of MoMA PS1's neighbors wanted a place to relax. Included in Holding Pattern are three chaise lounges that will be donated to the neighbors who asked for them.

LIFEGUARD CHAIR

↳ Salah M. Hassanein Variety Boys & Girls Club of Queens needed a lifeguard chair for their new pool. The lifeguard chair in Holding Pattern will be donated to them.

ROCK-CLIMBING WALL

↳ Long Island City Kids wanted a rock-climbing wall for their gymnasium. The rock-climbing wall in Holding Pattern will be donated to them.



BENCH

↳ A lot of MoMA PS1 's neighbors needed seating. Included in Holding Pattern are twenty benches that will be donated to the neighbors who asked for them.

FOOSBALL TABLE

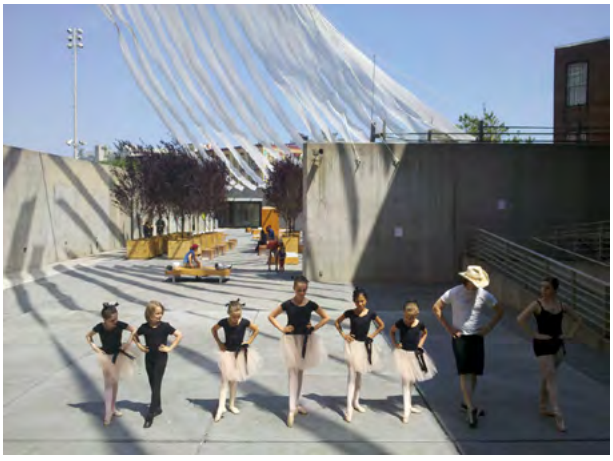
↳ Jacob A. Riis Neighborhood Settlement House needed a foosball table for their new recreation room. The foosball table in Holding Pattern will be donated to them.

(Top) An illustration of the concept of Holding Pattern. The furniture in the courtyard for the summer takes on a second life come fall, at which point it will be delivered to groups around the Long Island City community.

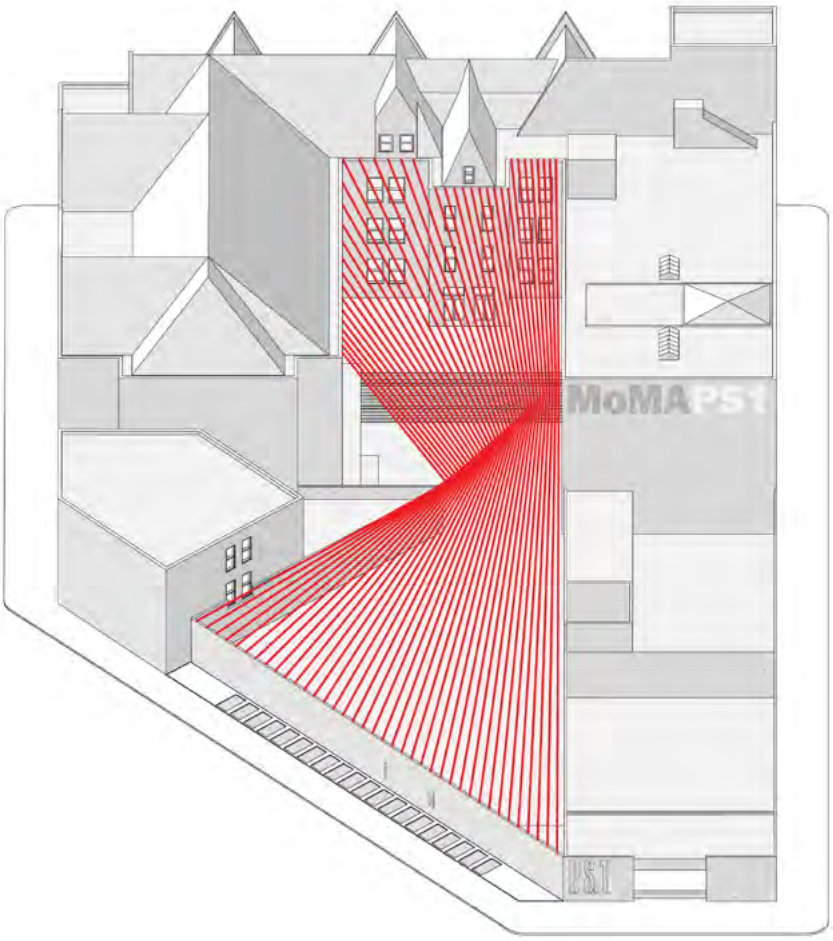
(Opposite, Top Left) MoMA PS1's bookstore invited us to curate a shelf of our favorite books, but as Holding Pattern is about strengthening connections between MoMA PS1 and Long Island City, we invited neighborhood organizations to nominate books that were influential and / or important to them. Thus the New York Irish Center, which occupies a storefront a few blocks away from MoMA PS1, recommended The New York Irish; the Jacob Riis Neighborhood Settlement House recommended How the Other Half Lives; Long Island City School of Ballet, which teaches ballet to neighborhood children, recommended Degas and the Little Dancer.

(Opposite) MOMA PS1's Warm-Up is synonymous with the Warm Up concert series, but we invited organizations in the neighborhood to make use of MoMA PS1's courtyard for programs of their own making. Events included B-Boy Workshops with 5 Pointz Aerosol Art Center, Ballet Workshops with LIC School of Ballet, Traditional Irish Music and Dance Workshops with New York Irish Center, and many more. These events helped create a space that brought together the high arts with the graffiti arts, hipsters with ballet students, and B-Boys with ballet dancers.

INTERBORO



INTERBORO



(Top) Axonometric drawing of the canopy over the main courtyard. The hyperboloid shape of the canopy was a direct result of the eccentric shape of MOMA PS1's courtyard.

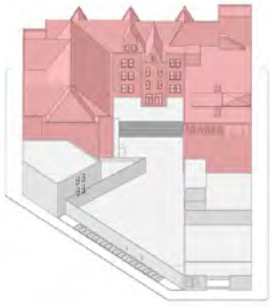
(Left) A view of the Rec Room in the main courtyard and the Tree Room in the side yard from the doorway

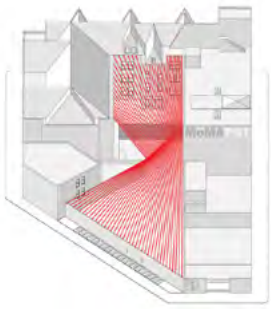
(Opposite Left) A series of diagrams explaining the various operations involved in the process of designing the canopy

(Opposite, Top) A photo of the rope connection at the roof

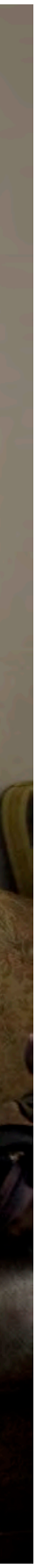
(Opposite, Middle) A photo of the central "bridge" structure of the canopy

(Opposite, Bottom) A photo of the rope connection at the courtyard wall





INTERBORO

N. Fairmount Redevelopment Plan

Newark, New Jersey
Funded by the City of Newark
2008-2010

Interboro was commissioned by the City of Newark Division of Planning and Community Development to draft a Neighborhood Redevelopment Plan for the Northern Fairmount (West Market) Area of Newark. This was the first Neighborhood Redevelopment Plan of the Booker Administration. The Plan was approved by the City Council in Spring of 2010.

Our mission was to build on the Northern Fairmount neighborhood's assets to attract more residents, and to improve the overall quality of life for existing residents.

The plan deploys three strategies: "Westmarketing," "Educating," and "Catalyzing." "Westmarketing" is an advertising campaign that lets Newarkers know that neighborhood is a great place to live. "Educating" seeks to help existing residents and potential residents become homeowners by helping them make informed and responsible decisions regarding home purchases. "Catalyzing" uses design proposals, zoning recommendations and investments to increase the amenities and improve the physical environment of the neighborhood.

The project is notable for its invention of several new participatory planning tools, which were lauded by the Administration and recognized by our peers. At the outset, we had noticed that the same people were attending the formal stakeholder meetings. In an effort to engage a broader spectrum of the community, we developed two participatory tools that would help make connections with those residents who didn't attend planning meetings.

In collaboration with James Rojas of the Latino Urban Forum, we set up an interactive model of the neighborhood at a bus stop on Central Avenue. Asking passers-by to take a look and play with the model, we were able to communicate some of the planning issues on the table and also get residents' feedback on what they'd like to see in their community.

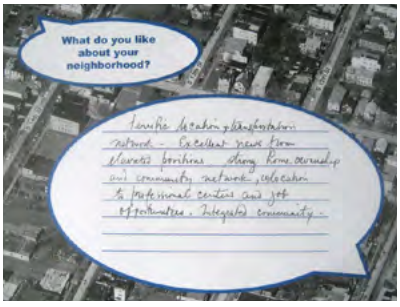
We also developed a collection of pre-paid postcards that were addressed to the City of Newark Division of Planning and Community Development. The cards had images on one side, and a request for a caption for the image on the other. The postcards were to be left in the neighborhood's beauty salons, beer stores, churches, and resident mailboxes. We found that when we saw something like "Mixed-use," residents saw something else: "too much trash," "drug den," "John's store."

With these efforts, we sought to "see" the neighborhood through the eyes and differing perspectives of its residents.

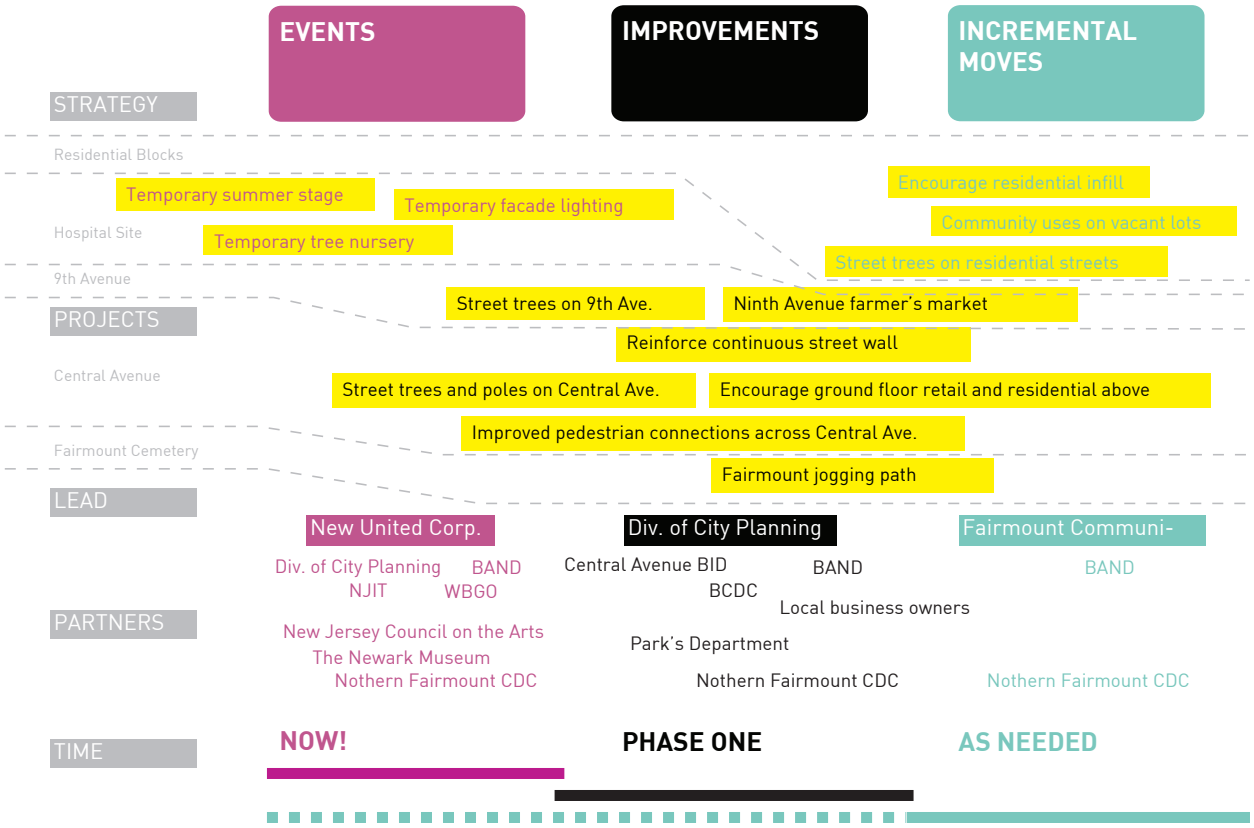
INTERBORO

Public Presentations:
Tobias Armborst, Daniel D'Oca, Georgeen Theodore, "Newark West Market Neighborhood Redevelopment Plan" (presentation and participatory public planning meeting organized for the City of Newark, Newark, New Jersey, March and July 2009).

Citations:
Dean L. Maskevich, "NJIT and the Urban Vision," *NJIT Magazine*, Fall 2009, pages 10-15.



Different modes of engaging community participation: the public meeting and focus groups.


EVENTS
IMPROVEMENTS
INCREMENTAL MOVES
STRATEGY
Residential Blocks
Temporary summer stage
Temporary facade lighting
Encourage residential infill
Community uses on vacant lots
Hospital Site
Temporary tree nursery
Street trees on residential streets
9th Avenue
Street trees on 9th Ave.
Ninth Avenue farmer's market
PROJECTS
Reinforce continuous street wall
Central Avenue
Street trees and poles on Central Ave.
Encourage ground floor retail and residential above
Improved pedestrian connections across Central Ave.
Fairmount Cemetery
Fairmount jogging path
LEAD
New United Corp.
Div. of City Planning
Fairmount Communi-
Div. of City Planning
BAND
NJIT
WBGO
Central Avenue BID
BCDC
BAND
Local business owners
BAND
PARTNERS
New Jersey Council on the Arts
The Newark Museum
Nothern Fairmount CDC
Park's Department
Nothern Fairmount CDC
Nothern Fairmount CDC
TIME
NOW!
PHASE ONE
AS NEEDED


WEST MARKET NEIGHBORHOOD
Temporary Summer Stage
Temporary Lighting of Facades
Community uses on vacant lots
Temporary Sports Court for Basketball Tournament
Temporary Tree and Plant Nursery
Street trees on Ninth Avenue
Ninth Avenue Farmer's Market
Improved connections to cemetery
Improved connections to cemetery
Street trees on residential streets
Street trees and poles on Central Avenue
Encourage ground floor retail and residential above; reinforce continuous street wall


Greetings from West Market

INTERBORO

The Plan (opposite page, above).

The pamphlet distributed at the first public meeting (left and right).

INTERBORO

Community engagement with an interactive model of the neighborhood, set up on the sidewalk.


RE
OUNT?

INTERBORO

Living With The Bay

Nassau County, NY
2014

With:
Apex
Bosch Slabbers Landscape + Urban Design
Center for Urban Pedagogy
David Rusk
Deltares
H+N+S Landscape Architects
IMG Rebel
NJIT Infrastructure Planning Program
Palmbout Urban Landscapes
Project Projects
RFA Investments
TU Delft

On Long Island, Superstorm Sandy killed 14 people and damaged close to 100,000 buildings. Nearly 70% of all homes destroyed on Long Island were located in Nassau County, where 35,725 residents were displaced, where a total of 74,736 structures were flooded or destroyed, and where 34,602 cars were damaged or wiped out.

The damage from Sandy was caused primarily by storm surge. But unfortunately storm surge is not Long Island's only waterrelated threat. Long Island faces serious threats from sea level rise, stormwater, and wastewater. The latter two threats are a major source of pollution: unfiltered stormwater runoff entering the bay by way of the region's rivers and creeks threatens the bay's ecology. Effluent from the Bay Park Sewage Treatment Plant—which is currently released in the bay—exacerbates nitrogen levels that cause harmful algae blooms, hypoxia, and excessive Ulva seaweed growth and that deteriorate salt marshes that could otherwise help protect Long Islanders from storm surge. The salt marshes are also undermined by overdevelopment, which has increased polluted stormwater runoff and restricted the sediment flow that is essential to the marshes.

These threats pose a serious challenge to the bay, which is in many ways the cultural, ecological, and economic engine of the region.

And these water-based threats are exacerbated by other threats. For example, New York's system of "home rule" creates a barrier to the kind of regional decision making that is required to adequately address regional issues that don't respect municipal lines, even though regional decision making is required to create a built environment that is socially, economically, and environmentally sustainable and just. And while South Nassau County is a great place to live, many of the things that make it great are inaccessible to some people. On the one hand, this is because there is a lack of public access to the region's natural amenities. On the other hand, it is because parts of the region are unaffordable. Long Island has a vast shortage of apartments and rentals. When Sandy struck, Long Island's rental vacancy rate was just over 4%: neither displaced residents nor relief workers were able to find suitable temporary housing.

So, how do we ensure that the next big storm won't be as devastating as Sandy? How do we keep Long Islanders safe in the face of future extreme weather events and sea level rise? And what can we do to improve the water quality and quality of life in southern Nassau County? What can we do to make living with the bay safe, healthy, fun, and accessible to everyone?

These are the questions we address in Living with the Bay, our comprehensive regional resiliency plan for Nassau County's South Shore. Our goal is to make the communities around the South Shore's bays more resilient in the face of the above-mentioned threats, but also to strengthen what makes living near the bays great in the first place.

Threats: Storm Surge
The damage from Sandy was caused primarily by storm surge. In Nassau County, over 113,000 buildings are in the range of a category 2 surge.

A total of 74,736 structures in Nassau County were flooded or destroyed by Sandy.

Threats: Sea Level Rise
Sea level rise is a Sandy-like storm surge in slow motion – an inexorable, decade-by- decade phenomenon that never creates a sense of immediate crisis. We have chosen a 6-foot SLR as our base standard.

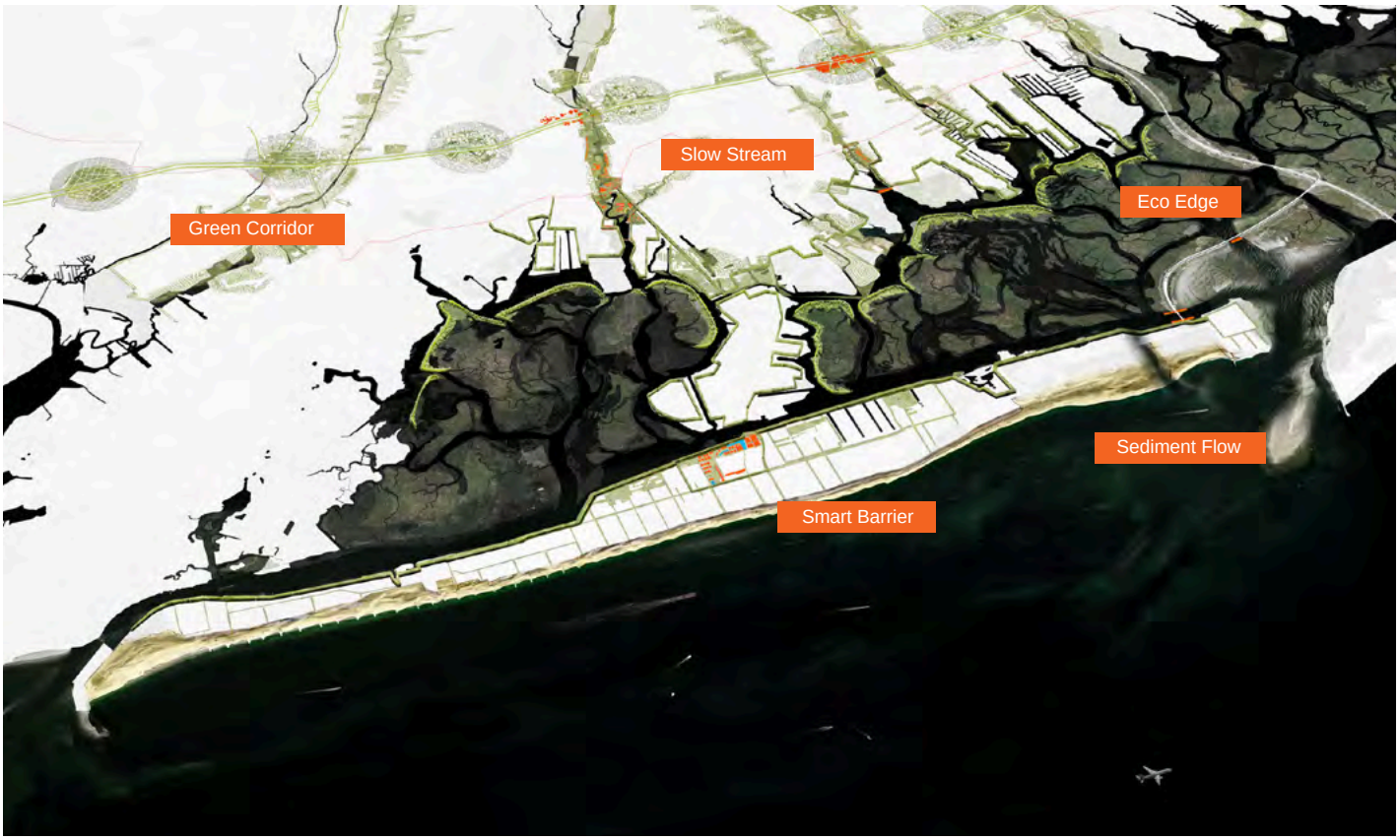
Threats: Stormwater
Overdevelopment has lead to an increase of stormwater runoff into Nassau's rivers and creeks. During heavy rain, the water in these creeks and rivers rise above the level of the outflow pipes, causing major backups at upland storm drains. Stormwater runoff is also a major source of pollution, which directly threatens the quality of the ecological system of the bay.

Threats: Wastewater
Presently, the Bay Park Sewage Treatment Plant releases its partially treated effluent into the bay, exacerbating nitrogen levels that cause harmful algae blooms, hypoxia, excessive ulva seaweed growth, and that deteriorate the bays salt marshes. Extending the outflow pipe into the Atlantic Ocean is an essential component of our resiliency-building efforts.

Because there are multiple threats, there are no "silver bullet" solutions here, no one response that will solve all of Long Island's water related problems. A surge barrier might protect Long Islanders from storm surge, but it won't do much to keep us safe from nor'easters and other rain events that routinely flood our communities. Withdrawing or retreating from the coast would result in less flood damage, but the South Shore is certainly not going to throw in the towel. And neither should it.

Our plan therefore presents a range of integrated adaptive measures that keep Nassau County residents safe, and add to the economic, ecological, and social quality of the region. These measures include mitigating the damage from storm surge, stormwater runoff, and sea level rise by recovering the sediment system and strategically deploying protective measures like constructed marshes, dikes, and cross-structures along the urbanized edge; managing stormwater in order to mitigate the damages from common rain events as well as improve the water quality in the bay; and expanding housing options in high and dry areas near public transportation.

INTERBORO



We have developed an integrated, tri-scalar approach that includes planning and design efforts at the scale of the region, the sub-region, and specific sites.

At the scale of the region, we have developed a draft, longrange, comprehensive, regional resiliency plan for southern Nassau County. This plan includes research, planning and design, and the development of decision-making tools that address the interrelationships between the region's natural and human-made systems.

At the scale of the sub-region, we focused on high-impact areas to develop prototypical resiliency strategies for ocean shores, barrier islands, saltwater marshes, creeks and river estuaries, and highlands, respectively. While this plan zeroes in on a particular ocean shore, barrier island (Long Beach Barrier Island), saltwater marsh (West, Middle, and East Bays), river estuary (Mill River), and highland (Sunrise Highway corridor), each strategy is prototypical and broadly applicable to other ocean shores, barrier islands, saltwater marshes, creeks and river estuaries, and uplands in the entire Sandy-affected region.

Further zooming in to these areas, we selected five specific sites—one for each of the five strategies—to develop catalytic projects that are implementable within the short term and can kick-start longterm change.

Regional Framework
(Five Strategies)

Sediment Flow Strategy	Smart Barrier Strategy	Eco Edge Strategy	Slow Stream Strategy	Green Corridor Strategy

Sub-Regional Masterplans

Jones Inlet Sediment Study	Long Beach Barrier Island Masterplan	West, Middle and East Bay Masterplan	Mill River Masterplan	Sunrise Highway Masterplan
Site: Jones Inlet	Site: Long Beach Barrier Island	Site: West, Middle, and East Bay	Site: Mill River	Site: Sunrise Highway

Phase One Projects

Jones Inlet Sand Engine Project	North Park Smart Barrier Project	Freeport Eco Edge Project	Mill River Slow Stream Project	Freeport Station Area Project
Site: Jones Inlet	Site: North Park Neighborhood, Ciry of Long Beach	Site: Freeport peninsula and bay	Site: East Rockaway, Rockville Centre, and Oceanside	Site: Freeport LIRR station area
Partner: tbc	Partner: City of Long Beach	Partner: Village of Freeport, Nassau County DPW	Partner: Villages of East Rockaway, Rockville Center, and Oceanside, Nassau County DPW	Partner: Village of Freeport, Jaral Properties, Nassau County DPW, New York State DOT
Project Elements: Sand Engine	Project Elements: Integrated dike, compartments, green infrastructure, housing	Project Elements: Integrated dike, compartments, green infrastructure, housing	Project Elements: Sluice, riverside retention areas, filter pools, cisterns, and continuous path, curb-side bioswales, stormwater harvesting for irrigation	Project Elements: Green infrastructure, mixed-use, mixed-income green development

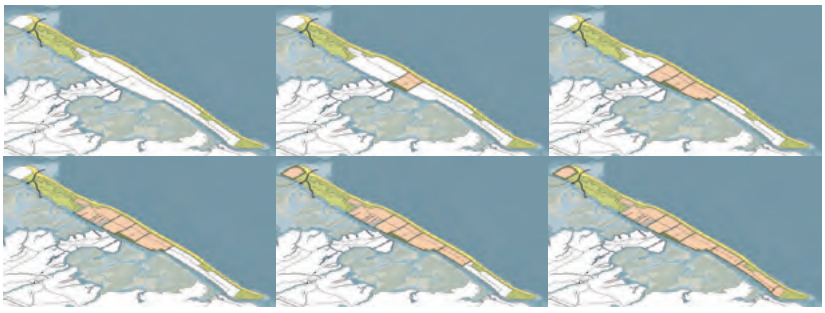
STRATEGIES FOR THE BARRIER ISLAND:
THE SMART BARRIER

Due to their location and topography, Long Island's barrier islands are among the region's most vulnerable zones when it comes to sea level rise and storm surges. The City of Long Beach has some of the highest residential densities in Nassau County and is home to more than its fair share of the region's critical infrastructure. Long Beach also had some of the highest concentrations of damage during Sandy. Protecting the barrier island's population and its infrastructure from future storm events is therefore essential.

For Long Beach, we propose protective measures along the bay front to complement the ongoing work by USACE on the ocean side and create a comprehensive protective system. The goal of these measures is to protect residents and also to provide better connections to the water and simultaneously deal with stormwater flooding.

As a Phase One project, we propose a dike landscape and a water retention park to immediately protect the existing critical infrastructure and some of the most vulnerable areas of Long Beach. As in many places, the area that is most vulnerable to flooding is also the area with the highest concentration of socially vulnerable, low-income residents. Most of Long Beach's public housing residents not only live with the direct threat of flooding, but also with the indirect threat of potential contamination coming from flooded infrastructure next door. The protection of the public housing units is a priority.

Top: Section through the Dike Landscape-Towards a Smart Barrier: The dike will protect from 12' surges. On the bay side, the dike is sloped to create an accessible bayside park and promenade. Located behind the dike on the landside is a retention landscape that will store, clean and replenish storm water.
Center: A new dike landscape on the bay shore of the barrier island will protect residents and critical infrastructure, provide retention areas for storm water, and provide access to the bay.
Bottom: The Phase 2 project is a protective system for the entire barrier island. The system consists of compartments that can be built incrementally over time and that provide a full protection for a 12' surge. With each successive compartment the overall strategy can be evaluated and adjusted.



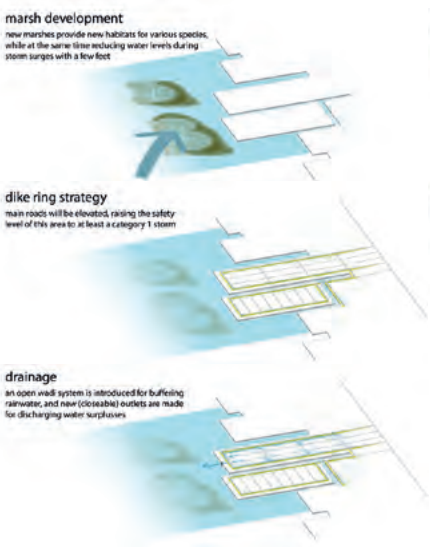
STRATEGIES FOR THE MARSH:
THE ECO-EDGE

INTERBORO

Urban development has negatively impacted Nassau County's wetlands. Over the past 70 years, southern Nassau County's bay areas have lost a sizable portion of their wetlands. Wetlands—and, in particular, saltwater marshes—play a critical role in buffering coastal communities. Wetland eradication has left Nassau bay communities more vulnerable to storm surge.

In the West, Middle, and East Bays, we propose new marsh islands that reduce wave action, improve the bay ecology, and afford new recreational opportunities. A second component of this strategy is a system of ring levees that would further protect development along the urbanized edge.

As a Phase One project, we propose to build a marsh island and ring levee along the Freeport waterfront.



Top: Birdseye view of the Eco Edge.

Center Left: A Greener Edge: The outer road is slightly heightened, increasing the safety for the houses behind it. An open wadi system buffers the rainwater.

Center Right: Public Space Along The Outer Dikes: The relation and connection between the marshlands and the urban areas can be restored and improved by developing public space along the outer dike areas, leading to a diverse and beautiful environment.

Bottom: Eco Edge Elements

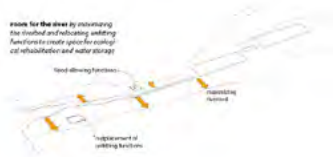
STRATEGIES FOR THE LOWLANDS:
SLOW STREAMS

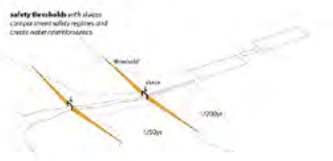
INTERBORO

Today, the north/south rivers that empty into Nassau's bay are crucial less for their natural or recreational functions and more for their capacity to drain and channel stormwater runoff. This runoff is a major contributor to the pollution of the bay, but it also causes flooding: when the rivers rise above the outflow pipes that channel the stormwater into the bay, as often happens in Nassau County, the pipes back up and cause flooding upland.

Along the north/south tributaries that drain into the South Shore's bays, we propose green infrastructure improvements to reduce inundations and pollution and also create publicly accessible greenways that connect the South Shore's communities. Proposed improvements include safety thresholds with sluices, stormwater swales for infiltration and water storage, fish ladders, and "aquaphilic" housing prototypes. We also propose a partial upstream re-infiltration of purified wastewater from the Bay Park Sewage Treatment Plant.

As a Phase One project, we propose to reduce tidal inundations and better manage stormwater in the Mill River watershed by 1) installing a sluice that would reduce surges during storm events and manage stormwater through compartmentalization, 2) making more room for the river by transforming an existing, undeveloped parcel into an attractive, accessible riverfront park that could filter stormwater, and 3) adding stormwater swales to the streets that are adjacent to the river.



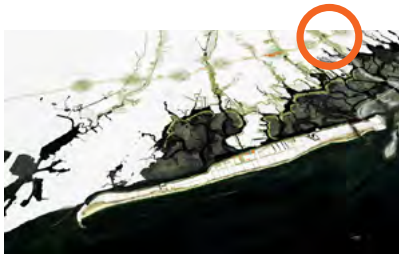


Top: Mill River is transformed into a green-blue corridor that both stores and filters water and provides accessible public space and room for new urban developments.

Center: Slow Stream Elements

Bottom: View of a street swale performing during a rain event and view of the future river park.

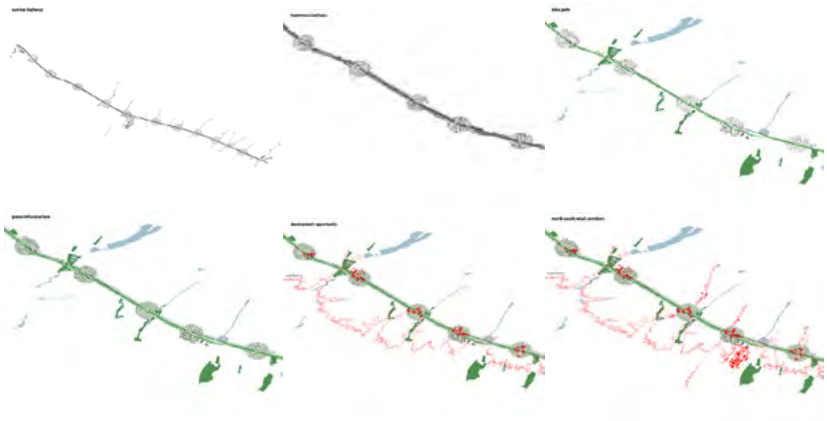
STRATEGIES FOR THE UPLANDS:
GREEN CORRIDOR



One of the best things we can do to create more resiliency in the region is to create affordable opportunities for people to live out of harm's way, and the underdeveloped Sunrise Highway corridor is a great place to do this. With its public transportation options, relative density, and mixture of uses, parts of the Corridor have the potential to be the dense, walkable, mixed-use environment that so many of today's Long Islanders—including those displaced by Sandy—are looking for. But the Corridor is also high and dry: just beyond the reach of a category 2 surge, a 6-foot sea level rise, and the FEMA flood zone, the Corridor is as close as you can get to the more vulnerable communities of the South Shore while still being safely out of harm's way.

Our proposed "green corridor" is a reimagining of the Sunrise Highway–LIRR corridor that would seek to do two things. First, we would target "high and dry" areas along the corridor for mixed-use, mixed-income housing within walking distance of select LIRR stations. Second, we propose to green the corridor itself by 1) improving the capacity of the highly impervious corridor to capture stormwater runoff, 2) relieving "choke points" (points when the north/south rivers and streams are channeled into a pipe that goes under Sunrise Highway) by selectively daylighting rivers and streams, and 3) bundling these green infrastructure improvements with pedestrian and bike safety improvements that would facilitate pedestrian connectivity and reduce automobile use.

As a Phase One project, we propose to implement a "show piece" of the reimagined Sunrise Highway corridor around the Freeport LIRR station.



Top: Section through Green Corridor.

Center: Green Corridor Elements. The Green Corridor consists of five elements: green infrastructure, a bike path, pedestrian safety improvements, new rental apartments, and strengthened north / west downtown streets.


Rich
+
no flooding

INTERBORO

Grassroots Regionalism

North East Coast, USA
2013

Grassroots Regionalism: Resiliency Building in Low- and Medium-Density Lowland Communities is a project for HUD's Rebuild by Design initiative, an initiative of President Obama's Hurricane Sandy Rebuilding Task Force and the U.S. Department of Housing and Urban Development, aimed at identifying the unique structural and environmental vulnerabilities Hurricane Sandy exposed in communities throughout the region. Rebuild by Design's goal is to develop innovative and implementable solutions as the region rebuilds to mitigate the impacts of future climate events.

Ten teams—selected from more than 140 around the world—were tasked with conducting extensive research and public outreach to examine the interdependencies and vulnerabilities throughout the region and come up with ideas to make communities stronger.

We are pleased to present four design opportunities–each based on a different coastal typology–that offer a menu of options for vulnerable, low and medium income, low and medium density communities in New Jersey, Staten Island, and Long Island.

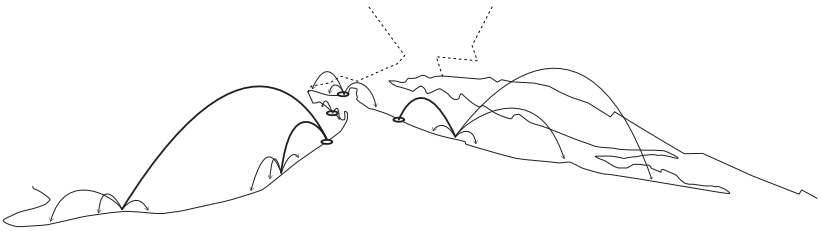
Principle 1: Towards a Grassroots Regionalism

Regional decision-making is required to create a built environment that is socially, economically, and environmentally sustainable and just.

But how can regionalism be achieved when what's rational, comprehensive, and in the region's best interest and what's implementable, fair, and in the interest of any given municipality are two different things?

Our team developed what we're calling a "grassroots regionalism" that uses design to help grow consciousness about natural and municipal interdependencies.

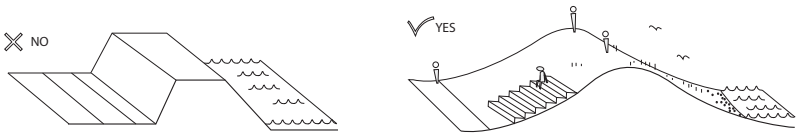
Principle 2: Provide Prototypical, Catalytic Solu-



Most Sandy-damaged communities are still recovering and struggling to determine where and how to find the resources to rebuild. How do we as architects, planners, and policy makers ensure that our projects are maximally impactful?

We have identified design opportunities that are prototypical and catalytic. They are prototypical in that they address common problems. While each design opportunity can be implemented in one place, each offers solutions that may be applicable elsewhere. The design opportunities are catalytic in that each one can be conceived of as a concrete starting point that is capable of catalyzing other desired outcomes.

Principle 3: Design for The Storm and the Norm

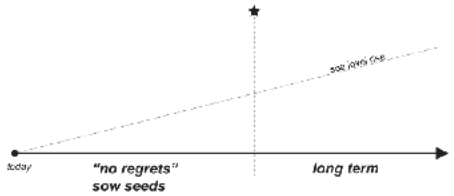


Architecture that protects us from the occasional disaster too often requires us to sacrifice things we enjoy about the non-disaster moments. The bollards, barriers, and guard booths that started popping up around lower Manhattan soon after the 9/11 terrorist attacks might protect us somewhat from future attacks, but they also contribute to an environment that can feel unpleasant.

In our design opportunities, each and every investment in flood protection improves everyday life in one way or another. If we're going to build protective structures, we are going to add value to them so that they do more than merely protect.

INTERBORO

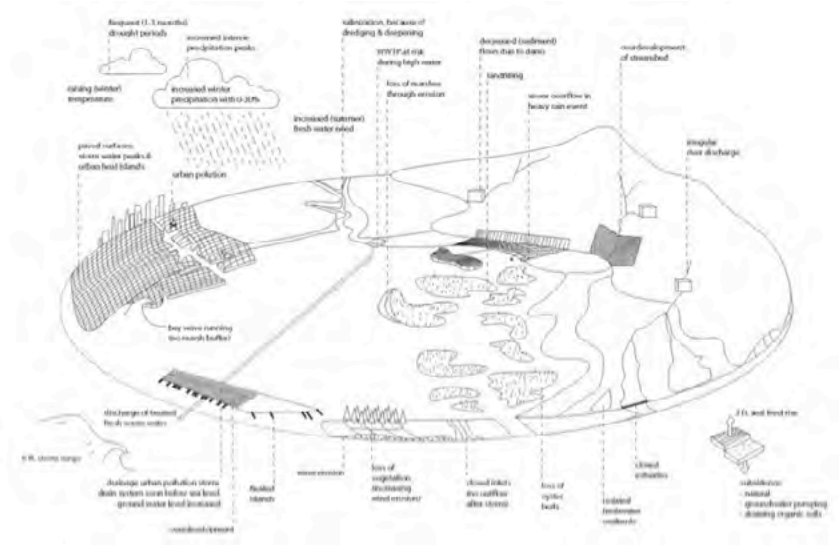
Principle 4: Provide Low-Risk, "No Regrets" Solu-



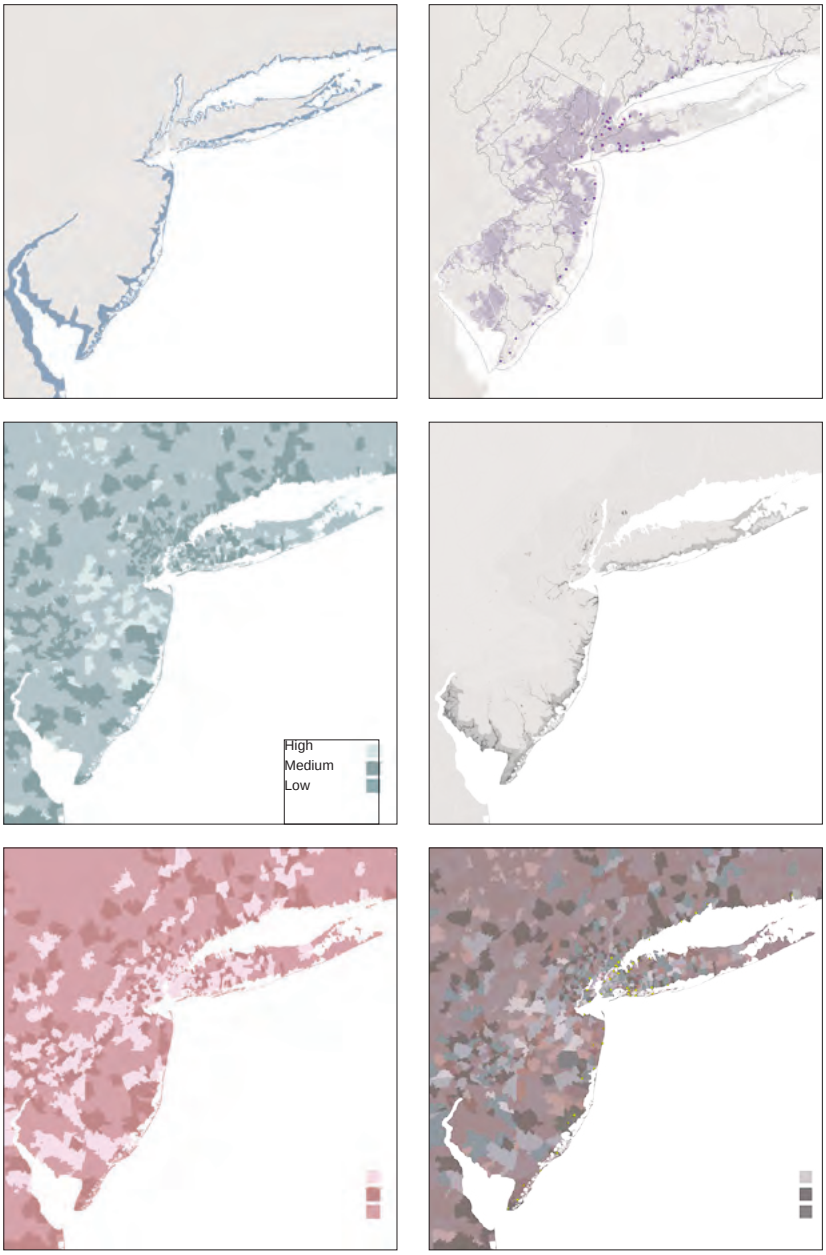
Why did residents of Staten Island's Oakwood Beach almost unanimously vote to retreat from their homes so soon after Hurricane Sandy? Prior to Sandy, Oakwood Beach was severely impacted by a nor'easter in 1992, a marsh fire in 2008, and Hurricane Irene in 2011. It's easier to think that you're "stronger than the storm" when your community hasn't repeatedly experienced the brute force of nature. And in places that presently lack the resources or the will to move, it's not feasible to insist on it.

However, neither does it make sense to sink billions of public dollars into protecting land that people may eventually want to walk away from. Working with low-density communities therefore means hedging your bets somewhat. Our design opportunities are relatively low-risk, "no regret" propositions for the present that offer a mixture of adapt, move, and protect strategies.

Principle 5: Design for a Dynamic Landscape



The landscape is continuously transforming. Knowledge of dynamic natural processes such as tidal movement, erosion, and sediment movements allows us to work with and anticipate on these transformations. If we take into account the various interconnections within the natural system, we can use these processes to our advantage, and can create a more safe, productive, accessible, and attractive landscape.



We decided to look at vulnerable, low- and medium-income, low- and medium-density communities, representing a diversity of natural systems.

Communities that are Vulnerable to Flooding
Sea level rise (SLR) is the 800-lb. gorilla in the room. The federal Hurricane Sandy Rebuilding Task Force cautiously highlights sea level rise but does not propose significantly altering federal policies, de-emphasizing SLR projections by its own agencies. SLR is real. SLR is a Sandy-like storm surge in slow motion – an inexorable, month-by-month, year-by-year, decade-by- decade phenomenon that never creates a sense of immediate crisis. We have chosen a 6-foot SLR as our base standard.

Low- and Medium-Income Communities
Hurricane Sandy did in fact discriminate: low-income communities were hit harder, more severely disrupted, and less likely to get back on their feet. We want to use this competition as a means to address recognized emergencies–like floods–but also the everyday, invisible emergencies that are found in low-income communities like income inequality, segregation, and environmental racism.

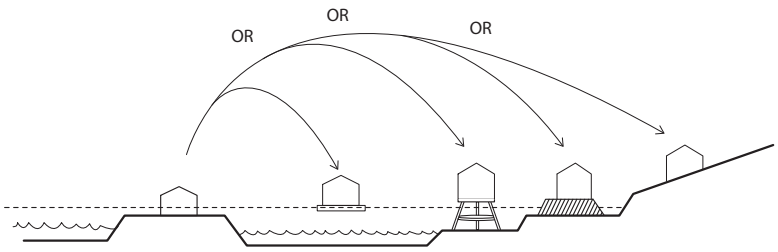
Low- and Medium-Density Communities
We decided to work in low- and medium-density coastal communities because of the unique challenges they present. Very high-density places are more likely to be protected against floods and very low-density places are less-likely to be. But what about medium-density communities that don't have the resources to effectively adapt to storm surges and sea level rise (or move somewhere else)? We want to use this competition as an opportunity to address questions like these.

Communities with Critical Infrastructure
Because they rely on the force of gravity to move sewage, sewage treatment plants are typically located in low-lying, coastal communities, and can't therefore be moved. Sewage treatment plants are critical to the regions they serve, and therefore need to be protected. But as Climate Change Central concedes, "The vulnerability of wastewater treatment plants to rising sea levels and severe storms is not well-studied and the projected costs of protecting these facilities (or making them more resilient to storm surge events) is not well-understood." In our projects, we wanted to explore solutions to this problem.

Diverse Natural Systems
The Sandy-damaged region contains a variety of coastal landscapes, from central New Jersey's tidal bays, to the cliffs and bluffs of Staten Island's south shore, to the urban waterfronts that flank Hoboken, New York, and other high-density communities in the region. For this competition, we want to insure that our sites represented a selection of commonly inhabited coastal landscapes that suffered at the hands of the storm. We decided to look at creeks, freshwater marshes, bays and oceanfronts.

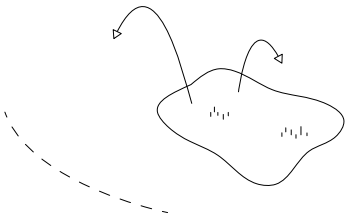
INTERBORO

MOVING ON UP

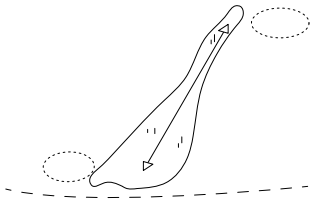


One of the best things we can do to make the region more resilient is to create more opportunities for people to live in high and dry, high-opportunity communities that are less prone to flooding. In our design opportunities, we look to offer individuals in low-lying, low-opportunity communities opportunities to move to high and dry, high-opportunity areas by identifying appropriate sites for the construction of mixed-income housing.

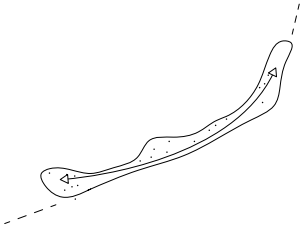
LIVING WITH THE LANDSCAPE



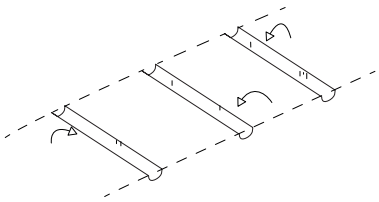
WETLAND RETREAT
'STAY' PLACE



CREEK AS CONNECTOR
'UP - DOWN' ROUTES



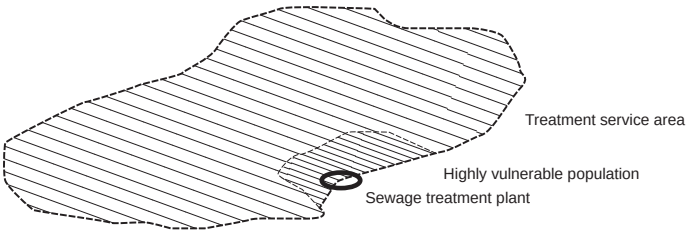
COASTLINE AS ROUTE
'ALONGSIDE ROUTE'



INFRASTRUCTURE AS AMENITY
'LOCAL PATHS'

Unsustainable development practices have led to the erosion of the region's marshes, bays , creeks, and beaches. This has both undermined the ability of these landscapes to protect us from severe weather events and decreased their recreational potential. Is there a more harmonious way to live with nature? Is there a way to make room for our marshes, bays, creeks, and beaches, and enable them to perform their ecological functions? And is there a way to do this that simultaneously increases our ability to enjoy them? In our design opportunities, we have identified opportunities in which a win for nature is a win for public space and recreation.

PROTECT +

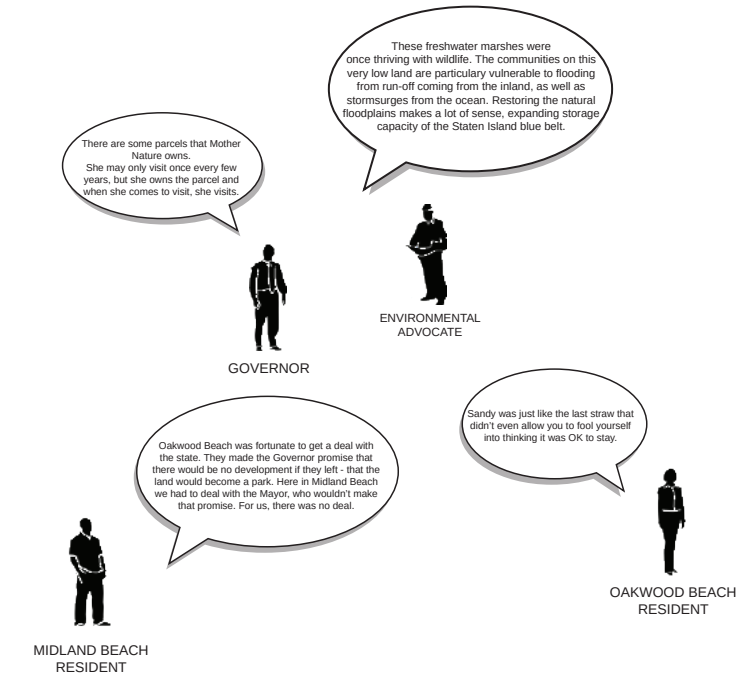


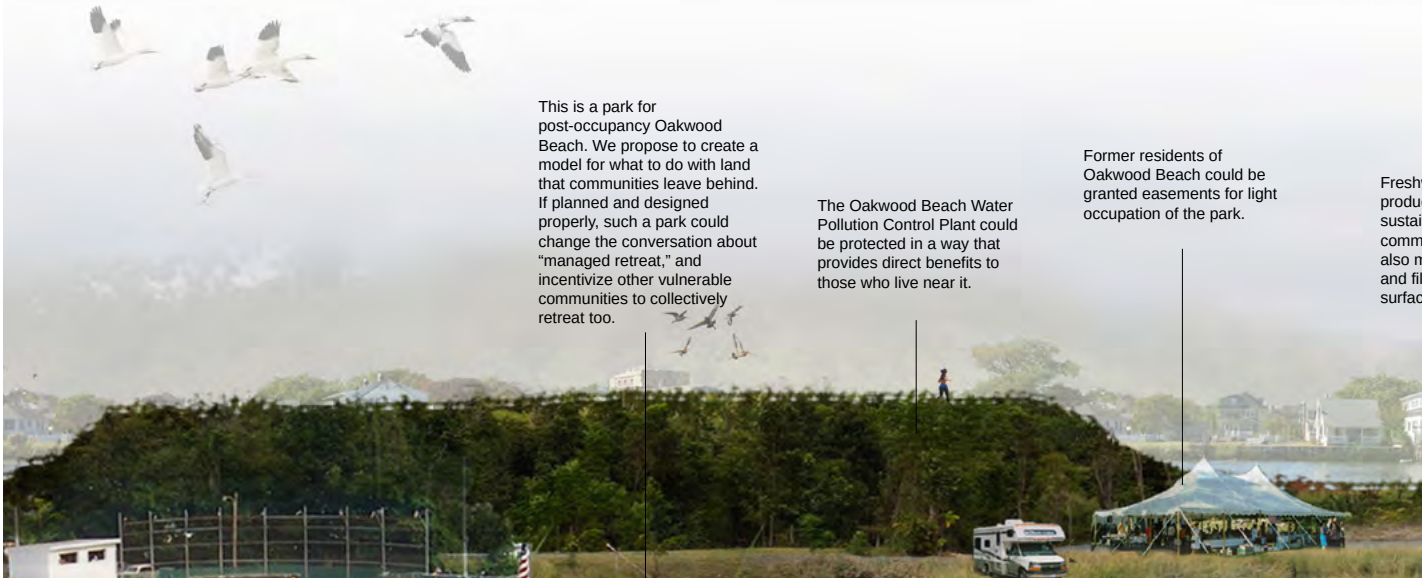
Because of their regional importance, sewage treatment plants need to be protected from flooding. But from an environmental justice perspective, shouldn't people who have to bear a disproportionate brunt of the externalities of a region's critical infrastructure be compensated? In all of our design opportunities, we propose to leverage investments in the protection of sewage treatment plants in ways that have direct, positive benefits to those who live near them.

INTERBORO

Living with the Marsh

For this design opportunity, we propose to work with HUD, the State of New York, the Department of Environmental Protection, and the former residents of Oakwood Beach to design a park in post-occupancy Oakwood Beach that could be a model for what to do with land that communities leave behind. Our hope is that if planned and designed properly, such a park could change the conversation about “managed retreat,” and incentivize other vulnerable communities to collectively move too.

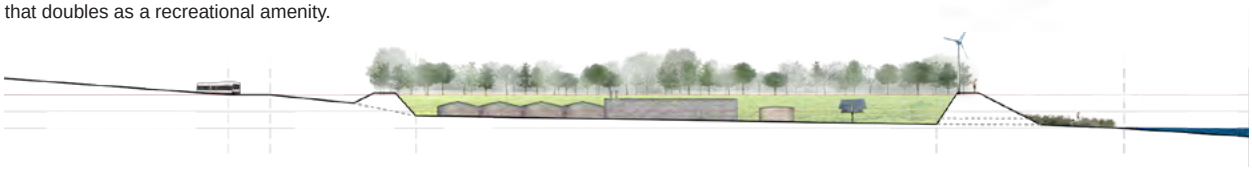




PROTECT +

Protection of the Pollution Control Plant

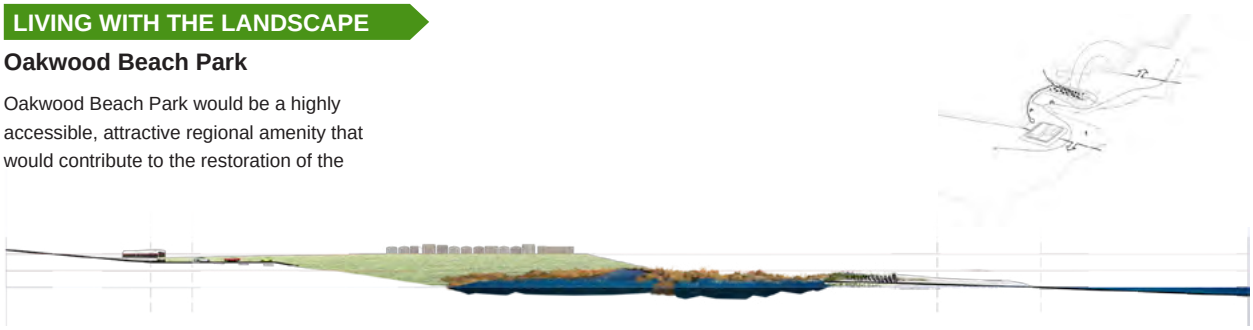
We propose to build a protective levee around the Oakwood Beach Water Pollution Control Plant that doubles as a recreational amenity.



LIVING WITH THE LANDSCAPE

Oakwood Beach Park

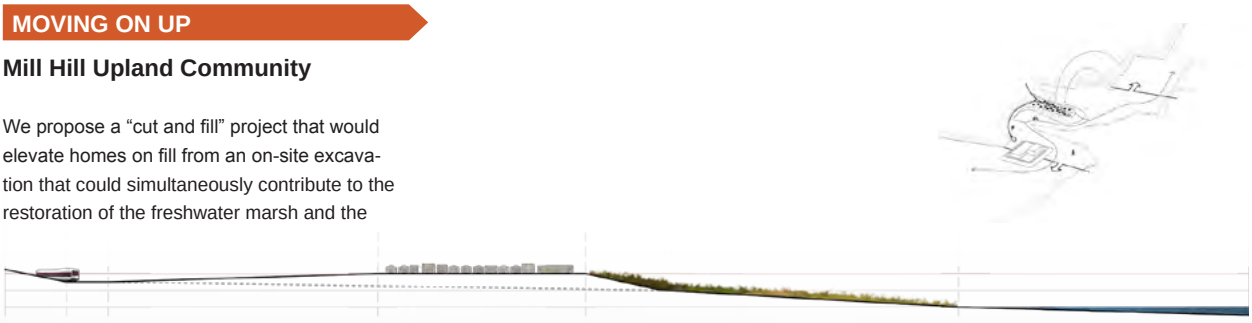
Oakwood Beach Park would be a highly accessible, attractive regional amenity that would contribute to the restoration of the



MOVING ON UP

Mill Hill Upland Community

We propose a “cut and fill” project that would elevate homes on fill from an on-site excavation that could simultaneously contribute to the restoration of the freshwater marsh and the



water marshes are highly
ctive ecosystems,
ning a variety of plant
unities and wildlife. They
itigate flood damage
ter excess nutrients from
e runoff.

Sites in high and dry, high opportunity communities should be identified for those who opt to retreat.

Cut and fill development could contribute to watershed restoration and the health of the Lower Bay.

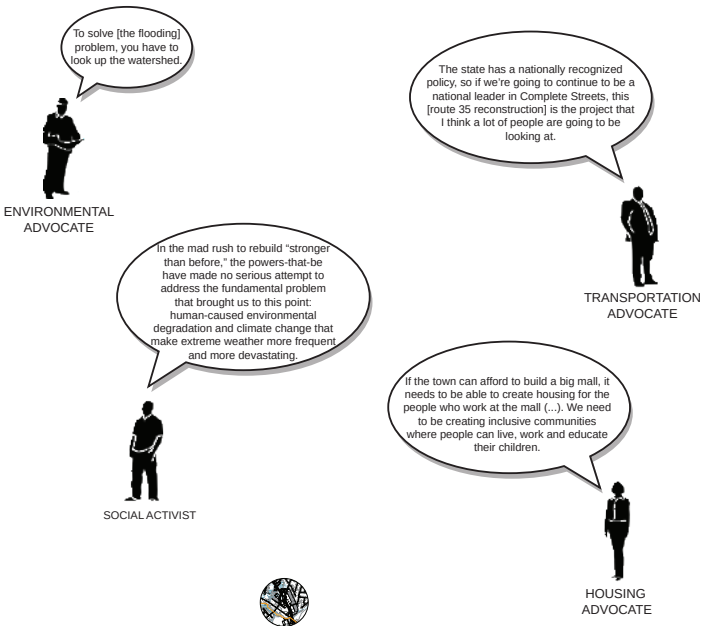
Fill from the bay could be used to create new high and dry mounds for residents who opt to remain.

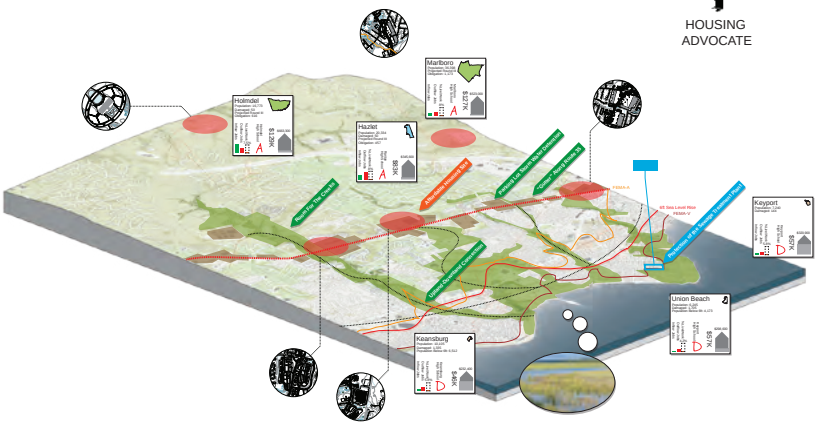
The park would closely involve former residents of Oakwood Beach in its planning and design.

INTERBORO

Living with the Creek

For this design opportunity, we propose to create a connection between the low-lying, low-opportunity towns of Keansburg, Union Beach, and Keyport, and the high and dry, high and maximum-opportunity towns of Hazlet, Middleton, and Holmdel by playing up the natural connections (i.e. the creeks) that already exist here, and leveraging them to create social connections.





LIVING WITH THE LANDSCAPE

Room for the Creek
Upland-Downland Connection

We propose to transform the creek bed into a recreational amenity by widening the creek beds, cleaning and greening them, and installing park infrastructure.

LIVING WITH THE LANDSCAPE

“Gutter” Along Route 35
Parking Lot Storm Water Detention

We propose to transform Route 35 into a green “gutter” that will detain rainwater and simultaneously create a greener, more attractive environment along the corridor that could serve as a vital new public space for the region.

INTERBORO

Living with the Coast

For this design opportunity, we propose to create “The Coastline,” a continuous, maximally accessible coastal trail that would extend from Cape May to Sandy Hook. Adapting to local conditions, the trail would double as a protective barrier in the form of protective boardwalks, seawalls, and sand carpets. Here we demonstrate how a range of high-density cities, medium-density suburban communities, and undeveloped environments can leverage coastal trail to create a more attractive, more accessible, and more resilient beachfront.

PROTECT +

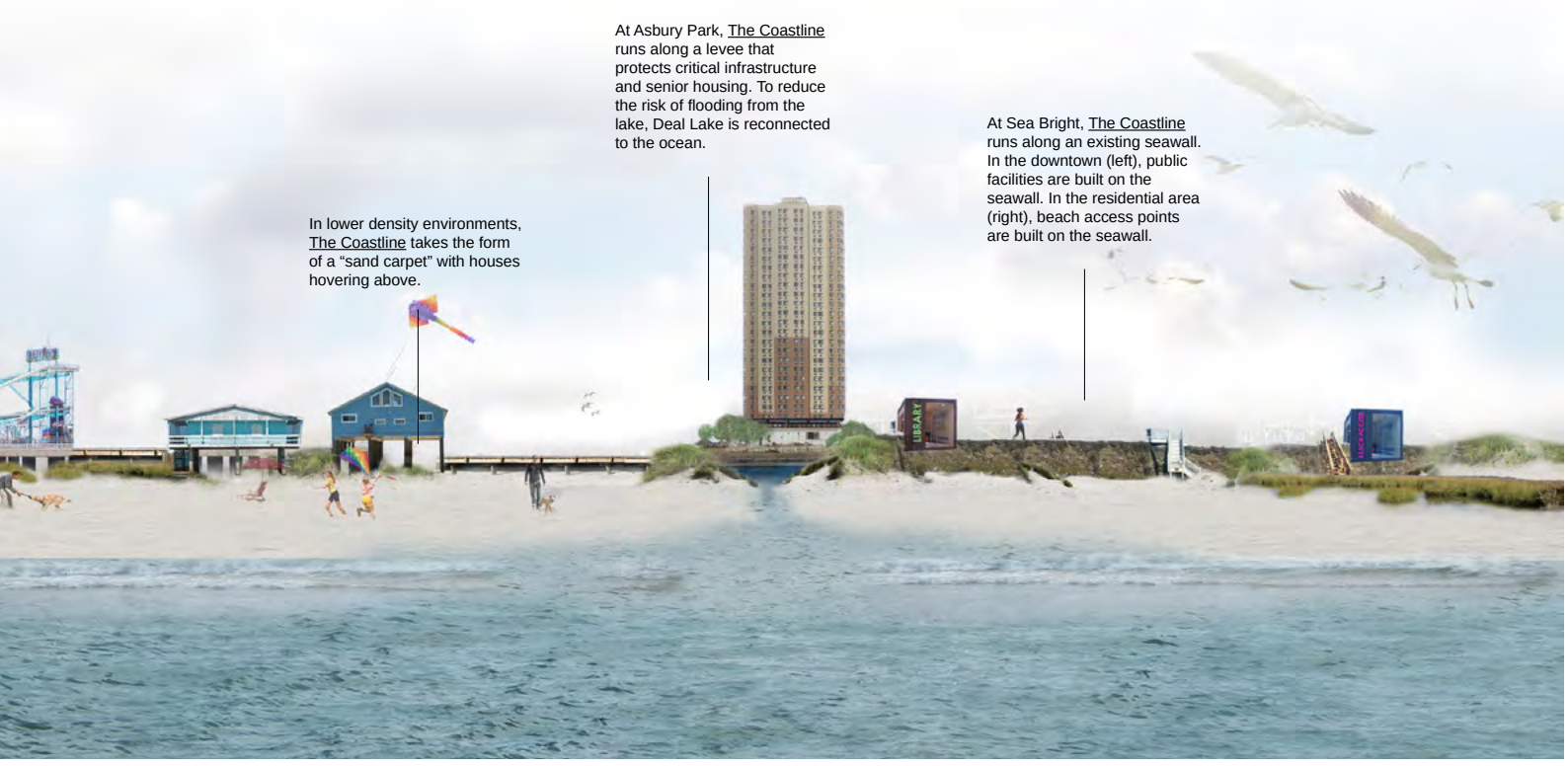
Seawall+

We propose to transform an existing seawall into a publically accessible path that intersects with public programs built on the seawall.

MOVING ON UP

Seawall+

We propose to transform an existing seawall into a publically accessible path that intersects with public programs built on the seawall.



Select Projects

INTERBORO

Built Work

Harvard Yard Focal Point, Cambridge, MA, 2015 (in progress)
A new public space for Harvard Yard that serves as an outdoor space for classes, lectures, performances, and workshops, created for Harvard Planning & Project Management

Atlantic Avenue Underpass, Brooklyn, NY, 2015 (in progress)
Transformation of a dark, noisy highway underpass into an attractive, pedestrian-scaled passageway, created for the Atlantic Avenue Business Improvement District

Cross Island Plaza, Queens, NY, 2015 (in progress)
Redesign of the public interior space of a large office building

Boston Parklet, Boston, MA, 2014
Design and construction of two public parklets in Boston, created for the Boston Transportation Department

Rest Stop, New York, NY, 2013
Temporary public space installation on Manhattan's Pier 42, created for Hester Street Collaborative's "Paths to Pier 42" initiative

Commonplace, Venice, Italy, 2012
An "outdoor living room" created with borrowed, standard-issue items from Venice, commissioned by the 13th International Architecture Exhibition of the Venice Biennale

Holding Pattern, New York, NY, 2011
Installation at MoMA PS1's summer Warm Up site, created for MoMA PS1's Young Architects Program competition

LentSpace, New York, NY, 2009
Design of a 38,000-SF sculpture park in lower Manhattan, created for Lower Manhattan Cultural Council

The Metropolitan Exchange, New York, NY, 2007
Conversion of a 4000-SF loft space into a business incubator for design
Interboro Projects: Planning

Planning

Living with the Bay, Long Island, NY, 2014 (in progress)
Competition-winning regional resiliency plan for Long Island's South Shore, developed for Rebuild by Design, an initiative of the President's Hurricane Sandy Rebuilding Task Force

Grassroots Regionalism, New York and New Jersey, 2013
Strategies for building resiliency in Sandy-damaged communities, developed for Rebuild by Design

Greenpoint / Williamsburg IBZ Mixed-Use Development Plan, New York, NY, 2013
Industrial retention strategy for Williamsburg / Greenpoint's Industrial Business Zone

Select Projects, Continued

Business Time, Cincinnati, OH, 2013
Neighborhood planning charrette, conducted for the North Avondale Neighborhood Association

Meeting of the Minds, Detroit, MI, 2012
Framework plan for an innovation district in Detroit, created for Midtown Detroit, Inc.

SumCity, New York, NY, 2011
Neighborhood development concept for the Dutch Kills neighborhood in Long Island City

Made in Midtown, New York, NY, 2010
Recommendations for strengthening Manhattan's Garment District, created for Council of Fashion Designers of America and Design Trust for Public Space

Northern Fairmount Redevelopment Plan, Newark, NJ, 2009
Neighborhood Redevelopment Plan for the Northern Fairmount neighborhood, prepared for the City of Newark

Bayonne's About to Miss the Boat!, Bayonne, NJ, 2007
Educational material on regional planning issues related to the development of a container port in Bayonne for Local 1588 of the International Longshoremen Association

Western Boulevard Redevelopment, Raleigh, NC, 2006
Market study, development study, and alternative site plans for a 38-acre property, prepared for Yucaipa Investments

Downtown Camden Development Options, Camden, NJ, 2006
Feasibility study and concept plan for two city blocks in downtown Camden, prepared for Roman Catholic Diocese of Camden

Long Grove Site Plan, Long Grove, IL, 2005
Development study and preliminary site plan for a 73.5-acre property in suburban Chicago, prepared for Yucaipa Investments

Theoretical Work and Competitions

The Critical Path, Columbus, OH, 2007
Competition-winning submission for a new public transportation infrastructure

Hoexter Living Center, Hoexter, Germany, 2007
Selected design proposal for a public plaza

Shrinking Cities, Detroit, MI, 2004–7
Competition-winning proposal and contribution to multi-part exhibition and publication project for the German Federal Culture Foundation in cooperation with the Leipzig Museum of Contemporary Art, the Bauhaus Dessau Foundation, and *Archplus* Magazine

Deploy the Devoider!, Philadelphia, PA, 2005
Award-winning competition entry proposing new uses for vacant lots

Select Projects, Continued

7,000 Pines, Athens, Greece, 2004
Competition entry for a metropolitan park and urban development on the site of the former Hellenikon airport

Reutan Sands, Chicago, IL, 2003
Award-winning competition entry for a Chicago lakefront park

In the Meantime: Life with Landbanking, Fishkill, NY, 2002
Competition-winning proposal to re-envision the future of an underperforming regional mall

Commissioned Exhibition Materials

Staabucks, New York, NY, 2013
Commissioned piece for the exhibition No Shame, Storefront for Sale at the Storefront for Art and Architecture

+/- 868 SF, New York, NY, 2012
Commissioned piece for the exhibition Aesthetics/Anesthetics at the Storefront for Art and Architecture

The Newark Visionary Museum, Newark, NJ, 2011
Commissioned piece for the exhibition GLIMPSES of New York and Amsterdam in 2040 at the Center for Architecture

The Arsenal of Exclusion & Inclusion, Rotterdam, NL, 2009
Commissioned piece for the 2009 International Architecture Biennale Rotterdam; a dictionary of policies, institutions, and phenomena that foster and restrict access to the built environment

The Open City Pops Up Where and When You Least Expect it, Rotterdam, NL, 2009
Commissioned piece for the 2009 International Architecture Biennale Rotterdam; a mural surveying depicting homogeneous communities in the U.S.

Towards an Every Day Open City, Rotterdam, NL, 2009
Commissioned piece for the 2009 International Architecture Biennale Rotterdam; a dual-channel video documenting progressive architecture projects that foster access to the built environment

New American Privatopias, Rotterdam, NL, 2009
Commissioned piece for the 2009 International Architecture Biennale Rotterdam; an installation of lifestyle brochures from private, masterplanned communities in the U.S.

100 Postcards, Casablanca, Morocco, 2009
Commissioned piece for the 2009 Casablanca Biennale

In the Meantime, Life With Landbanking, Minneapolis, MN, 2008
Commissioned piece for the Worlds Away exhibition at the Walker Art Center; a video installation about the life of a “dead” shopping mall

Lincoln Center Redevelopment Game, New York, NY, 2004
Educational board game about the development of New York’s Lincoln Center produced for The City Without a Ghetto, Storefront for Art and Architecture

Select Awards

Winner, Rebuild by Design Competition, United States Department of Housing and Urban Development, 2014

Winner, Rebuild by Design Competition, United States Department of Housing and Urban Development, 2013

Honorable Mention for US Pavilion, Awards of 13th International Venice Biennale, 2012

Winner, Urban Design Merit Award, Holding Pattern, AIANY Design Awards, 2012

Winner, Emerging Voices, Architectural League, 2011

Winner, MoMA P.S.1 Young Architects Program, 2011

New York Designs, 2010

Fellow, “Made in Midtown,” Design Trust for Public Space, New York, 2009-2010

First Prize, “Columbus: Rewired” Competition, American Institute of Architects, Columbus, Ohio, 2007

Winner, New Practices Showcase, American Institute of Architects, New York, 2006

Honorable Mention, “Urban Voids: Grounds for Change” Competition, Van Alen Institute, 2006

Winner, Young Architects Forum, Architectural League, 2005

First Prize, “Shrinking Cities” Competition, Archplus Magazine and the German Federal Cultural Foundation, 2004

Recommended Scheme, 21st-Century Park Competition, Graham Foundation, 2004

First Prize, “Dead Malls” Competition, LA Forum for Architecture and Urban Design, 2003

Select Publications

Books (Main Author or Editor)

The Arsenal of Exclusion & Inclusion, ed. Interboro Partners, Actar (forthcoming in 2015)

Guide to the Grid, Exhibition Newspaper, Architectural League of New York, 2012

Holding Pattern, Exhibition Newspaper, MoMA PS1, 2011

Books (Contributor)

"The Critical Path," in *Transforming the Mid-Polis*, Southeast University Press, China, 2014 (forthcoming)

"The Dream of a Lifestyle: Marketing Master Planned Communities in America," in *New Towns & Politics*, 2014

"From SoHo to SumCity," in *City as Loft: Adaptive Reuse as a Resource for Sustainable Urban Development*, ed. Marina Baum and Kees Christiaanse, gta Verlag, 2012

Various texts and drawings in *Making Midtown*, ed. Design Trust for Public Space, 2012

"The Critical Path," in *Fast Forward Urbanism: Rethinking Architecture's Engagement with the City*, ed. Dana Cuff and Roger Sherman, Princeton Architectural Press, 2011

"The Open City and America," in *The Studio-X New York Guide to Liberating New Forms of Conversation*, GSAPP Books, 2010

"Community: The American Way of Living," in *Open City: Designing Coexistence*, Sun Publishers, 2009

"Improve Your Lot!" in *Cities Growing Smaller*, Cleveland Urban Design Collaborative, 2008

"Improve Your Lot!" in *Verb: Crisis*, Actar Press, 2008

"Inside the Oligopticon," in *Situating: Young Architects 7*. Princeton Architectural Press, New York, 2006

"However Unspectacular," in: Philipp Oswalt (ed.): *Shrinking Cities. Volume 2: Interventions*, Hatje Cantz Publishers, 2006

"Endogenous Healing," in *Dead Malls* edited by Warren Techentin, Los Angeles Forum for Architecture and Urban Design, 2004

"Reutan Sands: Emerging City-Lake Landscapes," in *Lakefront Parks for the 21st Century*, The Graham Foundation, Chicago, 2004

Journal and Magazine Articles

"Banned in the U.S.A.," in *Cabinet* 54 (forthcoming)

"Accessibility Wars," in *Harvard Design Magazine 37: Urbanism's Core*, 2014

"Size Matters," in *Mole Magazine Issue 1: Cute Little Things*, 2013

Select Publications, Continued

"Sharing Resources: Community Center," in *Metropolis Magazine*, 2012

"The U.S. of Them," in *Esquire Magazine*, 2012

"What's Going on in the Garment District?" in *Places Journal*, 2010

"NORCS in NYC," in *Urban Omnibus*, 2010

"Community: The American Way of Living," in *Places Journal*, 2009

"Improve Your Lot!" in *Cleveland Metropolitan Journal*, Spring 2008

"However Unspectacular," in *Archplus 173*, Aachen, Germany, 2005

Blogs and Websites

The Arsenal of Exclusion / Inclusion, www.arsenalofexclusion.com

Interboro Partners, www.interboropartners.com

Select Press

Book and Journal Appearances

Andrew Herscher, *The Unreal Estate Guide to Detroit*, chapter on Improve Your Lot!, 2012

R. Klanten, S. Ehmann, S. Borges, and L. Feireiss, *Going Public: Public Architecture, Urbanism, and Interventions*, discussion of Holding Pattern, 2012

Melanie Van Der Hoorn, *Bricks and Balloons: Architecture in Sequential Art*, discussion of illustration style, 2012

Graham Shane, *Urban Design Since 1945: A Global Perspective*, discussion of In the Meantime, Life with Landbanking, 2011

Meredith Tenhoor, "Borrowed Time," in *tarp: Architecture Manual*, discussion of LentSpace, 2011

Karen A. Franck and Teresa von Sommaruga Howard, *Design Through Dialogue: A Guide for Architects and Clients*, discussion of Interboro Partners, 2010

Noah Chasin, "Democracy, Deliberation, and Hybridity in Three Contemporary Architectural Practices: Interboro, Apolonija Susterjic, and Stealth," in *Journal of Architectural Education*, discussion of select projects of Interboro Partners, 2009

Newspaper, Magazine, and Website Appearances

"How to Make City Life Easier for Senior Citizens," *Fast Company*, 2014

"Nassau resiliency plan wins $125M in post-Sandy funds contest," *Newsday*, 2014

"Winning Strategies for Climate Resilience," *Land Lines*, July 2014

Started from the Bottom: Boston Experiments with Parklets as Place-making Strategy, *Architizer*, 2013

"South Shore Protection Project Gets Funding," *Newsday*, 2013

"There's no Place Like Home," *Oculus*, 2012

"Venice and the Built World," *Harvard Gazette*, 2012

"US Pavilion at the Venice Architecture Biennale," *Designboom*, 2012

"Modernism 2.0: A Tower in the Park Even Jane Jacobs Could Love," *Dwell*, 2012

"Looking up to Interboro Partners," *The Public Dialogue*, 2012

"People Don't Pay Enough Attention to the Role of Geography in Income Inequality," *Business Insider*, 2012

"Paved, But Still Alive," *The New York Times*, 2012

"How Interboro Learned to Stop Worrying and Love the Parking Lot," *Architizer*, 2012

Select Press, Continued

"Is Blotting the Best Solution for Shrinking Cities?," *The Atlantic Cities*, 2011

"Collaborations Welcome," *Metropolis Magazine*, 2011

"Can the Arts Save Struggling Cities?," *Grist*, 2011

"Uniting Artists," *Urbanite*, 2011

"Social Skills: Interboro at PS1—A Postscript," *Domus*, 2011

"Interboro Partners' 'Holding Pattern' Installation at MoMA PS1 is Now Open!," *Inhabitat*, 2011

"Something for Everyone," *World Architecture News*, 2011

"Inside the Artists Studio: Interboro at PS1," *L Magazine*, 2011

"Emerging Talent," *Architect Magazine*, 2011

"Dead Malls Come Alive," *Architizer*, 2010

"How to Shrink a City," *The Boston Globe*, 2010

"Curating the Open City," *Places*, 2009

"Urban Renewal," *Architect Magazine*, 2009

LentSpace featured in *New York Times, Architect, Architect's Newspaper, I.D. Magazine, Surface Magazine*, and *Architectural Record*, 2009

"Designer as Ghostwriter," *Metropolis Magazine*, 2008

"Crisis," *A Weekly Dose of Architecture*, 2008

"The Art of Reuse: Traveling Art Exhibit Explores the Creative Side of Suburban Shopping Centers," *Shopping Centers Today*, 2008

"Artists and Architects Think Inside the Big Box," *Walker Magazine*, 2008

"Review of Worlds Away: New Suburban Landscapes," *Topophilia*, 2008

"Suburban Subversion," *Dwell*, 2008

"Shrinking Cities: Welcome to Conversation," *The Detroiter*, 2007

"Shrinking Cities Jointly Presented in Detroit," *Art Daily*, 2007

"Urban Retreat," *The Washington Post*, 2007

"New Practices, New York," *Architect's Newspaper*, 2006

"Re:Programming," *Praxis, Journal of Writing + Building*, 2006

"Rising Stars," *Architect's Newspaper*, 2005

Select Press, Continued

"Left for Dead," *The Philadelphia Inquirer*, 2003

"Retail Malaise: Resuscitating Dead Malls," *Lotus International*, 2003

"Longer Live the Mall," *Metropolis Magazine*, 2003

"Reviving Dead Malls," *Architecture Magazine*, 2003

Radio Appearances

Ring my Belle, "Health: Your zip code is more important than your genetic code," on The Arsenal of Exclusion, 2014

WYPR's "The Lines Between Us" on The Arsenal of Exclusion, 2013

Project Independence Radio on NORCs in New York, 2012

99% Invisible, "Episode 51—The Arsenal of Exclusion," 2012

NPR, "Blotting—Not Squatting—In Detroit Neighborhoods," 2011

Select Exhibitions

International Architecture Biennale Rotterdam, Rotterdam, NL, 2014

Learning from Disaster: A Plan for Resilience, Waldorf Astoria, New York, NY 2014

Rebuild by Design Unveils Final Work in New York, World Financial Center, New York, NY 2014

Bi-City Biennale of Architecture / Urbanism, Shenzhen, China, 2013

No Shame, Storefront for Sale, Storefront for Art and Architecture, New York, NY, 2013

Spontaneous Interventions: Design Actions for the Common Good, American Pavilion, 13th International Venice Architecture Biennale, Venice, Italy, 2012

Unfinished Business: 25 Years of Discourse in Los Angeles, Los Angeles Forum for Architecture and Urban Design, Los Angeles, CA, 2012

Celebration of Young Architects Program, MoMA PS1, New York, NY, 2012

Aesthetics/Anesthetics, Storefront for Art and Architecture, New York, NY, 2012

Glimpses of New York and Amsterdam in 2040, Center for Architecture, New York, NY, 2011

GLOBAL Design: Elsewhere Envisioned, NYU Gallatin Labowitz Main Gallery, New York, NY, 2011

Holding Pattern Outpost, agnès b. Galerie Boutique, New York, NY, 2011

Young Architects Program 2011, The Museum of Modern Art, New York;

MAXXI, Rome, Italy, 2011

International Architecture Biennale Rotterdam, Netherlands Architecture Institute, Rotterdam, NL, 2009

Casablanca Biennale 2009, Les Abattoirs, Casablanca, 2009

Tirana International Contemporary Art Biennale, Hotel Dajti, Tirana, 2009

Worlds Away: New Suburban Landscapes, Yale Art + Architecture Gallery, New Haven, CT; Heinz Architectural Center, Carnegie Museum of Art, Pittsburg, PA; Walker Art Center, Minneapolis, MN, 2008

New Practices Showcase, Hafele Showroom, New York, NY, 2008

Columbus Re-Wired, Knowlton School of Architecture, Ohio State University, Columbus, OH, 2007

New Practices Showcase, The Architecture Center, New York, NY, 2006

Select Exhibitions, Continued

Shrinking Cities: Inventions, Museum of Contemporary Art, Leipzig; Pratt Manhattan Gallery, New York, NY; MOCAD, Detroit, MI, 2005

Young Architects Forum 2005, The Architectural League, New York, NY, 2005

21st Century Parks, Chicago Architecture Foundation, Chicago, IL, 2004

Urban Renewal: City Without a Ghetto, Storefront for Art and Architecture, New York, NY, 2003

Dead Malls, Urban Center Galleries, The Municipal Art Society, New York, NY, 2003

Visions of the Future, International Council of Shopping Centers, Las Vegas, NV; SPF: A Gallery, Los Angeles, CA, 2003

Exhibitions Curated

International Architecture Biennale Rotterdam, *Community: The American Way of Living*, Netherlands Architecture Institute, Rotterdam, 2009

New Practices Showcase, *The Urban Is Everywhere Always*, Hafele Showroom, New York, NY, 2007

Common Room 2 Gallery, *Lobbying*, New York, NY, 2007

Storefront for Art and Architecture, *The City without a Ghetto* (with Center for Urban Pedagogy), New York, NY, 2004

Select Lectures

Harvard Design School, Public Lecture Series, 2014

Hyperakt, Lunch Talk, 2014

University of Texas, Fall Lecture Series, 2013

TEDxCity2.0, Baltimore, 2013

Spontaneous Interventions, Chicago Cultural Center Panel, 2013

Grimshaw Urban Research Unit, Housing the Future City Panel, 2013

Harvard Design School, Putting Public Space in its Place Conference, 2013

Harvard University Graduate School of Design, Curry Stone Prize Award Ceremony, 2012

Harvard University Graduate School of Design, Library Test Kitchen Lecture, 2012

University of Flint, Congress of Urban Transformation, 2012

D-Crit, Eventually Everything Conference, 2012

Harvard Design School, 2012 Lunchtime Lecture Series, 2012

Bauhause Foundation Dessau, Bauhaus Kolleg XIII: After Levittown, 2012

International Building Exhibition (IBA), “Living with a Vision - Large Housing Estates as an Opportunity” Conference, 2012

Goethe-Institut, invited presentation and panel discussion, 2012

International Contemporary Furniture Fair, Spontaneous Interventions Panel, 2012

Harvard Design School, Urban Design Proseminar Lecture, 2012

Universität Kassel, Fachbereich Architektur, “Activators” Lecture Series, 2012

Lincoln Institute of Land Policy, 2012 Journalist Forum, 2012

University of Pennsylvania, Making Space Symposium, 2012

MIT, Shrinking Cities Lecture Series, 2012

Sundance, Public Architecture, ProBono Leaders Summit, 2012

Sasaki, Lunchtime Lecture Series, 2012

University of Waterloo, 2012

Utile, Lunchtime Lecture Series, 2012

2012 Venice Biennale, Panel on Vacancy and Underuse, 2012

AIA Baltimore, 2011 Lecture Series, 2011

New Museum, Emerging Voices Lecture Series, 2011

Baltimore Design Center, Public Lecture Series, 2011

Center for Architecture, Glimpses Lecture Series, 2011

Columbia University Graduate School of Architecture, Planning and Preseva-tion, 2011 Public Lecture Series, 2011

Flux Factory, Tactical Urbanism Salon, 2011

Harvard Design School, Public Lecture Series, 2011

Select Lectures, Continued

Leuvens, STUK Auditorium Lecture Series, 2011

MoMA, Architecture Talks Series, 2011

Parsons, The New School for Design, invited presentation and panel discussion, 2011

Eidgenössische Technische Hochschule (ETH) Zürich, Urban Mutations on the Edge Lecture Series, 2011

Sint-lucas Scool of Architecture, Public Lecture Series, 2011

Münster School of Architecture , “Stadtansichten” Lecture Series, 2011

Storefront for Art and Architecture, Manifesto Series, 2011

University of Michigan Taubman College of Architecture and Urban Planning, “Power” Conference, 2011

Technische Hochschule Berlin, Chair for Urban Design and Architecture, 2011

Syracuse Architecture NYC, Public Lecture Series, 2009, 2011

MoMA PS1, 2011 Urban Design Week, 2011

International New Town Institute, New Towns and Politics Conference, 2010

The School of Visual Arts, 2010 Design Criticism MFA Lecture Series, 2010

Columbia University Graduate School of Architecture, Planning and Preseva-tion, Urban Design Lecture Series, 2010

Columbia University’s Studio-X, Report from Rotterdam, 2010

Pratt Institute School of Architecture, Urban Design and Implementation Seminar, 2010

Bard College, “Right to the City” Class Lecture Series, 2009

Netherlands Architecture Institute, Designing Coexistence Conference, 2009

Hofstra University’s National Center for Suburban Studies, Diverse Suburb Conference, 2009

Swiss Federal Institute of Technology Zurich Public Lecture Series, 2009

2008 Association of Collegiate Schools of Planning Conference, 2008

Northeastern University School of Architecture Public Lecture Series, 2008

University of Maryland Baltimore County, CUERE 2008 Seminar Series, 2008

The Drawing Center, Yona Friedman Symposium, 2007

Hafele Showroom, New Practices Showcase, 2007

Harvard Design School, 2007 Career Discovery Lecture Series, 2007

Rooftop Films, Fishkill Flea Premiere, 2007

UCLA School of Architecture, Fast Forward Conference, 2007

University of Cincinnati, Public Lecture Series, 2006

University of Kentucky School of Architecture Public Lecture Series, 2006

The German Architectural Center (DAZ), Shrinking Cities Symposium, 2005

Architectural League of New York, Young Architects Award Lecture Series, 2005

Select Lecture Series Curated

"The Storm and the Norm," Freeport, NY, 2014

"Holding Pattern Events," MoMA PS1, New York, 2011
- Holding Pattern Community Bookstore
- "Sing Me a Story, Read Me a Song" with Queens Library
- "A Brief History of Dance" with LIC School of Ballet
- "An Afternoon of Irish Quilt-Making" with New York Irish Center
- "Fix a Flat Workshop" with Recycle a Bicycle
- "Story Gami" with Queens Library
- "Queens Waterfront Workshop"
- "B-Boy Workshop" with the 5 Pointz Aerosol Art Center

"Architecture for Everyone," BMW Guggenheim Lab, New York, 2011

"Metropolitan Exchanges," Metropolitan Exchange, New York, 2008 -present

"Improve Your Lot! New Responses to Vacant Land," Detroit, 2007

"Engaging the City," New York, 2004 - 2007

Select Design Juries

Interboro has served as studio review critics at the following institutions: Berlage Institute, City College of New York, Columbia University, Cooper Union, ETH Zurich, Harvard University Graduate School of Design, Maryland Institute College of Art, Massachusetts Institute of Technology, New Jersey Institute of Technology, New York Institute of Technology, Northeastern University, Parsons the New School for Design, Pratt Institute, Rhode Island School of Design, Syracuse University, University of Cincinnati, University of Kentucky, University of Pennsylvania, Yale University

Professional Affiliations

American Institute of Architects

The 1% Program of Public Architecture

HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

Cambridge Redevelopment Authority On-Call Advisor

The Cambridge Redevelopment Authority has retained HR&A as an on-call consultant to conduct feasibility studies in support of key Authority projects and initiatives:

- HR&A conducted a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP). HR&A developed flexible, multi-year pro formas to create multiple scenarios for residential and office development to test sensitivities and assess the impact of various levels of low income and middle income housing on development feasibility. HR&A's findings will help guide the CRA's future negotiations related to public land disposition and affordable housing mandates.
- HR&A evaluated potential re-use scenarios for the Foundry Building. HR&A worked with the CRA to examine reuse possibilities and conduct focused outreach to brokers and real estate experts to understand typical deal terms in the local market. After conducting market due diligence, HR&A worked in coordination with the CRA to define five programmatic alternatives. HR&A produced a financial model demonstrating the financial returns of undertaking the redevelopment alternatives for a private sector partner. For alternatives with a funding gap, HR&A identified possible public-private development structures and tools to mitigate the gap.

Reference:
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HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

D Street Programming, Boston, MA

HR&A was retained by the Massachusetts Convention Center Authority (MCCA) to create a development strategy for a multi-block area adjacent to the Boston Convention and Exhibition Center (BCEC).

MCCA is planning a significant expansion of the BCEC that will enhance its role as a local and regional economic engine, including new hotels, convention and exhibit space, and retail space. Programming and retail development will serve long-term goals for the for D Street, an underutilized corridor that connects the rapidly growing Innovation District to the traditional urban fabric of the South Boston neighborhood.

To inform a retail strategy for the MCCA, HR&A evaluated customer groups that would be served by new retail, the existing character of local retail, and other successful retail districts in Boston and in the vicinity of other convention centers. HR&A created a tenanting strategy and guidelines designed to meet the vision articulated by the community for an authentic, destination retail experience. HR&A researched potential tenants and programming opportunities and conducted outreach to selected potential tenants. HR&A then recommended next steps for the MCCA in the recruitment of tenants, with the ultimate goal of creating a retail, restaurant, and entertainment mix that will activate the D Street corridor and appeal to the area's diverse customer base of residents, workers, and conventioneers.

HR&A is also playing an integral role in the program design and implementation of a 2.7 acre interim landscape including: management of the MCCA's subcontractors, programming concept development and execution, business planning, budget management, vendor selection, procurement, and administration for the site. This work will inform the recommendations HR&A will make to the MCCA on the design and program for a permanent, year-round outdoor space in conjunction with its expansion. Programming at the site, named the Lawn on D, launched in August 2014, and thus far has included an iconic art installation, a series of concert events, and regular food and bar concessions. HR&A is continuing its support in the implementation of the Lawn on D for the Summer 2015 season, and will provide a comprehensive report on budget, management, and infrastructure performance at the conclusion of the season.

Reference:
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Massachusetts Convention Center Authority
Abutler@massconvention.com
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HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

MIT East Campus Gateway Development

As part of a consulting team led by Mack Scogin Merril Elam Architects (MSME), HR&A served as a market and financial feasibility advisor for the Massachusetts Institute of Technology's (MIT) East Campus Gateway development. MIT initiated an urban design study to formulate a long-term real estate development framework for the eastern portion of its campus, located at the heart of the thriving innovation cluster in Kendall Square. This development will introduce new office/lab space for lease by private companies, generate additional residential units and retail space, and create a campus gateway worthy of MIT. HR&A performed a market analysis to determine mixed-use development opportunities on sites controlled by MIT, and based on these findings collaborated with the planning team to refine programming and design alternatives for the study area. HR&A also conducted an iterative set of financial analyses to evaluate the feasibility of the proposed development programs. The team provided MIT with an implementable plan that meets its aspirations for a transformative development program meeting financial feasibility criteria.

Reference:
Michael Owu, Director
Massachusetts Institute of Technology Investment Management Company
mowu@mitimco.mit.edu
(617) 253-4900

HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

Project Management and Advisory Services for One New York: The Plan for a Strong and Just City

On behalf of the Office of the Mayor of New York City, HR&A helped to lead a multi-agency, cross-disciplinary planning effort that resulted in release of the City's long-term plan, known as OneNYC, in 2015. OneNYC is a successor to the City's PlaNYC strategic plans of 2007 and 2011, for which HR&A also provided policy support, and PlaNYC: A Stronger, More Resilient New York, prepared in the aftermath of Hurricane Sandy, for which an HR&A Partner served as Deputy Director. OneNYC advanced many of the innovative sustainability, resiliency and growth initiatives developed in these plans while also incorporating the City's ambitions for a just and equitable New York.

In addition to providing project management, agency coordination, and a major community and stakeholder outreach initiative, HR&A prepared an analysis of the economic, demographic, and environmental trends influencing the city and its surrounding region today and in the future, leading to the development of the Plan's economic, transportation, and housing initiatives. HR&A helped to set ambitious long-term targets and create major initiatives to support job creation, population growth, household income, housing supply, and transit access to jobs for New Yorkers. HR&A also headed an unprecedented effort to create a database and map of $266 billion in planned future capital investment by the City and its regional and state partners, providing a valuable tool for informing future investment decisions.

Mayor Bill de Blasio launched OneNYC on April 22, 2015, and the City subsequently proposed a 10-year capital strategy within its executive budget that includes $22 billion in capital allocations to OneNYC initiatives.

Reference:
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Mayor's Office of Sustainability
nmesa@cityhall.nyc.gov
(212) 788-7772

HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

Creating a Greenway District in Boston

After decades of separation, Boston's replacement of its elevated interstate highway with the Rose Kennedy Greenway has physically re-united the City's historic downtown neighborhoods including the North End, the Harbor, Chinatown, and the Financial District. The City of Boston recognizes that the value of full integration and activated open space will take many years to realize. The barrier of the Central Artery shaped development patterns over decades, and the city's back doors – parking structures, warehouse buildings, limited facades – face the newly-created open space as a result. To lay the groundwork for placemaking along the Greenway and re-connection of the city to its extraordinary harbor, Boston adopted a district-wide approach to planning and design for the neighborhoods along the Greenway. For the Boston Redevelopment Authority, HR&A conducted an economic benefit analysis of property value changes in proximity to the Greenway, and provided economic analysis to support proposed Greenway District zoning and design controls.

The Utile-Greenberg-HR&A team identified locations and strategies to enhance the urban edge of the new park to encourage activity, as well as define the character – height, density, and uses – of potential development opportunities in the District. The approach focused both on using the Greenway to catalyze new downtown development and ensuring that the Greenway's long-term potential to create value for the City was a key consideration. HR&A supported the team by evaluating the economic impacts to date of the Greenway on neighboring real estate.

Reference:
Peter Gori, Former Project Manager, Boston Redevelopment Authority
Newmark Grubb Knight Frank
pgori@ngkf.com
(617) 772-7269

HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

Greensboro Cultural District & Downtown Consolidated Plan

In 2008 the City of Greensboro, North Carolina retained HR&A to formulate an investment strategy and implementation plan to reinvigorate its nascent Church Street cultural district. HR&A's Church Street Investment Strategy builds upon recent successes by activating development, enhancing the pedestrian experience, and promoting greater vitality east of the city's downtown core, Elm Street. It also aims to strengthen and connect artistic, cultural, and entertainment assets. HR&A closely studied market dynamics, analyzed the merits and challenges of development opportunities, and prioritized public improvements that leverage maximum private investment. Recommended investments include streetscaping, zoning changes, creation of a shared parking program, district-wide programming, branding and marketing, expansion of the current façade improvement program, and targeted public participation in the development of three key underutilized parcels.

Building upon our previous work, HR&A was retained by the same client group to develop a Consolidated Plan and implementation strategy for downtown Greensboro that will generate economic returns, spur further revitalization, and link downtown to other areas of strength. HR&A reviewed 11 plans produced for downtown since 1995 and identified an initial list of more than 100 potential projects. HR&A worked with stakeholders to narrow these down to six priority investments for downtown that would generate financial returns to the public sector and strengthen downtown's brand. For each initiative, HR&A developed a blueprint for implementation, recommending a financing strategy, a critical path timeline, and roles for key stakeholders. HR&A also documented each project's value to the City through a cost-benefit analysis. The recommendations constitute a comprehensive economic strategy for downtown Greensboro over the next decade. At the close of the project, HR&A presented a diverse group of Greensboro leaders with a comprehensive implementation plan to ensure the vitality of downtown.

Reference:
April Harris, Executive Director
Action Greensboro
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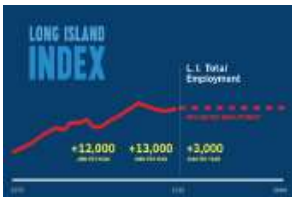
RELEVANT EXPERIENCE



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

On behalf of the Long Island Index, HR&A completed a comprehensive study examining the impacts of Long Island-wide initiatives that could address some of the region's most intractable issues. While Long Island has long been one of America's most successful suburban regions, mounting challenges including a decline in high-paying jobs, a high property tax burden, and the accelerating loss of young workers and their families are conspiring to hinder Long Island's long term economic vibrancy. HR&A used the REMI Policy Insight model to first prepare a baseline scenario demonstrating the economic and fiscal consequences of baseline demographic and economic trends on Long Island over the next 25 years. Following consultation with stakeholders from business, government, non-profits, and institutions on Long Island, HR&A studied the impacts of implementing coordinated strategies to grow Long Island's biomedical industry cluster and to increase the production of multifamily housing in downtown areas.

Through its economic modeling, HR&A found that implementing these strategies would generate up to 73,000 new jobs and attract up to 138,000 new residents by 2040. In 2040, Long Island would also gain up to $15.1 billion in gross regional product (GRP), along with up to $600 million in new tax revenues to Nassau and Suffolk Counties. To demonstrate impacts of this analysis on a local scale, HR&A also quantified the economic and fiscal impacts of a multifamily infill development project in the Village of Westbury, and a place-based biomedical attraction strategy for the Route 110 Corridor in Suffolk County. HR&A detailed its findings in an executive summary and briefing book distributed by the Long Island Index. Media outlets reporting the study's findings included *The Atlantic's CityLab*, *Newsday*, the *Long Island Press*, and the *Long Island Business News*.

Reference:
Ann Golob, Director
Long Island Index
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(516) 873-9808 ext. 205

HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

TALKING TRANSITION

Talking Transition in New York City & Washington, DC

HR&A served as program manager leading the design and implementation of Talking Transition, an innovative civic engagement initiative on behalf of a coalition of 10 New York City foundations, including the Open Society Foundations (OSF), Ford Foundation, and Rockefeller Brothers Fund. Talking Transition transformed the usual closed-door process between Election Day and Inauguration into an opportunity for broad public engagement, bringing together citizens from all corners of New York City to participate in public conversations about policy issues, ideas and questions that affect their communities. Over two weeks, Talking Transition created the forum for these conversations by hosting live events in an open tent on Canal Street, bringing the discussion to all NYC neighborhoods with "mobile tents" and more than 100 canvassers, and elevating the best ideas on Twitter, Facebook, and Instagram. Talking Transition demonstrated the results of this expansive initiative, revealing New Yorkers' sentiments about their neighborhoods and the direction of the city as told through TalkNYC, a new digital experience, and a series of live, interactive public engagements.

In addition to managing the overall initiative, HR&A developed the content for TalkNYC with Control Group, and led the programming of events and activities. Additional information about Talking Transition can be found at: http://talkingtransition2013.com.

In late 2014, HR&A planned and executed a second public-engagement survey program to coincide with the mayoral transition in the District of Columbia. Working on behalf of OSF and a consortium of District-based grantees, including the Urban Institute, the National Institute for Civil Discourse, DC Vote, and DC Working Families, HR&A designed a survey instrument and identified a survey platform and methods for widely deploying the survey. HR&A validated and analyzed the data collected from the survey and synthesized results for public dissemination, including in a presentation at a citywide 21st-century Town Hall and a report to Mayor-elect Bowser and her staff.

Reference:
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HR&A Analyze. Advise. Act.

RELEVANT EXPERIENCE

Strategic Plan to Reposition the Brooklyn Tech Triangle

As part of a strategic plan for several neighborhoods in downtown Brooklyn, HR&A led a real estate and economic analysis to develop real estate policy recommendations to enhance the tech sector in the "Brooklyn Tech Triangle" area. The team, led by WXY Architecture + Urban Design, created a strategic plan, for an area that encompasses the neighborhoods of DUMBO, Downtown Brooklyn, and the Brooklyn Navy Yard. Individually, these neighborhoods have attracted the interest of innovative tenants in the last several years, especially in DUMBO, which has become a recognized tech hub. The strategic plan included development of a working definition of the target tech and creative industry sectors, assessment of the current status of tech and creative companies currently in the Tech Triangle area, and recommendations for changes in real estate policies, workforce development, transportation, open space and streetscape, and economic development infrastructure to foster the growth of the technology and creative economy in the area.

In November 2013, the New York chapter of the American Planning Association (APA) honored the Brooklyn Tech Triangle Strategic Plan with its annual award for "Meritorious Achievement," citing the ambitious scale of the plan to serve as a model for economic development in urban centers.

Reference:
Tucker Reed, President
Downtown Brooklyn Partnership
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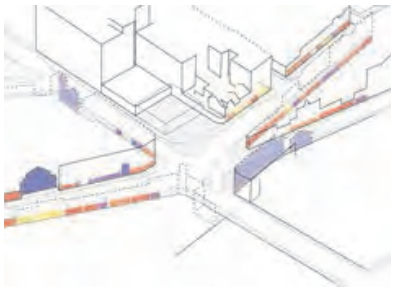
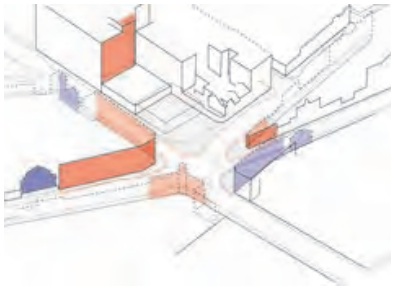
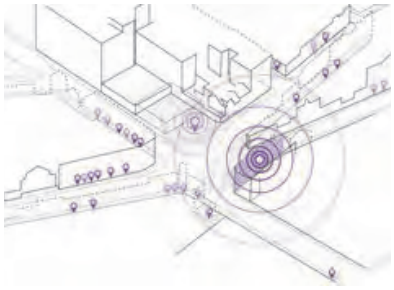
(718) 403-1600

CONGRESS SQUARE







Client
City of Portland, ME

Location
Portland, Maine

Urban Design
Utile, Inc.

Transportation & Civil Engineers
Nelson/Nygaard Engineering

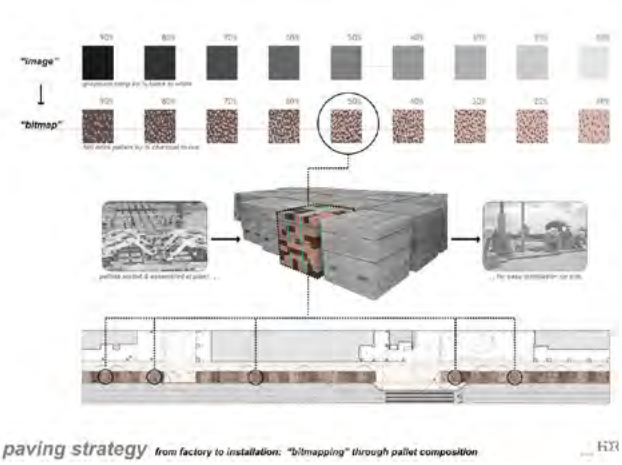
Status
Community Engagement & Schematic Design

Located at the topographic high ground of downtown Portland and at the heart of the city's burgeoning Arts District, Congress Square Plaza was originally created along with the Portland Museum of Art to provide needed open space for a square which featured many civic scale buildings but had also become a busy intersection. Unfortunately the plaza has never lived up to its intended purpose to provide a lively public space, and in 2013 the City of Portland issued a request for proposal to redesign the plaza and to lead a community engagement process to reenvision the entire square.

KMDG and Utile are jointly collaborating with a diverse coalition of community groups, business leaders, government agencies and public committees to transform Congress Square into the gateway and primary destination for the Arts District. Using feedback from a community landscape assessment, the redesign places a priority on the pedestrian experience and reinvigoration of the space. A key first step in the process is creating specific urban design guidelines for the adjacent hotel's new event space to ensure an appropriately scaled dialogue with the formidable Portland Museum of Art building (1982) designed by Harry Cobb. Additionally, the team is working with the Pubic Art Commission on guidelines for a new public art acqusition that will reinforce the urban design goals.

kmdg

MAIN ST. & KENDALL SQUARE, CAMBRIDGE



paving strategy from factory to installation: "bitmapping" through pallet composition

Client
City of Cambridge
Department of Public Works

Location
Cambridge, Massachusetts

Engineer
HDR

Project Budget
$90,000

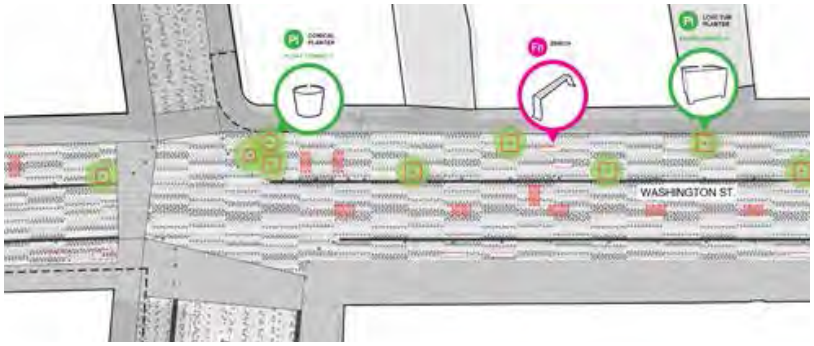
Status
out to bid

Despite playing an important and vibrant role in Massachusetts' strong tech economy, Kendall Square's physical appearance, urban design, and vehicular design are at odds with its importance as home to MIT, Google, Microsoft and 21st century innovation in general. As part of an On-Call House Doctor contract, Cambridge selected KMDG to lead first a visioning exercise for a new and more vibrant Kendall Square, followed with completion of construction documents to remake the Main Street corridor.

Our process includes broad public involvement and intensive work with a stakeholders group comprised of the primary real estate, research, and entrepreneurial entities headquartered there. Part 'blue sky thinking' of innovative sculpture, information devices, and site elements—part pragmatic strategic redesign of sidewalks utilizing Cambridge standard bricks and furniture—the objective of the project is to create a vibrant and visible new hub of Cambridge's innovation epicenter.

kmdg

DOWNTOWN CROSSING BOSTON BID



Client
City of Boston
Boston Redevelopment Authority

Location
Boston, Massachusetts

Economic Consultant
HR&A Consulting

Transportation & Civil Engineers
Nitsch Engineering

Urban Design Consultant
Gamble Associates

Wayfinding
omloop

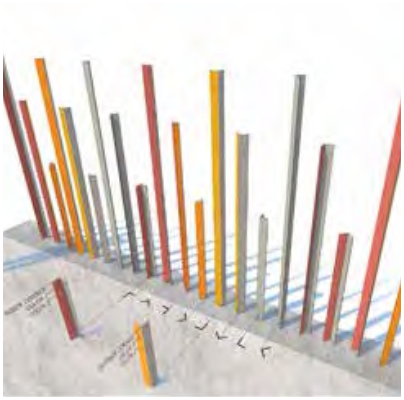
Status
Completing Guidelines & Master Plan

By the late 19th century, Downtown Crossing became the retail hub of the city, complete with congestion and uncontrolled signage, as well as beautiful and significant period architecture. The authenticity and unprogrammed nature of the Downtown area is both charming and disorienting. It contains the busiest pedestrian corridor in New England, but the confused mixture of roadway conditions are deteriorating and in need of revisioning to respond to the multiple functions and contemporary ideas of public space.

In 2012, the Boston Redevelopment Authority, with the support of the Downtown Boston Business Improvement District (BID) issued a request for proposals to develop a Streetscape Design Standards & Wayfinding Program for the public realm within the BID area. KMDG developed pedestrian, vending and wayfinding recommendations, and roadway specifications, so that the BID will remain a vibrant, new place without losing its spirit of place. Growing out of an inventory and analysis of site conditions, a range of opportunities were identified and a palette of materials and design techniques were crafted to provide universal accessibility, clear wayfinding and flexible programming within this busy public realm. Key visible gateway sites were identified for near-term projects to utilize these guidelines, and a long-term vision was charted for the continued revitalization of the district.

kmdg

KENDALL SQUARE - BROADWAY MEDIAN



Client
City of Cambridge
Department of Public Works

Location
Cambridge, Massachusetts

Civil Engineer
HDR

Traffic Engineer
McMahon

Project Budget
$225,000

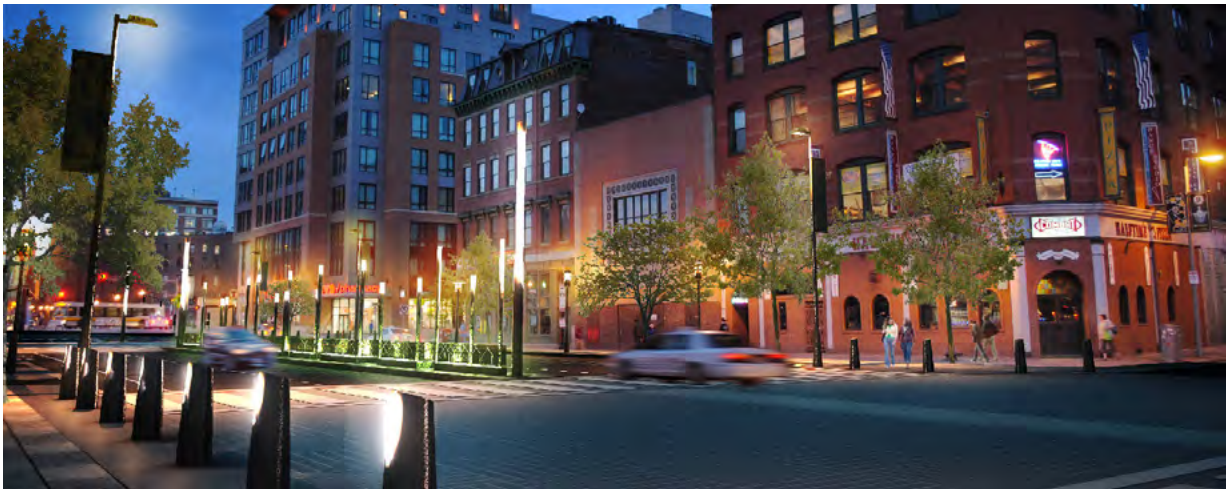
Status
construction expected 2015

The iconic Longfellow Bridge – also known as the Salt and Pepper Bridge for its iconic granite piers - is the primary gateway between Boston and Cambridge's innovation district, Kendall Square. Seeing an opportunity through the 3-year MDOT contract to renovate the entire bridge, the City was able to negotiate some upgrades to the pedestrian and bike accommodations to the bridge approach which includes re-thinking the existing median. Working with civil and traffic engineers on behalf of the City, KMDG has re-designed the existing median to a more contemporary contextual solution that still meets the many safety, maintenance and budgetary constraints needed by the City.

The fence is the repetition of a standard steel L-angle which turns at a repeating interval revealing or hiding the painted color scheme of the four faces of the angle. The fence is made even more dynamic through the change in heights which also responds to the areas of concern for sight lines (gets lower) as well as areas of concern for jay-walking (gets higher). This twist on a picket fence offers visual change and interest through various times of year, light conditions and sun angles. Shadow will play a significant role as the median shifts from the inbound edge to the outbound edge. Drivers, cyclists and pedestrians will have a constantly changing experience of arrival and departure.

kmdg

CAUSEWAY STREET CROSSROADS INITIATIVE



Clients
Boston Redevelopment Authority
Department of Public Works

Location
Boston, Massachusetts

Engineer
Howard/Stein-Hudson

Urban Design
Chan Krieger Sieniewicz

Budget
Estimated at $10 million

Status
Construction Documents

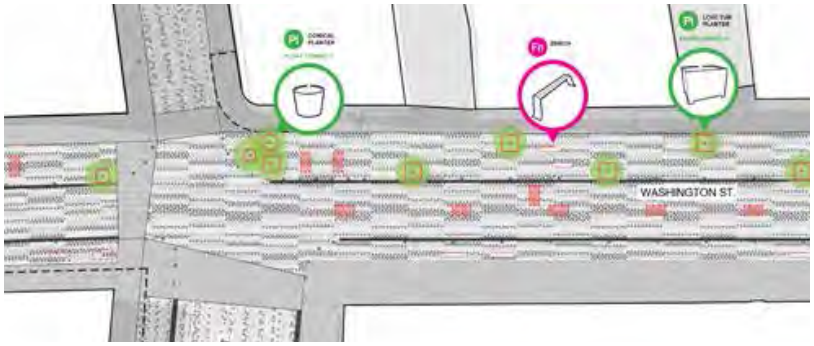
The team of Howard Stein Hudson, Chan Krieger Sieniewicz and Klopfer Martin Design Group was chosen to undertake the redevelopment of Causeway Street as part of the BRA's Crossroads Initiative, stitching existing cross streets with the new Rose Kennedy Greenway.

Causeway Street is the northern portal to Boston through which thousands of commuters arrive daily. The team is revisioning the space uncovered by the removal of the elevated streetcar line to create a winter time festival space, comparable to Fenway Park's Yawkey Way. During games and events at the TD Garden the street becomes the spill-out and celebration space. On a daily basis, the new design better serves as a gateway to the city with sidewalk cafes, a more richly envisioned streetscape, and improved pedestrian flows.

The lit metal hedge sculpture designed for the median functions both in placemaking and as a safety feature. As a piece of the new Causeway Street identity, the hedge sculpture directs crossing pedestrians into crosswalks without appearing to be an unfriendly fence-like barrier, and avoids the maintenance requirements of a planted hedge.

kmdg

DOWNTOWN CROSSING BOSTON BID



Client
City of Boston
Boston Redevelopment Authority

Location
Boston, Massachusetts

Economic Consultant
HR&A Consulting

Transportation & Civil Engineers
Nitsch Engineering

Urban Design Consultant
Gamble Associates

Wayfinding
omloop

Status
Completing Guidelines & Master Plan

By the late 19th century, Downtown Crossing became the retail hub of the city, complete with congestion and uncontrolled signage, as well as beautiful and significant period architecture. The authenticity and unprogrammed nature of the Downtown area is both charming and disorienting. It contains the busiest pedestrian corridor in New England, but the confused mixture of roadway conditions are deteriorating and in need of revisioning to respond to the multiple functions and contemporary ideas of public space.

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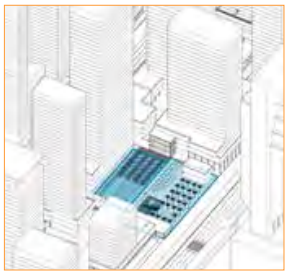
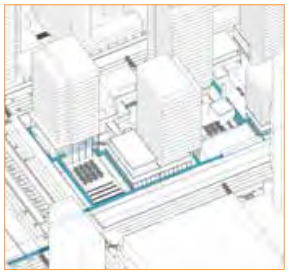
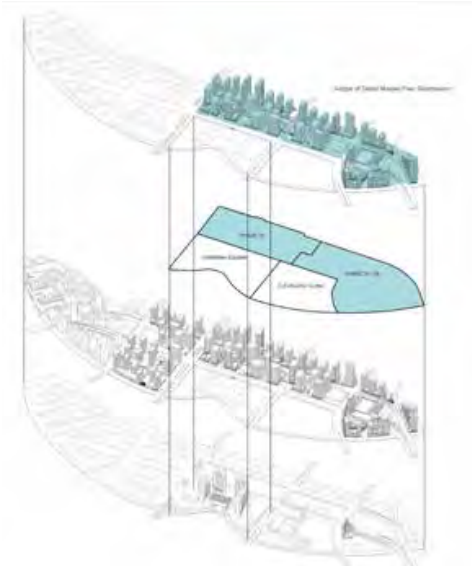
kmdg

SOWWAH ISLAND LANDSC. GUIDELINES







Client
Mubadala Real Estate & Hospitality

Location
Abu Dhabi, UAE

Architecture Design Guidelines
Over,Under & Utile

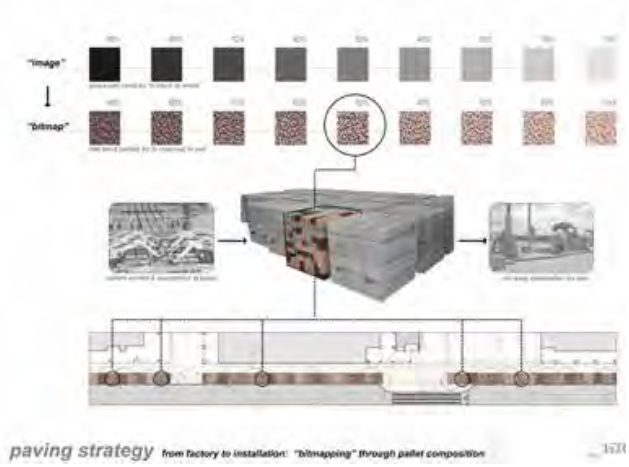
Island Master Planner
Broadway/Malyan

Status
Draft Master Plan Approval June 2012

Collaborating with Boston architects responsible for architecture design guidelines Over,Under and Utile, KMDG developed landscape architecture design guidelines for Sowwah Island (now Al Maryah Island) the new central and financial business district underway by the Abu Dhabi municipal government. Focusing on Phase I and II developments for the island's core we created a typology of landscape types (landscaped courtyards, drivecourts, pedestrian passageways, rooftops; shown above) to comply with the capital city's new sustainability code Estidama. The code introduces intensive requirements to the landscape including 60% shading of all pedestrian paths, stringent water use guidelines, and incentives to engage traditional landscape and urban design strategies into contemporary work.

kmdg

MAIN ST. & KENDALL SQUARE, CAMBRIDGE



Client
City of Cambridge
Department of Public Works

Location
Cambridge, Massachusetts

Engineer
HDR

Project Budget
$90,000

Status
out to bid

Despite playing an important and vibrant role in Massachusetts' strong tech economy, Kendall Square's physical appearance, urban design, and vehicular design are at odds with its importance as home to MIT, Google, Microsoft and 21st century innovation in general. As part of an On-Call House Doctor contract, Cambridge selected KMDG to lead first a visioning exercise for a new and more vibrant Kendall Square, followed with completion of construction documents to remake the Main Street corridor.

Our process includes broad public involvement and intensive work with a stakeholders group comprised of the primary real estate, research, and entrepreneurial entities headquartered there. Part 'blue sky thinking' of innovative sculpture, information devices, and site elements—part pragmatic strategic redesign of sidewalks utilizing Cambridge standard bricks and furniture—the objective of the project is to create a vibrant and visible new hub of Cambridge's innovation epicenter.

kmdg

GREENE ROSE HERITAGE PARK

Christian Phillips Photography

Rendered plan C|S|S

Client
City of Cambridge

Location
Cambridge, Massachusetts

Landscape Architect
Crosby | Schlessinger | Smallridge

Contractor
Quirk Construction

Size
2.3 acres

Cost
$3 million (includes removal of contaminated soil)

Completed Spring 2008

This project was completed by Kaki Martin as project manager and project designer while an Associate with C|S|S.

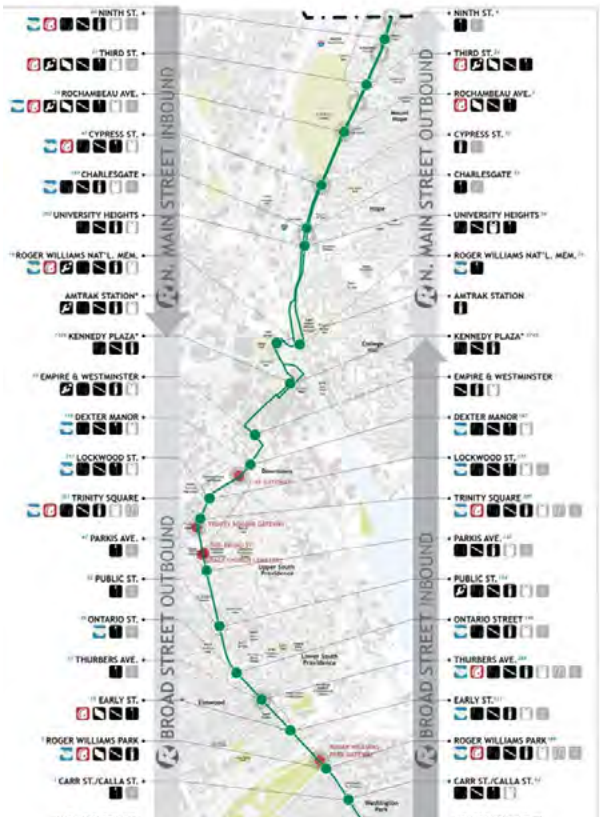
An intensive community process led by Ms. Martin was the first step in transforming this site from a marginalized neighborhood open space to a welcoming interactive park that connects two halves of a large urban neighborhood. While part of the site was already a designated open space, the demolition of two buildings and the closing of a road created a larger contiguous space for the park.

A bold, fragrant plant border, mixing grasses, perennials, and shrubs, holds the west edge of the park. It stimulates the senses and provides a strong visual buffer between the park and its neighbors. Important pedestrian connections are made between two major arterial streets with a combination of curved meandering pathways and wider rectilinear sidewalks.

The park design was a collaboration not only with the neighborhood, but also with the City of Cambridge's 1% for Art program. Three visual artists were chosen to collaborate with the landscape architect to develop a series of interactive sculptures, that support children in imaginative play experiences. These pieces were designed and fabricated by artists with Ms. Martin offering material and installation expertise. Ms Martin designed a fourth interactive art piece for the park - proportionally exagerated benches and chairs meant to entice young and old alike. They have become the favorite spot in the park

kmdg

PROVIDENCE RAPID TRANSIT IMPROVEMENTS



Client
City of Providence in collaboration with Rhode Island Public Transit Authority (RIPTA)

Location
Providence, Rhode Island

Urban Design
Gamble Associates

Wayfinding & Signage
Roll Barresi & Associates

Project Budget
$4 Million

Status
construction spring 2014

In 2010, RIPTA and the City of Providence jointly completed the Transportation Corridors to Livable Communities project, which seeks to increase the effectiveness of public transit along the City's five busiest transit routes in creating community hubs and achieving the City's livability and sustainability goals. A major infrastructure investment of the project is the creation of RIPTA's first Rapid Bus service along Broad and North Main Streets—the R-Line. When implemented in 2014, the R-Line will become RIPTA's premier transit service, and will create a rail-like experience for passengers. The project also focused on ways to make less heavily used routes more transit friendly and prepare them to become Rapid Bus routes in the future.

KMDG crafted design guidelines as a key component in the transit corridor project. They detail stop-by-stop recommendations for amenities such as transit shelters, public art, seating, trash cans, and bike racks based on stop location, sight lines, pedestrian movements, traffic patterns and ridership counts. They provide RIPTA and the City with a step-by-step guide to implement transit amenities and pedestrian improvements so that public transit serves as a placemaking tool. KMDG also developed a call for artists and helped facilitate the selection of artists, and managed the final detailing of artist works to fit into the shelter designs.

kmdg

GREENE ROSE HERITAGE PARK

Christian Phillips Photography

Rendered plan C|S|S

Client
City of Cambridge

Location
Cambridge, Massachusetts

Landscape Architect
Crosby | Schlessinger | Smallridge

Contractor
Quirk Construction

Size
2.3 acres

Cost
$3 million (includes removal of contaminated soil)

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kmdg

Boulder, CO

Transit Master Plan

The City of Boulder stands out as one of the most progressive cities of its size in terms of transportation, smart growth, and climate change policy. Since the inception of its Community Transit System (CTN) in the early 1990s, the City of Boulder has provided frequent, community-oriented transit service to visitors, employees, and residents alike. The CTN has helped Boulder achieve an impressive 64% citywide non single-occupancy vehicle mode share for all trips.

The City has an aggressive mode share target of 75% non single-occupancy travel for all trips in the community by 2025. Over the last several years, transit mode share has been stagnated and the city is not on course to meets its mode share goal. In 2012, the City hired Nelson\Nygaard to develop the transit element of its Transportation Master Plan Update. The project is helping develop a renewed vision for transit in Boulder to help the City meet its aggressive mode share target and develop strategies for an ever-growing in-commute to Boulder from regional communities. The renewed vision is grounded in an extensive community outreach process including:

- An innovative "Design Your Transit System" tool (shown below). Community members prioritized investment in real-time information, enhanced regional service, and a subsidized pass program.
- A highly legible "State of the System" report that informed the work of community and technical steering committees.
- An outcomes-based analysis of future scenarios for transit system development in Boulder and surrounding communities. An example graphic (shown below) depicts one approach to the transit vision that was developed based on the analysis.

Project Duration:
2012-Ongoing

Total Budget:
$324,586

Nelson\Nygaard Budget:
$263,307

For more information:
City of Boulder
P.O. Box 791
Boulder, CO 80306-0791

Contact:
Micki Kaplan
Senior Transportation Planner
303.441.4139
kaplanc@bouldercolorado.gov

Santa Monica, CA

Santa Monica Land Use and Circulation Element

Nelson\Nygaard crafted the Circulation Element of Santa Monica's 2008 General Plan Update, steering it through an intense public process, including over a dozen public workshops as well as planning commission and city council hearings. The plan broke through the city's notorious anti-growth politics by using new development to fund a package of community benefits, including new bicycle lanes, more gracious sidewalks, more frequent transit, and stringent transportation demand management programs. More importantly, the plan commits to capping peak period vehicle trips as part of Santa Monica's dedication to reducing greenhouse gases, air pollution, and regional traffic.

The Circulation Element is carefully integrated into the Land Use Element, focusing almost all new growth in the city around its major transit nodes, including a light rail extension from downtown Los Angeles. In addition to paying new impact fees, development will be required to meet stronger trip reduction requirements, including universal transit passes and parking fees or parking cash-out for all new residents and employees. The plan also provides incentives for existing residents and employees to reduce their trips, through both better transportation choices and more services within walking distance.

To help implement the plan, Nelson\Nygaard was brought back to develop a Bicycle Action Plan, zoning ordinance, Transportation Impact Fee, and specific plans for the downtown and Bergamot Station areas.

The plan withstood an anti-growth citizens' initiative in the November 2008 elections and was adopted in July 2010.

The California Chapter of the American Planning Association (APA) gave this project the Outstanding Comprehensive Planning Award for a Small Jurisdiction in 2010.

Project Duration:
2007–2010

Total Budget:
$310,000

For more information:
City of Santa Monica
Transportation Management Division
1685 Main Street, Room 115
Santa Monica, CA 90407-2200
www.shapethefuture2025.net

Contact:
Eileen Fogarty
Former Planning and Community Development Director
310-570-6724
efogarty@fogartygroup.net

Boston, MA

Go Boston 2030

Boston is a world class city, an old city, and in many ways, still an adolescent city. The Boston region is home to some of the most innovative brains in technology that have ever lived – Facebook, Bridj, and Zipcar were all born here. And yet the city struggles to manage the narrow, winding streets of its medieval stronghold. A city with some of the oldest transit lines has not prepared them for the newest sea level rises. Gritty industrial waterfronts bump up against glamorous new high rises.

The city faces a number of challenges: How can it marry new technologies with old infrastructure to maintain the mobility demanded by all? How can the city build a bold future, when climate change may knock it all down? How can a city known for working class neighborhoods and Ivy League alumni continue to provide a place, and opportunities, for all? What role can transportation play in the future?

These are among the many questions at the heart of the GoBoston 2030 initiative. A planning process like none other in the history of Boston, GoBoston is a grassroots up, sky-high down planning initiative. The plan builds from ideas generated in Boston's most innovative and inclusive public engagement strategy – the "question campaign," which created direct input from over 5,000 unique members of the Boston region who broadened planners' perspectives, established new City goals, and challenged political leadership in new ways. By focusing on the values of the traveling public rather than the capacity of known infrastructure, Go Boston 2030 is charting a new course for engaging the mobility revolution. Supported by an unrivaled database of trips across all modes – including shared cars and shared bikes – cross-tabulated with detailed demographic sets from the Dukakis Institute, Nelson\Nygaard is not only documenting Boston's mobility in cutting-edge ways, we are inserting community-based values directly into the mobility networks of the future. In this manner, Nelson\Nygaard can model how the technological "disruptors" that will change how transportation is planned, accessed and delivered will affect the region in the near term (five years) and in the next generation (15 years).

Nelson\Nygaard is serving as the lead planners for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of "big data" to inform both current patterns and future conditions.

GoBoston is, at present, a work in progress. It is, however, one of the visionary planning efforts that asks the right questions to ensure that we are investing in ways that solve the problems of tomorrow rather than outmoded approaches to address the issues of today.

Project Duration:
2014 – Ongoing

Total Budget: $1.2M

Nelson\Nygaard Budget: $399,000

Contact:

Vineet Gupta
Director of Policy and Planning,
Boston Transportation Department
617-635-2756
vineet.gupta@cityofboston.gov

Washington, DC

Long Range Multimodal Plan

moveDC is Washington DC's Long Range Transportation Plan to determine modes, projects, and policies for every street within the city for the next 30 years. The Plan will set the long-term vision and implementation actions as DDOT continues to build a world class, sustainable transportation system in a growing and evolving city. In addition to important regional connections, the entire transportation network of the District of Columbia will be considered during the moveDC plan. Each mode of transportation will be evaluated and considered as a part of the development of the multimodal transportation plan, in order to accommodate significant projected growth in population and employment without negatively impacting residents', employees', and visitors' ability to travel around the city and best meet Washington DC's goals of livability, environmental sustainability, and economic competitiveness.

Nelson\Nygaard is leading the pedestrian, bicycle, transit, parking, and Transportation Demand Management elements of the plan, as well as authoring the plan's policy guide. The moveDC draft plan was recently released for public review and can be reviewed at www.wemovedc.org.

moveDC was awarded a National Recognition Award in the American Council of Engineering Companies 2015 Engineering Excellence Awards competition. The project also won America Planning Association's National Planning Excellence Award for Transportation Planning in 2015.

Project Duration:
2012-Ongoing

Total Budget:
$1,200,000

Nelson\Nygaard Budget:
$538,404

For more information:
Washington DC Department of Transportation (DDOT)
55 M Street, SE, Suite 400
Washington, DC 20003

Contact:
Sam Zimbabwe
Associate Director
(202) 671-2542
sam.zimbabwe@dc.gov

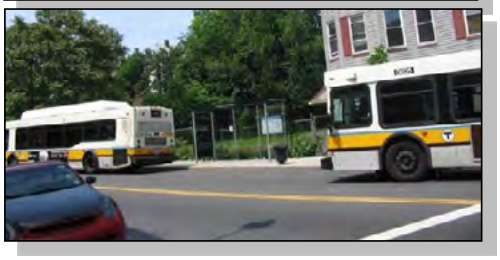
Boston, MA

MBTA Key Bus Route Improvement Program

The Massachusetts Bay Transportation Authority (MBTA) designated 15 of its busiest and most frequent routes as Key Bus Routes. These routes travel along densely populated transit corridors and are heavily used, but were often plagued by delays and poor operating environments. With $10 million in American Recovery and Reinvestment Act funds, MBTA sought to enhance passenger accessibility, reduce travel times, and improve operations and reliability along each of these important routes.

MBTA retained Nelson\Nygaard to serve as project manager and develop comprehensive improvement plans for several of the key routes. Route improvement plans focused on stop locations and the interaction between bus operations and general corridor traffic. Proposed improvements included a new stop location plan, and longer and more accessible stops that would support bus shelters, benches, and street furniture. Traffic improvements such as queue-jump lanes, along with signal timing and phasing changes, were also recommended. Curb extensions and other amenities to enhance the overall bus experience were additional key elements of the plan. Nelson\Nygaard also led the community-involvement process for individual routes, as well as coordination with host municipalities.

The Key Bus Route Improvement Program was designed to address both bus routes and the physical environments in which they operate in a comprehensive manner. By implementing a series of changes that saved up to 20 seconds each in bus operations, the cumulative outcome saved upwards of 10% of the overall route time, while enhancing the quality, reliability and accessibility of service on MBTA's busiest routes. Following the completion of the community-involvement process, implementation of the improvement program took place in summer 2011. For more information on the Key Bus Routes Improvement Program, go to: www.mbta.com\keybusroutes



Project Duration:
2010–2012

Total Budget:
$200,000

Nelson\Nygaard Budget:
$25,000+

For more information:
Massachusetts Bay Transportation Authority
45 High Street
Boston, MA
www.mbta.com

Contact:
Erik Scheier
Project Director-Operations
617-222-3214
Escheier@mbta.com

Nationwide

Urban Street Design Guide

The National Association of City Transportation Officials (NACTO), founded in 1996, aims to provide an urban perspective on street design, helping create both safer streets and streets that support vibrant neighborhoods.

Nelson\Nygaard was hired by NACTO to develop national street design guidelines relevant to cities. The guide, available online and for purchase, is a blueprint for designing 21st century streets where people can walk, bike, drive, park, take transit, and socialize. Divided into six chapters, it focuses on types of streets; street design elements including lane widths, sidewalks, and curb extensions; interim design strategies such as parklets and temporary street closures; types of intersections; intersection design elements such as crosswalks and pedestrian islands; and design controls, the criteria used to measure a street's success. The guide provides examples throughout the country as well as the tools to implement these tactics to create public spaces that people will cherish.

The Urban Street Design Guide, said NACTO President Janette Sadik-Khan, is "a permission slip for people to innovate" and a "new DNA for city streets." The Association of Pedestrian and Bicycle Professionals said that the guide is "likely to change how street infrastructure in U.S. cities is planned, designed, and modified."

Project Duration:
2012-2013

Total Budget:
$300,000

Nelson\Nygaard Budget:
$207,000

For more information:
National Association of City Transportation Officers
55 Water Street, 9th Floor
New York, NY 10041
212-839-6421
www.nacto.org

Contact:
Matthew Roe
Director, Designing Cities Initiative
646-324-8352
matthew@nacto.org

BUROHAPPOLD ENGINEERING

DESTINATION MEDICAL CENTER ROCHESTER, MN

Destination Medical Center (DMC) is an innovative economic development initiative that is taking steps to advance sustainability and become a leader in the advancement of human health and wellness at the neighborhood scale. In order to meet the DMC's five core objectives – sustain, grow, leverage, create and provide - BuroHappold Engineering, teamed with Perkins Eastman, is creating a sustainability framework to complement the core objectives and provide a rigorous and actionable basis for achieving specific sustainability goals.

This framework provides a detailed process and procedure for planning, monitoring, reporting, evaluating and reviewing performance and identifies goals, targets and Key Performance Indicators (KPI) in select focus areas that span environmental, social and economic impacts. The framework is also organized around multiple scales of influence, including the DMC-scale; initiatives and policies centered around city, state and region; and smaller scale guidelines and strategies such as place and buildings.

With the creation of the sustainability framework, this living document will not only enhance the patient, visitor and community member experience but also secure Minnesota's status as a global medical destination now and into the future.

CLIENT
Destination Medical Center

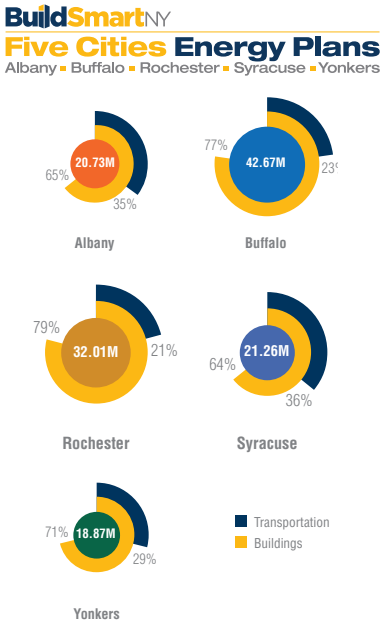
ARCHITECT
Perkins Eastman

DATES
April 2014 - April 2015

SERVICES PROVIDED BY BUROHAPPOLD
Sustainability consulting

Rendering © Perkins Eastman

BUROHAPPOLD ENGINEERING



Overall Energy Consumption (mmBtu)

FIVE CITIES ENERGY MASTER PLANS NEW YORK

The New York Power Authority (NYPA) embarked on an effort to support the development of comprehensive energy master plans for five of the largest cities in New York State: Albany, Buffalo, Rochester, Syracuse, and Yonkers. The goals of this planning effort were to reduce the cities' energy consumption, strengthen the reliability of their energy infrastructure, create jobs in local clean energy industries, and contribute to a cleaner environment.

This effort was a significant expansion of the nature and scope of NYPA's traditional energy efficiency efforts. It required a far more comprehensive and coordinated approach, encompassing both the public and private sectors in each city, and going well beyond energy usage in individual facilities. Therefore, NYPA hired BuroHappold Cities to support the development of the five energy master plans.

Throughout this project, BuroHappold Cities served as a thought partner for NYPA and enhanced its organizational capabilities. Specifically, BuroHappold Cities provided strategic input into the design of the program, including planning processes, stakeholder engagement, and technical standards. BuroHappold Cities also provided program management services, coordinated the five individual energy master planning efforts, managed the work of the consultants hired to develop each plan, and ensured high quality, timely deliverables.

To do so, BuroHappold Cities established management, communications, and technical process to make sure these plans were delivered on time; were consistent across the cities, yet reflective of each city's unique characteristics and needs; meet high quality standards; and were cost-effective and actionable. In this strategic program management role, BuroHappold Cities ensured that the five plans draw upon existing sustainability and energy plans, adopt best practices of those plans, and in turn serve as models for other municipalities nationwide.

CLIENT
New York Power Authority

DURATION
2013 - 2014

SERVICES PROVIDED BY BUROHAPPOLD
Strategic energy and carbon planning, project management, energy planning, stakeholder engagement, technical oversight

Images © New York Power Authority

BUROHAPPOLD ENGINEERING

MIAMI INNOVATION DISTRICT
MIAMI, FL

Conceived as an "urban campus," this four-block district in Miami's West Park neighborhood is intended to create a focal point for Miami's tech industry, providing collaborative spaces and offices for startups alongside established companies and big global businesses.

The team of SHoP Architects, West 8 and developer Michael Simkins, is proposing a 10-acre development, dubbed Miami Innovation District, that includes 3.8 million square feet of offices, 2.4 million square feet of housing and 250,000ft^2 of retail space. The project is designed to be a dense, walkable, experience-rich new neighborhood.

BuroHappold collaborated with SHoP Architects to develop the sustainability approach for this technology-driven District, building upon city and regional governments' existing goals and initiatives and the building industry's leading standards. Balancing social, environmental, and economic opportunities, the Miami Innovation District is envisioned to be a best-in-class, mixed-use, transit-oriented community with high performance design and construction and fully integrated smart technologies. BuroHappold developed guidelines for the processes and technologies that would enable the Innovation District to address local, regional, and global environmental issues. Additionally, these guidelines would provide the basis for growth, innovation, and an enhancement to overall quality of life.

CLIENT
Big Block Miami, Inc.

ARCHITECT
SHoP Architects

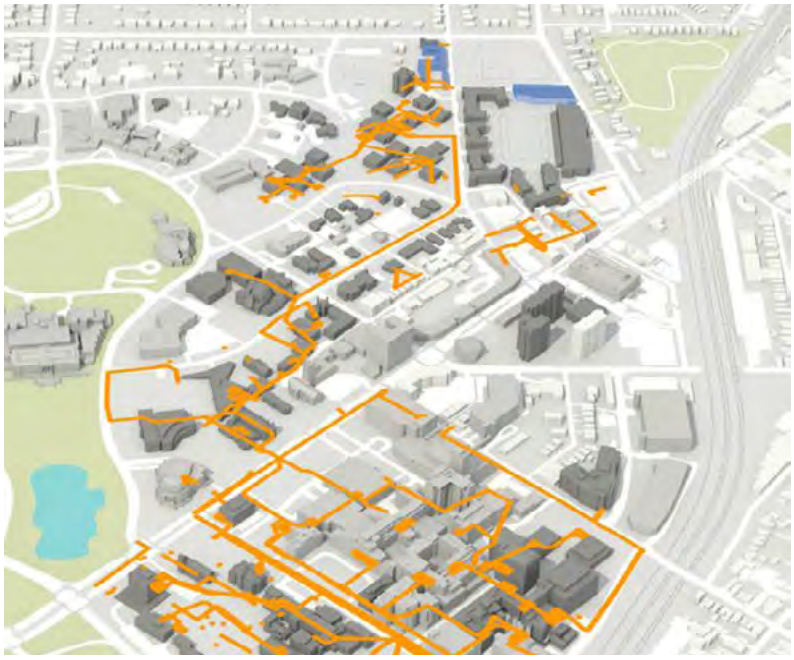
PROJECT VALUE
Confidential

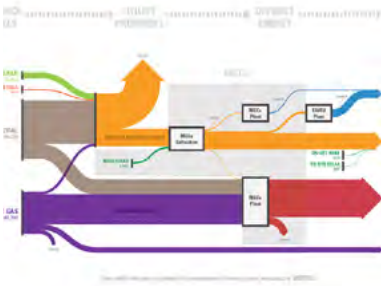
DURATION
2014 - ongoing

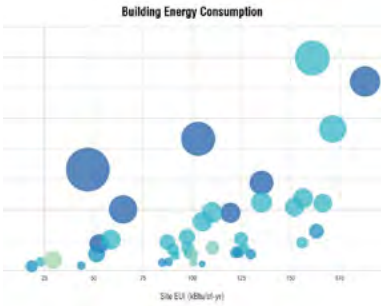
SERVICES PROVIDED BY BUROHAPPOLD
Sustainability consulting, Smart technology consulting

Renderings © SHoP Architects PC

BUROHAPPOLD ENGINEERING







CASE WESTERN RESERVE UNIVERSITY, MASTER PLAN CLEVELAND, OH

Case Western Reserve University is one of the country's leading research institutions, serving 10,000 students spread out among 155 acres just five miles east of downtown Cleveland. Originally founded in 1826, the University previously released its master plan in 2005 that outlined a vision for revitalizing existing elements of the urban campus and helped unify the campus into a composed, more vibrant, continuous whole.

Case Western is undertaking a new master plan to determine the opportunities and challenges in developing all aspects of its campus in a process including interviews, meetings and surveys to see how faculty, staff and students use existing campus spaces. Building on a district energy study of the North Residential campuses, BuroHappold Engineering is welcomed back to the Case Western campus for university-wide master planning efforts. Together with the design team, BuroHappold is providing energy planning, utility infrastructure planning and sustainability consulting services which includes an intensive assessment of Case Western's solid waste plans. The aim is to align the infrastructure to the strategic direction of the University's mission: reduced costs and climate neutrality, while strengthening the academic and research position.

CLIENT
Case Western Reserve University

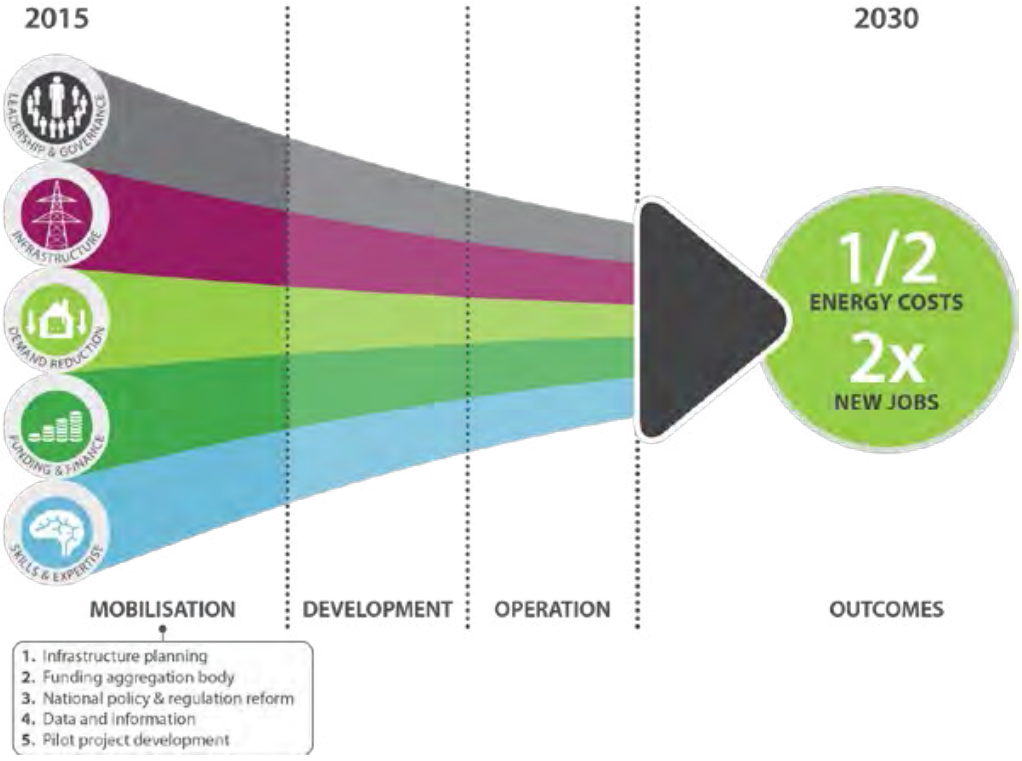
ARCHITECT
Sasaki Associates

DURATION
March 2014 - Present

SERVICES PROVIDED BY BUROHAPPOLD
Energy planning, utility infrastructure planning, sustainability consulting, solid waste consulting, IT infrastructure/network planning

Images © Sasaki Associates

BUROHAPPOLD ENGINEERING



ENERGY ISLAND CORNWALL, UK

Adapting the existing energy system is the key to Cornwall becoming richer: generating more, consuming less and selling the excess. This can lead to more jobs, higher wages, better health, more educational opportunities and a lighter carbon footprint. Annually, £1bn leaves Cornwall in energy payments, representing nearly 15% of the total Cornish economy. The resources, technology and finance exist to transition from a centralised system to a local, renewable, distributed and demand responsive system. This approach will also make Cornwall a trailblazer for the UK.

The Cornwall Energy Island Project, was a self-funded partnership between BuroHappold Engineering and the demonstration and education organisation, The Eden Project.

This project demonstrates some of our most daring thought leadership, asking the question *"What if Cornwall became self-sufficient in energy?"* This is a question that required a full spectrum of engineering, political, economic and social thinking. BuroHappold undertook detailed technical modelling, brought together leading experts and key stakeholders, and planned and facilitated a two day workshop with experts, charities, local energy groups and a whole range of Cornish stakeholders.

Through the two day workshop, we armed over a 100 workshop participants with the knowledge and skills to be able to develop their own energy scenarios for the county, in a way that best aligned with their own values on what was important. This was done through an interactive game.

CREATED IN PARTNERSHIP BY
Eden Project and BuroHappld Engineering

DURATION
2015

SERVICES PROVIDED BY BUROHAPPOLD
Energy consulting, sustainability, infrastructure engineering, masterplanning, stakeholder engagement.

Images © BuroHappold Engineering

Community Opportunities Group, Inc.

RECENT HOUSING, MASTER PLANNING, AND ZONING PROJECTS

Community Opportunities Group, Inc. (COG) has a legacy of planning and zoning services for communities throughout the region. Courtney Starling, Roberta Cameron, and Patricia Kelleher individually bring unique experiences with master planning, regulatory drafting and implementation, public participation, impact analysis, and strategic planning prior to their work with Community Opportunities Group. The following projects are representative of recent experiences of COG and individual team members that are most relevant to the preparation of Lawrence's Housing Market Analysis.

HOUSING PLANS

PHILLIPSTON AND ROYALSTON HOUSING PRODUCTION PLANS (2013)

The Montachusett Regional Planning Commission obtained COG's services to assist the Phillipston and Royalston Boards of Selectmen in creating a Housing Production Plan. Phillipston (pop. 1,680), and Royalston (pop. 1,250) are neighboring rural communities with limited access to traditional housing resources. Both communities have aging populations with limited housing options and significant housing cost burdens. The Housing Production Plan consists of three elements: a Housing Needs Assessment which includes analysis of demographics, labor market, existing housing conditions, housing affordability, development constraints, and infrastructure capacity; affordable housing production goals for a five year time period; and implementation strategies including the identification of funding resources. The plans had a significant emphasis on public outreach which was performed via stakeholder interviews, attendance at public events, public meetings and surveys, culminating in an affordable housing workshop for both communities presenting strategies for implementation.

Contact: Kevin Flynn, former Community Development Director / Montachusett Regional Planning Commission; (978) 248-9558

MEDFIELD HOUSING PRODUCTION PLAN (2013)

In response to a highly contentious Chapter 40B affordable housing development project, the Town of Medfield contracted with COG to prepare a Housing Production Plan (HPP) that will enable the town to be more proactive in planning for affordable housing in appropriate locations that meets the needs of Medfield residents. Components of the housing production plan included a comprehensive assessment of housing needs, market trends, and existing conditions. Recommendations focused around a key housing opportunity site, and continuing the precedent for scattered site, small-scale multifamily development fitting within the context of historic neighborhoods.

Community Opportunities Group, Inc.

Contact: Kristine Trierweiler, Town Administrator, Town of Medfield; (508) 906-3011

CONSOLIDATED PLANS, SALEM, MA (2005, 2010, AND 2015)

The City of Salem retained Community Opportunities Group, Inc. to assist in preparing its three most recent Five-Year HUD Consolidated Plans and One-Year Action Plans for the initial year of each of the five-year plans. Completion of the 2015 Consolidated Plan was managed by Roberta Cameron in collaboration with Salem's Department of Planning & Community Development, with support from Peter Sanborn, Courtney Starling, and Patricia Kelleher. The engagement included a substantial needs analysis and market analysis that was derived both from available data and a significant consultation process involving residents, neighborhood organizations, service providers, staff from other City departments and other stakeholders. Project milestones were completed on a rigorous schedule to comply with HUD submission requirements.

Contact: Jane Guy, Assistant Community Development Director, City of Salem; (978) 745-9595

MASTER PLANS

PORTSMOUTH, NH MASTER PLAN HOUSING AND ECONOMIC DEVELOPMENT BASELINE ANALYSES (2014)

Community Opportunities Group prepared an analysis of local and regional trends that have occurred since the City of Portsmouth's last master plan (2003). An Economic Development report highlighted changes in the industrial and commercial sectors within the city, as well as development associated with Pease International Tradeport (which includes Pease International Airport and the Port of New Hampshire), and the impact of tourism and the arts on the local economy. A Housing report captured changes that had occurred with the housing market and neighborhood submarkets following the housing bubble and subsequent downturn. In addition to utilizing data to analyze trends, COG conducted focus groups and stakeholder interviews to frame the discussion of existing conditions and to identify existing and emerging issues to guide the subsequent phases of the master plan process to be carried out by the City.

Contact: Rick Taintor, Planning Director, City of Portsmouth; (603) 610-7216

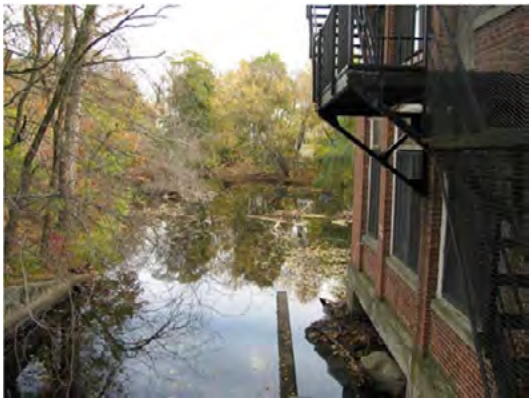
Community Opportunities Group, Inc.

ENVISION EASTON MASTER PLAN, EASTON, MA, (2012-2014)

In partnership with Horsley Witten, Community Opportunities Group undertook the first visioning process and update of Easton's Master Plan since 1971. Branded as "Envision Easton" the Master Plan asked the community what Easton should be like in the future, and then laid out a path to achieve that vision, drawing on Easton residents, businesses and organizations to define the vision, ideas and objectives. COG prepared baseline analyses, goals, objectives, and strategies for the Demographics, Housing, and Economic Development Elements of the Master Plan.

Contact: Gary Anderson, Planning Director, Town of Easton; (508) 230-0630

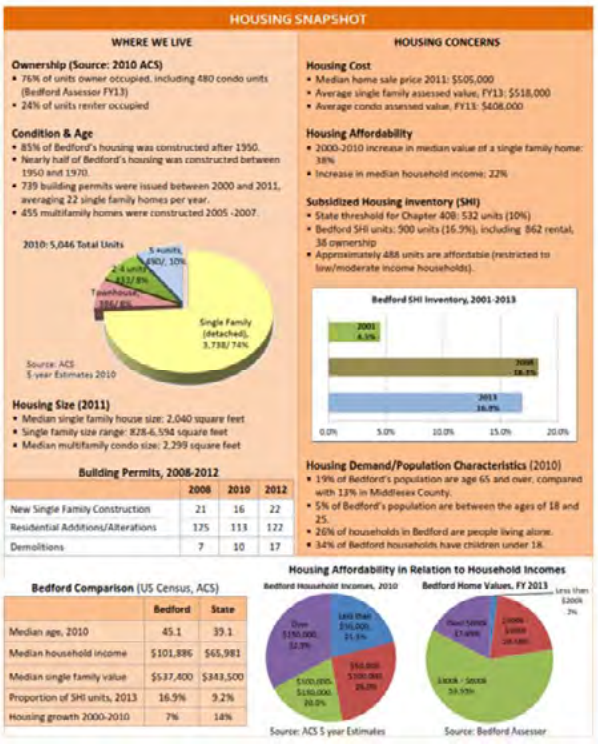
DEDHAM MASTER PLAN (2009)



As one of Massachusetts' earliest settled towns, Dedham (population approximately 24,000) faced a number of challenges, including building support for preservation of the town's historic and natural resources, addressing the need to balance new growth with neighborhood and community needs, and identifying opportunities for redevelopment. Throughout the planning process, COG worked closely with a Planning Board-appointed Master Plan Steering Committee that included residents, business leaders, and town officials. COG also led a series of Neighborhood Input Sessions where residents discussed neighborhood-related concerns and opportunities. As part of the planning process, COG met with representatives of Dedham's historical organizations to identify local historic and cultural resources and to formulate strategies for future preservation efforts. The Dedham Master Plan received an American Planning Association (Massachusetts Chapter) *Outstanding Comprehensive Plan* award in 2009.

Community Opportunities Group, Inc.

BEDFORD COMPREHENSIVE PLAN, TOWN OF BEDFORD, MA (2013)



As senior planner with Larry Koff & Associates, Roberta Cameron was a key member of a consulting team that assisted the Town of Bedford in preparing an update of its comprehensive plan. Contributing a supporting role in a town-led effort, Ms. Cameron compiled the material generated through a two year process of community visioning and data collection, into a concise, easily navigable comprehensive plan document. The consultant team worked closely with the Town of Bedford to summarize data and findings, and draft the Land use, Economic Development, Housing, Natural and Cultural Resources, Transportation, and Facilities and Services elements and executive summary.

Contact: Glenn Garber, Planning Director, Town of Bedford; (781) 275-1548 x323

MASTER PLAN, BELMONT, MA (2010)

As Senior Planner at Larry Koff and Associates, Roberta Cameron worked with a team of consultants led by LKA to prepare a master plan that focused on achieving a more sustainable Belmont (pop. 23,300) by enhancing its commercial areas, undertaking improvements to the town's pedestrian infrastructure and transit, and protecting the town's character. This comprehensive plan was developed over a two year period with extensive public participation through the use of working sub-committees, public meetings, surveys, and the town's web site.

In the first year, the team focused on economic development, evaluating the feasibility of redevelopment alternatives for selected sites that could contribute to improving the vitality of each of Belmont's several neighborhood commercial centers. In Phase II, historic preservation, design guidelines, housing diversity, capital planning, and walkable neighborhoods emerged as key issues which were integrated into a set of overall strategies, with recommendations incorporating each of the Comprehensive Plan elements.

Contact: Jeffrey Wheeler, Planning Coordinator, Town of Belmont; (617) 993-2666

Community Opportunities Group, Inc.

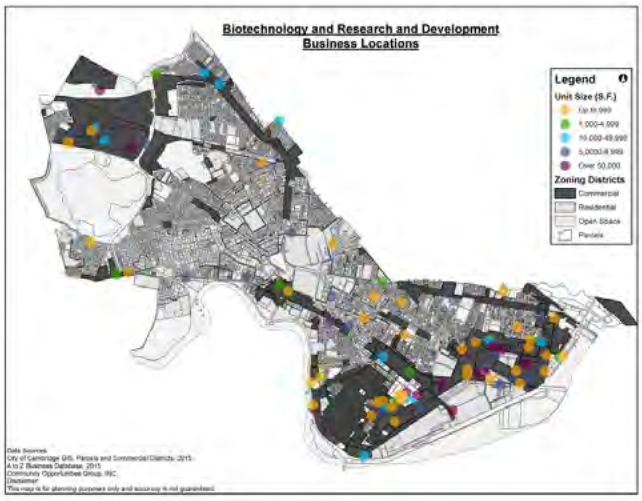
ZONING SERVICES

COMPREHENSIVE ZONING REVISION, NEWBURYPORT, MA (ONGOING)

The City of Newburyport retained Community Opportunities Group, Inc. to undertake a recodification of their zoning ordinance in partnership with the City. The update, now in progress, has been conducted in conjunction with the drafting and completion of their Master Plan. The zoning recodification seeks to address master plan goals and objectives as well as issues related to ordinance organization, modernization of the Table of Uses, altering the Table of Dimensional Requirements to reflect existing conditions, simplifying review processes, drafting design guidelines, and updating performance standards to address climate change and hazard mitigation as well as incentivize sustainable development practices. Following a robust public process to identify formative issues related to development and administration of the existing zoning ordinance, COG is now working in partnership with the City of Newburyport and the Zoning Advisory Committee to draft and prepare a draft revised ordinance.

Contact: Andrew Port, AICP, Planning Director, City of Newburyport; (978) 465-4400

COMMERCIAL LAND USE CLASSIFICATION STUDY, CAMBRIDGE, MA (ONGOING)



The services of Community Opportunities Group, Inc. were obtained to review the existing commercial land use classification system in the Cambridge Zoning Ordinance (CZO) and prepare targeted and comprehensive approaches to address issues within the ordinance. COG prepared an interim report identifying baseline conditions for existing businesses by industries including their locations, main lines of business, and operational characteristics with respect to the types of space businesses occupy and their employment levels. COG is currently in the process of preparing a final report identifying several different approaches to commercial land use classification systems that the City may consider for future updates. The study is intended as a first step in a larger process to address the

Community Opportunities Group, Inc.

land use classification system as well as other issues in the zoning ordinance as a precursor to Cambridge's impending Master Plan process and any future recodifications.

Contact: Jeffrey Roberts, Land Use and Zoning Project Planner, City of Cambridge; (617) 349-4639

SIGN BYLAW: TOWN OF FOXBOROUGH, MA (2013-2014)

Community Opportunities Group, Inc. is in the process of preparing a new non-zoning sign-bylaw for the Town of Foxborough that incorporates current best practices and sign technologies, while balancing the needs of business owners and residents. The sign regulations seek to appropriately and fairly address the signage needs for different physical typologies and land uses through the implementation of dimensional requirements and design guidelines. The bylaw also seeks to address procedural issues following its removal from the Zoning Bylaw and addition into Foxborough's General Bylaws. The sign bylaw passed unanimously at the Special Fall Town Meeting in 2014, the process has included public and stakeholder input through a series of interviews, focus groups, workshops, and an online survey to help shape and build support for a bylaw that is clear and user-friendly, and reflects the values and vision of Foxborough's residents and business owners.

Contact: Bill Casbarra, Building Commissioner, Town of Foxborough; (508) 543-1250

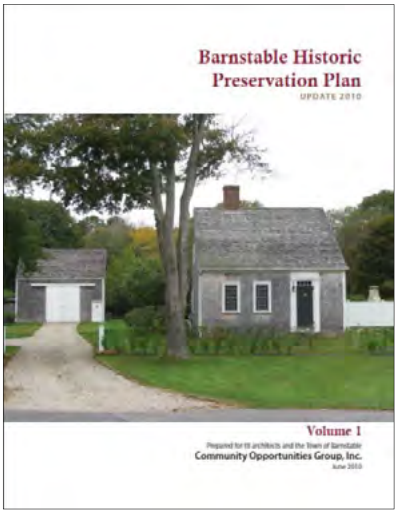
Community Opportunities Group, Inc.

PRESERVATION PLANNING

SALEM HISTORIC PRESERVATION PLAN UPDATE, SALEM, MA. (ONGOING)

COG is currently assisting the City of Salem Planning Department staff and the Salem Historic Commission with an update to the City's Historic Preservation Plan, last completed in 1991. Funded in part with a matching grant from the Massachusetts Historical Commission, this planning process includes extensive community outreach through stakeholder interviews, focus group forums, and community meetings. The project will result in an action-oriented document that will guide the City and its preservation partners with ongoing efforts to preserve and promote Salem's extensive collection of historic resources.

BARNSTABLE HISTORIC PRESERVATION PLAN UPDATE (2010)



COG, Inc. completed an update to the Town of Barnstable's Historic Preservation Plan where we worked closely with the Town Planner and the Barnstable Historical Commission to formulate a series of preservation advocacy, educational, and regulatory strategies. In addition to researching local, regional and state inventories and planning documents, we hosted a series of public forums and conducted personal interviews to gain insight into the challenges and opportunities around Barnstable's historic resources. This work culminated in a final plan that presents an overview of Barnstable's extensive and varied collection of historic resources, an examination of the town's municipal regulations and policies affecting historic resource protection, and a set of recommended strategies for future preservation efforts.

Contact: Evan Belansky, AICP, Community Development Director, Town of Chelmsford; (978) 256-2767

CHELMSFORD HISTORIC & CULTURAL PRESERVATION PLAN (2013)

COG worked closely with Chelmsford's Community Development Director and a subcommittee comprised of representatives from local preservation, planning, conservation, and cultural groups to prepare a preservation plan that identifies Chelmsford's unique historic and cultural assets and formulates a plan to promote, protect, and preserve these invaluable resources. This project included an intensive public participation process, including monthly committee meetings, numerous local stakeholder forums, and several public presentations. The project culminated in a thoughtful, community-driven plan that highlights the tangible and intangible resources that comprise Chelmsford's

Community Opportunities Group, Inc.

historic and cultural identity and presents strategies for preserving the town's historic fabric and sense of place.

Contact: Marilyn Fifield, Chairperson, Barnstable Historical Commission; (508) 362-6626

NEEDHAM HISTORIC PROPERTIES INVENTORY PROJECT & PRESERVATION PLAN OUTLINE, (ONGOING)

COG, Inc. is currently assisting the Needham (population 28,900) Historical Commission in its effort to document its historic resources and provide a framework for continued preservation efforts in the community. Building upon the Town's 2007-2010 Heritage Project I, which surveyed historic resources and provided a long-range outline for historic preservation opportunities, COG is documenting an additional 50 historic properties and identifying any changes to preservation opportunities in the town that may have occurred over the past several years. This project, still underway, will culminate in the creation of an informational brochure and a public presentation to promote preservation opportunities.

Contact: Gloria Polizzotti Greis, Needham Historical Commission; (781) 455-8860

FRAMINGHAM CENTRE COMMON HISTORIC DISTRICT EXPANSION (2014)

COG is assisting the Framingham (population 68,000) Historic District Commission with its efforts to expand the Framingham Centre Common Historic District, a local historic district that represents Framingham's finest collection of 18th and 19th Century architecture set within a nearly intact historical setting around the town's original common. This project seeks to expand the district by an additional eight properties, which reflect the Centre's continued residential development after the arrival of train service to the area in 1850 and the ongoing development of the Centre's commercial district from its inception in the early 19th Century through the mid-20th Century. Designation of these historic properties will protect an important gateway to the Common and preserve an additional chapter in Framingham Center's history. Study report was completed on schedule. The proposed district expansion will be considered at Framingham's Spring 2015 Town Meeting.

Contact: Erika Oliver Jerram, Senior Planner, Framingham Planning Department; (508) 532-5455

Community Opportunities Group, Inc.

SALEM POINT NEIGHBORHOOD HISTORIC DISTRICT NATIONAL REGISTER NOMINATION, (2013-2014)

The Point Neighborhood Historic District is one of Salem's (population 42,500) most visually cohesive and densely developed early 20th Century neighborhoods constructed immediately after the Great Salem Fire of 1914. Built in accordance with the Salem Rebuilding Commission's post-fire regulations regarding the use of fireproof materials, building placement, and construction type, the Point's masonry and wood structures were originally home to immigrant workers who came to Salem to work in area shoe, leather, and cotton industries. Today, the neighborhood continues to provide affordable housing options for a new generation of immigrants from the Dominican Republic and Puerto Rico. COG prepared a National Register Nomination for the Point Neighborhood and assisted the North Shore Community Development Coalition with their efforts to complete certified rehabilitations of eleven properties in the neighborhood. The NR nomination was presented to the Massachusetts Historical Commission's State Review Board, which initially rejected it as not fully meeting its criteria. However, the nomination process was appealed to the National Park Service (NPS) which found that the area fully met the criteria. This contract was completed within the prescribed schedule.

Contact: Mickey Northcutt, Chief Executive Officer, North Shore Community Development Coalition; (978) 745-8071

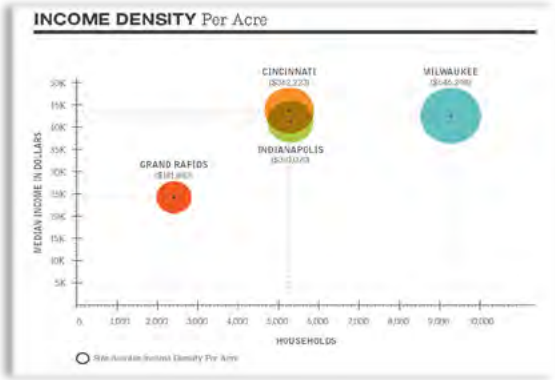
BEVERLY DEPOT-ODELL PARK HISTORIC DISTRICT NATIONAL REGISTER NOMINATION (2013)

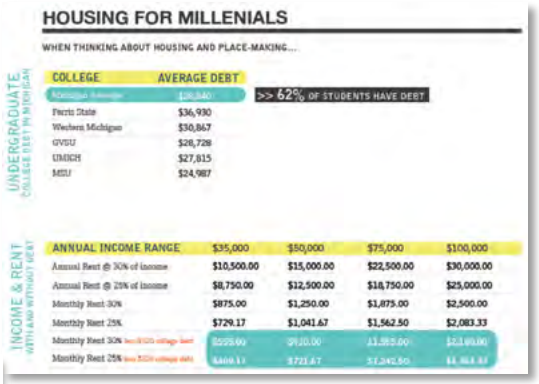
Beverly's (population 40,660) Depot-Odell Park Historic District contains a diverse collection of 19th and early 20th Century resources whose development was a direct result of the introduction of the railroad to Beverly in 1839. COG prepared a National Register Nomination for the Beverly Depot-Odell Park Historic District in support of a certified (historic tax credit) rehabilitation of a late 19th Century former box factory for residential housing. We worked closely with the MHC to address comments received on the draft nomination and we prepared a PowerPoint presentation and outline for the MHC State Review Board meeting. This contract was completed within the prescribed schedule.

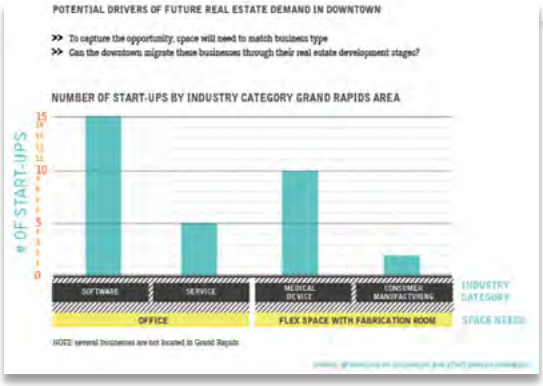
Contact: Douglas Kelleher, Principal, Epsilon Associates, Inc.; (978)897-7100

GRAND RAPIDS FORWARD

City of Grand Rapids, MI







"Affordability", talent attraction and space for startups were all key issues addressed by the Grand Rapids Forward Plan

PROJECT SUMMARY

Focused on Downtown and the Grand River, GR Forward is focused on issues surrounding talent attraction and placemaking. Over the years, Grand Rapids has invested heavily in medical research including the Van Andel Research Institution, Spectrum Health, Michigan State Medical School and the Cook-DeVos Center for Health Sciences.. To date, these major employers and regional economic development agencies have struggled to attract outside talent for a variety of reasons. The strategy is focused on understanding the range of businesses that exist in the region and the type of workforce and real estate they require. In addition, GR Forward evaluated the current environment for start-ups and growing businesses that require migration space. This market research has driven the strategy in terms of land use, branding and recruitment.

CLIENT REFERENCE

Tim Kelly
Downtown Grand Rapids Inc.
616 719 4610
tkelly@downtowngr.org

DETROIT INNOVATION DISTRICT

City of Detroit, MI

PROJECT SUMMARY

Ninigret Partners (NP) has been working with the New Economy Initiative and Mayor's Office on Jobs & the Economy on the development strategy for the city's proposed Innovation District. A challenge in a community like Detroit is conventional market analysis suggests limited development opportunities due to lack of demand. NP's used several unconventional approaches to identify emerging market opportunities in Detroit and created a development pathway to facilitate creation of appropriate spaces to retain this activity.

CLIENT REFERENCE

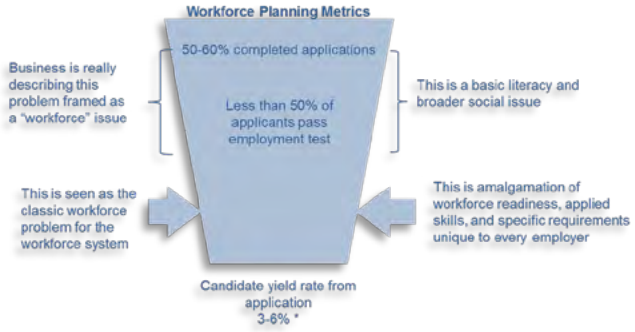
Pamela Lewis
Director New Economy Initiative
Community Foundation of Southeastern Michigan
(313) 961-6675

Ninigret Partners

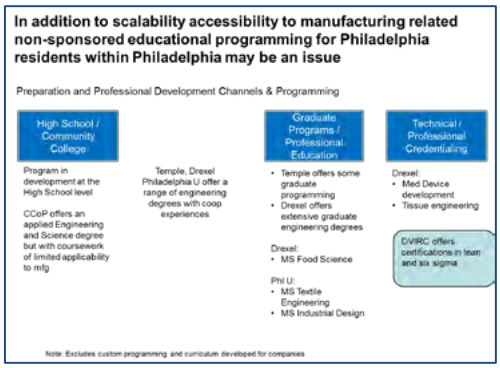
Providence, RI | Washington, DC | Princeton, NJ | 401.276.2618

PHILADELPHIA MANUFACTURING STRATEGY

City of Philadelphia PA



Defining the workforce issues were a primary focus of the Philadelphia plan



PROJECT SUMMARY

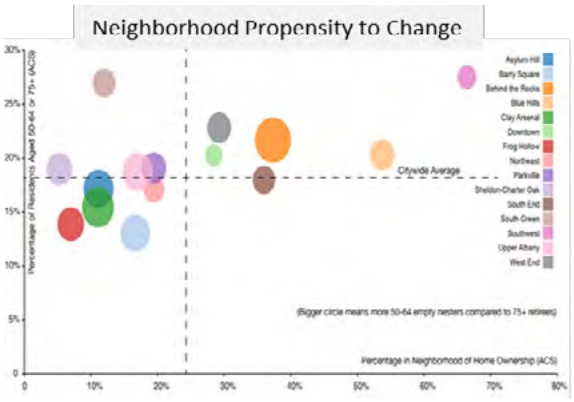
For the Mayor's Manufacturing Task Force and the Philadelphia Industrial Development Corporation, NP was part of the team that developed a revitalization strategy for Philadelphia's industrial base. NP's work has included comprehensive reviews of the city's major industrial sectors, evaluation of the workforce development system and the innovation capacity in the community to support emerging manufacturing and product development companies.

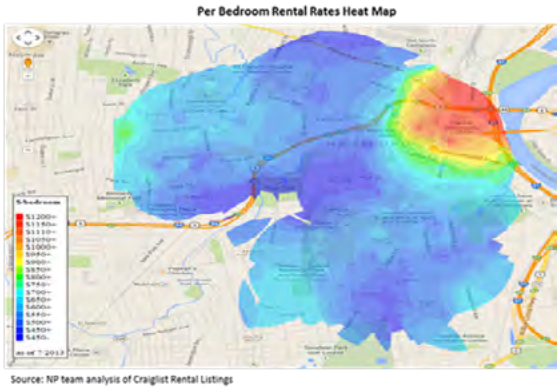
CLIENT REFERENCE

Michael Cooper
Director, Mayor's Office for Manufacturing Development
Office of the Mayor
michael.s.cooper@phila.gov

CITYWIDE HOUSING STUDY

City of Hartford, CT





PROJECT SUMMARY

Ninigret Partners (NP) along with Utile and FHI prepared a comprehensive housing assessment for the city of Hartford. The study involved five different elements:

- Neighborhood level socio demographic analysis and property level analysis integrating American Community Survey and assessors and GIS data systems
- Feasibility of conversion of state office properties to residential housing
- Downtown housing study using psychographic & product-based market research
- Parkville Neighborhood infill housing program
- Proposed creation of a new “Capital District” townhouse centered neighborhood to replace nearly 20 acres of parking lots

CLIENT REFERENCE

Tom Deller
Chief Development Officer
City of Hartford, CT
860-757-9024

YALE MEDICAL & UNION STATION DISTRICTS

City of New Haven, CT

PROJECT SUMMARY

Ninigret Partners (NP) has been working with the city of New Haven on several issues related to the development of the city's Medical and Union Station districts to create a TOD area with a strong medical and scientific anchor. The medical district is anchored by the Yale Medical School – the 9th largest recipient of NIH funds, and Yale-New Haven Hospital – one the nation's leading academic medical institutions. Union Station is the 5th busiest train station along Amtrak's Northeastern Corridor with 756k passengers.

Project involvement has included:

- Conversion of Rt. 34 from a connector highway to urban boulevard – a Congress of New Urbanism **TOP 10** highway conversion project
- Sustainable Communities strategy for the Hill neighborhood – the key connection between the train station, medical district and downtown
- Life sciences biocareer ladder development
- Monetization plan for Park New Haven / New Haven Parking Authority
- Real estate projects include the relocation of Alexion's corporate headquarters and a $400 million mixed use development encompassing residential, and experiential-based retail model at the former Coliseum site

NP's role has been market, socioeconomic and financial analysis, REMI modeling, development programming options, precedent studies, workforce assessment and transaction support.

CLIENT REFERENCE

Mike Piscitelli
Economic Development Administrator
City of New Haven, CT
(203) 946-2366

Ninigret Partners

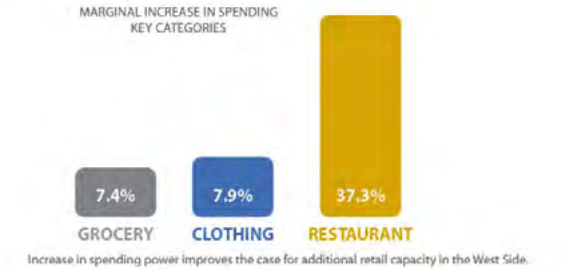
Providence, RI | Washington, DC | Princeton, NJ | 401.276.2618

STAMFORD WESTSIDE REDEVELOPMENT

City of Stamford, CT

Home to a major trip generator, and located between two major travel corridors, the West Side presents a real opportunity to support additional retail demand.

Bon Secours Baltimore Health System and neighborhood redevelopment



Increase in spending power improves the case for additional retail capacity in the West Side.

Present land use zoning may restrict the ability to fully capitalize on the transformation taking place in the neighborhood

PROJECT SUMMARY

Ninigret Partners (NP) prepared a neighborhood market reconnaissance and precedent-based market potential analysis for Stamford's West Side Corridor Plan. NP used case studies and "reverse-engineered" them to ground truth a standard retail gap analysis. These findings were used to help examine build-out, parking and connectivity issues.

CLIENT REFERENCE

David Woods
Stamford Planning Board
203-977-4076

Ninigret Partners

Providence, RI | Washington, DC | Princeton, NJ | 401.276.2618

Economic, Demographic and Real Estate Data Analysis for All 26 Gateway Cities, for MassDevelopment.
In support of MassDevelopment's Transportation Development Initiative (TDI) in Gateway Cities, EPPR developed a broad set of overarching data points intended to provide a comprehensive economic, demographic, and real estate profile of each of the 26 Gateway Cities and 10 Districts in Development within selected Gateway Cities. As part of the project, EPPR provided MassDevelopment a user friendly Excel-file of project data, as well as worked with MassDevelopment in the creation of a visual data dashboard. In addition, EPPR developed a "Gateway Cities taxonomy", grouping cities together that share similar key characteristics on demographic, socioeconomic, industry and jobs, and real estate trends. Future phases of work will help evaluate the impacts over time of Districts in Development, with focus on the three cities recently chosen for TDI Fellows (Springfield, Lynn and Haverhill).

Client Reference:
Anne Gatling Haynes, Director of Transformative Development, MassDevelopment
99 High Street, 11th Floor, Boston, MA 02110
617-694-9306; ahaynes@massdevelopment.com

Massachusetts Technology Leadership Council: Support for State of Technology Reports
EPPR has an ongoing relationship with the Massachusetts Technology Leadership Council (MassTLC) to benchmark the performance of the state's technology sector against other leading tech states, including California, Maryland, New York, North Carolina, Texas, Virginia, and Washington as well as to the United States, overall. The analysis looks at the tech sector in detail and is divided into two parts – tech services (e.g., software development, computer systems design) and tech manufacturing (e.g., computers, control equipment, semiconductors). Major comparative trends are examined in terms of jobs, wages, and establishments. Recent findings have shown the Massachusetts tech sector to be performing well, outpacing the nation in jobs growth and playing a crucial role in pulling the Commonwealth out of the late 2000s recession. The study also compares the tech sector to other major components of the Massachusetts economy (e.g., finance and biopharma) and provides detail on the number of people working in tech-related occupations by race and gender. An economic contributions analysis, based on the IMPLAN model, further underscores the far-reaching effects of tech on the Massachusetts economy. The economic data collected by EPPR is developed into readily understandable graphics for publications and presentations, and forms a key component of the Mass TLC's annual State of Technology reports. The main findings on the performance of the Massachusetts tech sector are featured at the MassTLC's annual conferences held in Boston and receive widespread media attention.

Client Reference:
Tom Hopcroft, President & CEO, Massachusetts Technology Leadership Council, Inc.
20 Mall Road, Suite 151, Burlington, MA 01803
781-993-9000; tom@masstlc.org

Population Estimates Program, for the Massachusetts Secretary of the Commonwealth.
UMDI was contracted by the Massachusetts Secretary of the Commonwealth to produce population projections by age and sex for all 351 municipalities in Massachusetts out to 2035. The resulting set, released in March of 2015, represents the only publicly available, detailed analysis that encompasses all Massachusetts cities and towns. It provides a rich resource and planning tool for Massachusetts municipalities, state agencies, commercial interests, researchers, community-based organizations and institutions, and other entities with an interest in future planning and development around the Commonwealth.

The UMDI method uses a cohort component framework that treats migration in terms of gross flows, measuring in- and out-migration separately, and in the context of a multi-regional model. Using a top-down approach, population is first calculated for eight distinct Massachusetts regions, using migration data by age/sex/region from the American Community Survey Public Use Microdata Sample and vital statistics data from the Massachusetts Department of Public Health. This modelling of gross migration flows by age allows for Massachusetts regions to be sensitive to larger sweeping changes unfolding in the U.S. as a whole. Flows are modelled distinctly between each of the Massachusetts study regions and its neighboring regions - including the balance of Massachusetts plus adjacent states – and between each study region and the rest of the U.S. The resulting regional populations by age/sex cohort are then distributed to Massachusetts municipalities using formulas that account for each towns own mortality, fertility, and net migration rates by age/sex as observed in town-level vital statistics data from 2000-2009 and the U.S. Census 2000 and 2010 counts.

In the vintage 2015 UMDI projections set, population change is reconciled to July 1, 2014 Census Bureau population estimates before recent migration, mortality, and fertility rates by age/sex/geography are applied and carried forward. The vintage 2015 projections also apply a “College Fix” adjustment to the Greater Boston, Central, and Lower Pioneer Valley regions, recognizing that migration among the college-aged population is notoriously difficult to capture in both Census Bureau and IRS data products.

The detailed methodology was developed in close consultation with Dr. Henry Renski of the University of Massachusetts Amherst, who developed the central approach to this model. Dr. Renski previously produced projections for Maine and is well regarded and published in the fields of regional planning and projections methods.

The UMDI projections are available for all municipalities by sex and 5-year age groups, from 0-4 through 85+, and at 5-year intervals beginning in 2015 and ending in 2035.
The full detailed projections and methods description are available for download at: http://pep.donahue-institute.org/.

Client Reference:
Michael Maresco, Assistant Secretary of the Commonwealth
Secretary of the Commonwealth’s Office, State House, Room 337
Boston, MA 02133
617-727-2804; michael.maresco@state.ma.us

Industry Sector Analysis, for the City of Cambridge, Community Development Department.
UMDI was recently engaged to conduct industry sector analyses for the City of Cambridge. This project is in progress and the data analysis currently being conducted will be used by the City of Cambridge Community Development Department to assist in the creation of economic development policy in the City. The UMDI data work focuses on employment change in Cambridge over the last 12 years, compared to the U.S. and Massachusetts. In addition, the work focuses on recent industry sector job growth in Cambridge, including a detailed analysis of targeted industries identified by the City of Cambridge Community Development Department. Accompanying this analysis will be a brief white paper discussing broad industry sector trends in Cambridge. This data analysis will be used by the City of Cambridge Community Development Department to assist in the creation of economic development policy in the City.

Client Reference:
Iram Farooq, Acting Assistant City Manager for Community Development, City of Cambridge
344 Broadway, Cambridge, MA 02139
617-349-4600, ifarooq@cambridgema.gov

Update of the FY 14 Business Impact Study, for the Cambridge Chamber of Commerce.
Through its Economic Impact Sub-Committee, the Cambridge Chamber of Commerce contracted UMDI to define the impacts of businesses (private and non-profit) on Cambridge as it relates to quantitative metrics such as jobs, establishments, tax revenue, wages, visitors, etc. In addition, UMDI conducted an assessment of the competitiveness and business climate in Cambridge to support the Chamber's role in enhancing economic development and advocating for policies and investments to the benefit of the City. In December 2014, the Cambridge Chamber of Commerce engaged UMDI to update the original study.
Client Reference:
Kelly Thompson Clark, President, Cambridge Chamber of Commerce
859 Massachusetts Avenue, Cambridge, MA 02139
617-876-4100, ktclark@cambridgechamber.org

Industry and Economic Development Analysis for New Bedford Waterfront Land-Use Planning Project, for Sasaki Associates
As part of the Sasaki Associates team, UMDI supported the team in exploring and assessing economic development opportunities for the New Bedford Waterfront Land-Use Planning project. UMDI led the analysis of offshore wind energy economic development potential, with emphasis on:

- Understanding the offshore wind energy economy and related industries;
- The types of industries or businesses that could locate or expand in New Bedford; and
- The land use, site-specific, infrastructure and policy environment to best position New Bedford to experience economic development benefits in this industry.

Leveraging our recent work on the advanced manufacturing sector and numerous industry sector studies, we helped the team envision the range of realistic, market-driven economic opportunities in the near- and long-term for New Bedford, with emphasis on the waterfront planning study area. We also supported, reviewed and advised the broader team's economic development assessment and recommended strategic actions.

Client Reference:
Steve Roscoe, Chief Financial Officer; Project contact: Brie Henshold, Senior Associate, Sasaki Associates
64 Pleasant Street, Watertown, MA 02472
617-923-7111, bhensold@sasaki.com

Western Avenue Infrastructure and Surface Enhancements

HDR ROLE
Subconsultant

LOCATION
Cambridge, MA

COMPLETION DATE
2015

CLIENT REFERENCE
Kathy Watkins
147 Hampshire St.
Cambridge, MA 02139
(617) 349-4751

City of Cambridge, MA

HDR managed the surface infrastructure design of a project to renew aging surface and subsurface infrastructure in a corridor critical to both local and regional needs. Holistic, integrated solutions will bring Western Avenue into the 21st Century by providing balanced transportation opportunities, environmentally sustainable stormwater solutions, and enhanced neighborhood amenities.

As leader of the surface team, HDR spearheaded an effort, which included comprehensive inventory and assessment of existing transportation and urban design conditions, including parking and curb use, vehicular, transit, pedestrian, and bicycle operations and issues, accessibility compliance, street tree health, lighting adequacy, and general level of neighborhood amenities.

Working with a Citizens Advisory Committee and other stakeholders, the team developed five potential options for the corridor. The concepts were evaluated against the project's goals of maintaining reasonable vehicular capacity on this important regional arterial, while at the same time re-emphasizing Western Avenue's roles as an important "Main Street" for this densely settled neighborhood, and as a key connector to the Charles River Basin for cyclists and pedestrians.

The selected design, now in construction, includes innovative features including a raised, pervious asphalt cycle-track (pictured); rain gardens; and transit amenities including curb-extension bus stops and shelters. In recognition of the Western Avenue's function as a "front-yard" for neighbors, the design also includes significant urban design and landscape benefits, including an expansion to James Cronin Park (accomplished through reduction in un-needed roadway pavement width; new trees and planters throughout the corridor, and introduction of a mix a roadway scale and pedestrian scale lighting.

Kendall Square - Existing Conditions

Kendall Square/Main Street Design Services

HDR ROLE
Lead Consultant

LOCATION
Cambridge, MA

COMPLETION DATE
2015

CLIENT REFERENCE
Kathy Watkins
147 Hampshire St.
Cambridge, MA 02139
(617) 349-4751

City of Cambridge

HDR provided final design services and is presently providing construction-phase services for a reimagining of public infrastructure at Kendall Square, located adjacent to the MIT in Cambridge. The Kendall Square area houses more than 150 biotechnology and information technology companies, including Microsoft, Google and Genzyme. It is transforming into a 24/7 neighborhood, with housing, recreational and cultural amenities playing an increasingly important role. However, circulation and public infrastructure in the core of the square have not been comprehensively addressed since the early 1980s. Many of the pedestrian, bicycle, transit and vehicular facilities no longer align with travel patterns and land use patterns.

As new private and institutional projects are set to transform the periphery of the square, the City of Cambridge decided to improve the square's public infrastructure. The project examined the area's circulation, consistent with the city's policies of reducing automotive travel and encouraging bicycling, walking and transit use. Location, layout, and use of plazas and open spaces were examined to increase vibrancy, and opportunities to implement low impact urban design, stormwater management and landscape features were investigated to further Cambridge's environmental goals. The project's results will include a master plan to guide future improvements and a core project, currently in construction, for immediate implementation.

HDR provided project management, engineering design of streets and plazas, pedestrian and bike planning and design, public art coordination, stakeholder process, cost estimating and construction administration.

Traffic Calming Planning & Design Terms I, II, III, IV

City of Cambridge, MA

HDR ROLE
Prime Consultant

LOCATION
Cambridge, MA

COMPLETION DATE
2007

CLIENT REFERENCE
Juan Avendano
City of Cambridge
344 Broadway
Cambridge, MA 02139
(617) 349-4655

HDR performed the on-call consultant contract for the City of Cambridge's citywide Traffic Calming Program. Previous to HDR's assumption of this contract, Civil Section Manager Jerry Friedman managed three terms of the contract with a previous firm. HDR assisted the City's Traffic Calming Project Manager in prioritizing projects requested by citizens; meeting with community members and formulating alternative design approaches; and preparing preliminary and final design plans and specifications for the Chapter 90 funded projects.

The consultant teams managed by Jerry Friedman completed ten final design bid packages encompassing over 40 individual streets within the City. In addition to developing traffic calming measures for each street, the team conducted inventory and assessment of existing pavement and sidewalk conditions, assessed ADA compliance, and made recommendations as to the overall rehabilitation scope to be performed, and also changes to lane striping, curb usage and signage, where appropriate.

All of the designs under this program explored and utilized, to the appropriate extent, the full range of traffic calming tools, including horizontal devices (chicanes, curb extensions, pedestrian crossing islands) and vertical devices (raised crosswalks and intersections).

The City of Cambridge received the *2000 Pedestrian Project Award*, sponsored by the Institute of Transportation Engineers and the Partnership for a Walkable America, because of the program's focus on improving the pedestrian environment. In addition, Jerry Friedman represented the City in presenting the project at the American Planning Association's New England Regional Conference in 2003.

Feasibility Study & Preliminary Design for a Bicycle/Pedestrian Bridge Connecting Alewife Quadrangle and Triangle

City of Cambridge, MA

HDR ROLE
Lead Consultant

LOCATION
Cambridge, MA

COMPLETION DATE
Ongoing

CLIENT REFERENCE
Bill Deignan
344 Broadway
Cambridge, MA 02139
(617) 349-4632

HDR is the lead consultant for this project, which will study the feasibility of constructing a bicycle/pedestrian bridge connecting two portions of the Alewife neighborhood in West Cambridge. HDR is working with internationally known bridge architect, Miguel Rosales, as the City is interested in potentially having a “signature” structure at this location. This new connection, envisioned by the City and community groups for a number of years, would bridge across the MBTA Fitchburg Commuter Rail line, which separates the so-called “Triangle” neighborhood (near the Alewife T Station), from the “Quadrangle” neighborhood (closer to Concord Avenue and Fresh Pond Reservation). HDR is also studying the feasibility of constructing a commuter rail station at the bridge site, further enhancing transportation options.

Both the Quadrangle and Triangle are experiencing significant new residential development, taking the place of former industrial uses. The area’s potential can be more fully realized if all residents can be put within walking/biking distance of not only the Alewife Station, but also the regional pathway network (Minuteman Path, etc.) which converges nearby, as well as open spaces such as Fresh Pond. HDR’s study will not only include the bridge and rail station, but also the roadway and path networks connecting at each end. The bridge location is somewhat off the beaten path of current circulation routes, and its success will only be realized if it is made part of a coherent, and easily comprehensible network of bike and ped connections.

HDR ROLE
Lead Roadway Designer

LOCATION
Cambridge, MA

COMPLETION DATE
2016

CLIENT REFERENCE
Kathy Watkins
147 Hampshire St.
Cambridge, MA 02139
(617) 349-4751

Huron Avenue Design Project

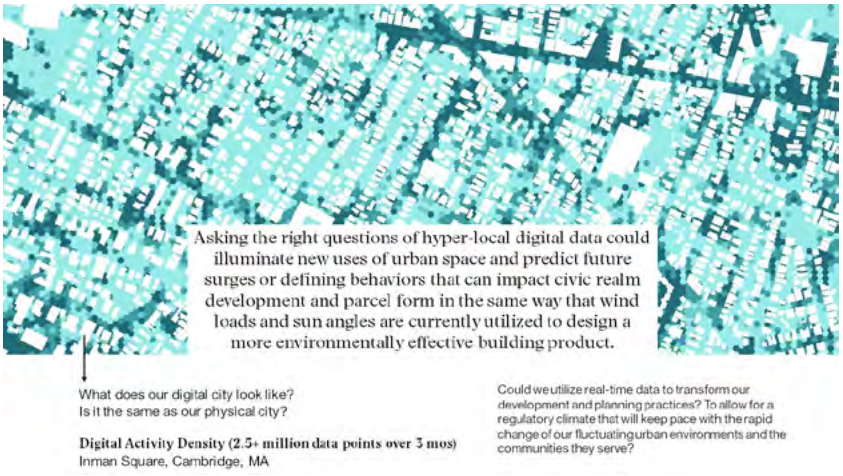
City of Cambridge, MA

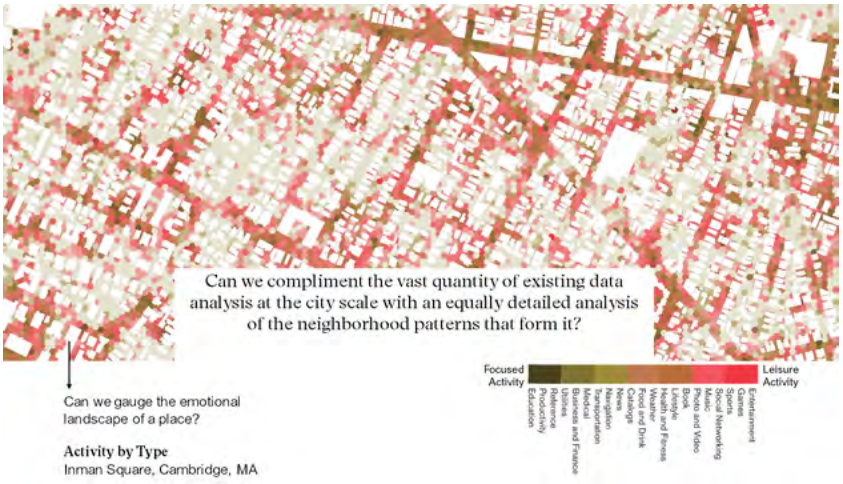
HDR led the surface design team for this project in Cambridge, MA, which was designed and bid in 2012/2013 and is currently under construction. Huron Avenue from Concord Avenue to Fresh Pond Parkway (approximately ¾ mile) will be fully reconstructed, including the roadway and sidewalks, as part of the Huron B phase of the Cambridge Department of Public Works Alewife Sewer Separation Project. The project will separate the stormwater and sewer pipes located under the street to improve the water quality of Alewife Brook. The City took advantage of this opportunity to incorporate streetscape improvements to Huron Avenue.

Huron Avenue within the project area is primarily residential, with two popular commercial nodes featuring neighborhood retail establishments. The corridor also serves as a busy commuter route, and in addition hosts MBTA electric trolley-bus operations. The goals for all street reconstruction projects in the City of Cambridge include improving pedestrian and bicycle access, slowing the speed of traffic on residential streets, upgrading the aesthetics of a corridor, making travel safer, and improving access to businesses. Street design focuses on making it easier to bike, walk and get around by transit, as well as making neighborhood streets more livable by reducing the impacts of vehicle traffic through traffic calming and make all modes of transportation in Cambridge accessible to all regardless of age or abilities.

Supernormal

Supernormal exists to understand the implications and potential of big data for the design of small places.





We seek methods of using quantitative analysis to make the process of improving the urban design of spaces more transparent and rigorous, and of using newly-available data to make better places for the people who use and shape them.

Right now, urban design relies on narratives from professionals about why their interventions are good ideas. Architects focus on specific buildings and planners focus on neighborhoods and regions. We experience cities, however, at an intermediate scale of a few blocks. Now that information increasingly exists about this scale, Supernormal is pioneering methods for its use to make urban projects align across scales and to improve the social function of urban places.

Areas of expertise include improved demographic analysis of the social reach of local places, and micro-urban movement analysis including the average “tempo” of a place.

Recent Projects

Downtown Crossing Public Realm Study Demographic Analysis (Boston, MA)
In an effort to more accurately measure the population of daily Downtown Crossing users over the course of an average day (rather than relying upon the American Community Survey to measure the residential population over a five-year period), we have created a census of Summer Street that shows fluctuations in age, gender and user origin over the course of 24 hours.

Downtown Crossing Public Realm Study Urban Movement Map (Boston, MA)
Utilizing anonymized mobile activity data, we are able to better quantify and understand the impacts of transit on the function of the public realm over the course of an average weekday.

These maps enable a significantly finer-grained analysis of the Downtown Crossing Public Realm than is possible with standard planning techniques. They will be utilized to reconsider short-term urban programming and more flexible leasing conditions, longer-term streetscape and mobility improvements, and to more effectively serve and reflect the population of actual local users.

Inman Square Case Study in Place-Based Metrics (Cambridge, MA)
Since September 2014, we have been collecting digital activity data over Inman Square in Cambridge, home to two of the Supernormal founders. An ongoing study benchmarking public realm activity of Inman Square next to other regional locations aims to generate metrics for the improved assessment of places. We are creating an index to measure the emotional landscape of a place, the "stickiness" or relative friction of a place, and the impact of unusual circumstances or interventions (major snow events, parklets or changes in local traffic patterns) on local social health. In collaboration with the Social Computing Group at the MIT Media Lab, we will soon begin to link these indicators to small business revenue.

Design Studio for Social Intervention

Go Boston 2030 Visioning Lab

Created a 2-day, multi-sensorial public engagement event featuring ways in which Bostonians could share what their vision for transportation was in the future. Designed main mechanic of capturing public voices, designs and desires while also activating the space with local artists, performers, musicians as ways to stretch public imagination and public participation.

Parnters: Boston Transportation Department, Interaction Institute for Social Change, Utile, Inc. Architecture + Planning, Nelson\Nygaard Consulting Associates, Northeastern Univeristy Dukakis Center for Urban and Regional Policy

More information

http://goboston2030.org/en/

Winter-Spring 2015 | Boston, MA

Photography Credit: https://www.facebook.com/goboston2030

Design Studio for Social Intervention www.ds4si.org

Design Studio for Social Intervention

Creative Placemaking along the Fairmount/ Indigo commuter rail

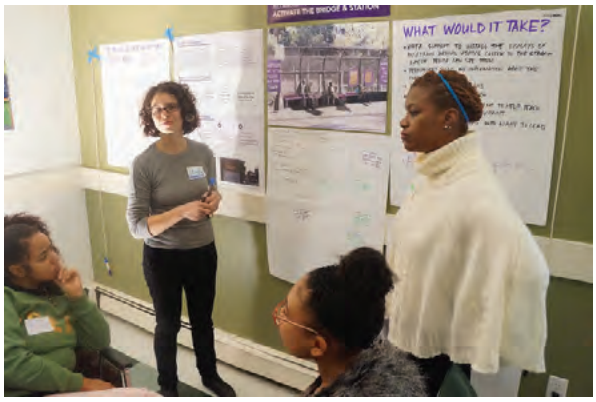
Created multiple events in two Dorchester neighborhoods centered on drawing out what people wanted to see near the train stations. Events included participatory research, activating public spaces, a reinterpretation of a community meeting and finalized with an implementation report.

Partners: Fairmount/Indigo Line CDC Collaborative & Massachusetts Bay Transportation Authority.

A collaboration of local organizations, artists and businesses along the Fairmount Line.

Photography Credit: Claudia Paraschiv

Fall 2014, | Boston, MA



Design Studio for Social Intervention www.ds4si.org

Design Studio for Social Intervention

M/B/T/A Lab

Mobility/ Body/ Transportation/ Action

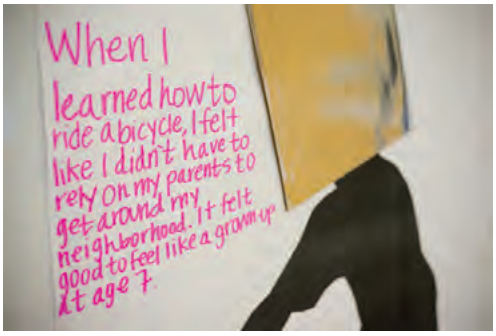
Created a lab for On The Move, a Massachusetts transportation equity coalition. Broadened the concept of transportation equity to look at fundamental issues of mobility, from how it impacts our human development and possible futures to how it shapes our daily emotions. Invited participants to imagine future struggles for transportation equity and future designs for public transportation. Asked participants to see transportation and mobility within the frame of spatial justice and people's rights to be, thrive, express and connect.

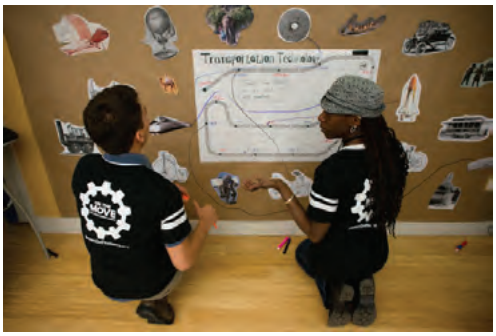
Partners: On the Move

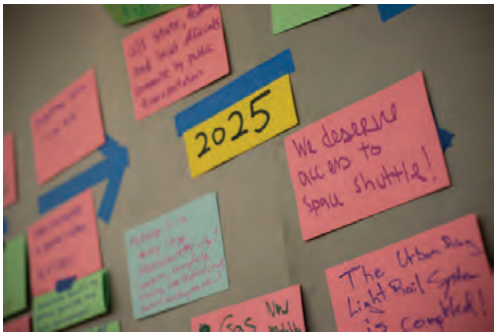
More information: http://ds4si.org/mbta-lab/

Photography Credit: Kelly Creedon

Winter 2013 | Boston, MA







Design Studio for Social Intervention

Making Planning Processes Public

DS4SI engaged over 600 community members--families, artists, merchants, elders and passers-by in thinking about Upham's Corner and the planning processes going on around them. The interactive exhibit and integrated street signage aimed to lower the barrier for the public to engage in planning processes, both those already going on and ones they might want to create.

Partners: Upham's Corner ArtPlace, now Fairmount Cultural Corridor.
A collaboration of local organizations, artists and businesses along the Fairmount Line.

More information:
http://ds4si.org/makingplanningprocessespublic/

Spring 2013 | Boston, MA

Design Studio for Social Intervention www.ds4si.org

Design Studio for Social Intervention

Public Kitchen

Created a “productive fiction” that allowed community residents to experience a not-yet-existing public infrastructure that could make their daily lives more vibrant, affordable and healthy. It was our experimentation with exploring how to address the stigma of things that are "public," while also capturing the imaginary about what strong public infrastructure could offer. Over 3 years we engaged over 700 community members.

Partners: Upham’s Corner ArtPlace, now Fairmount Cultural Corridor.
A collaboration of local organizations, artists and businesses along the Fairmount Line.

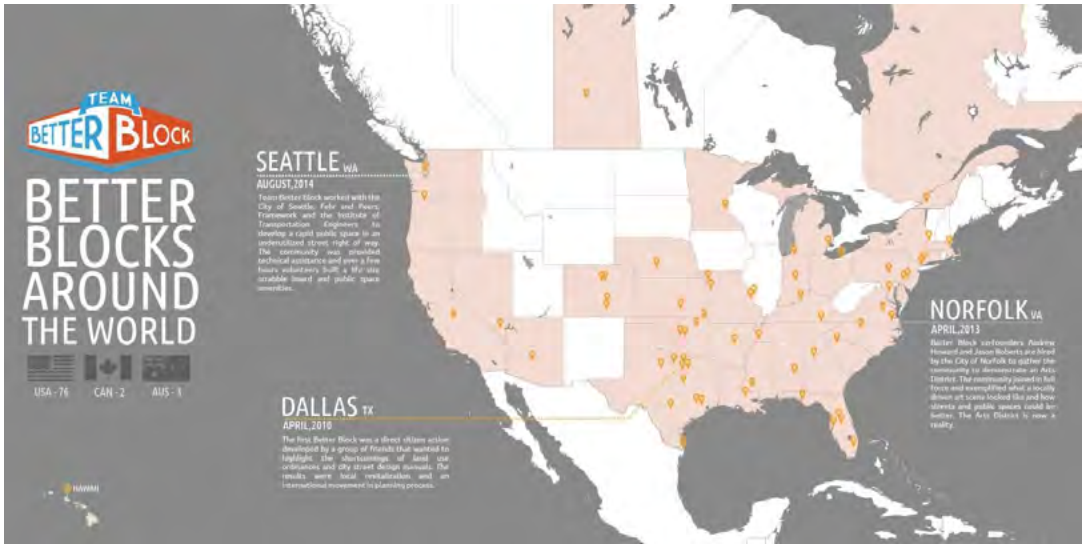
More information: http://ds4si.org/public-kitchen/

Multiple, 2012- 2014 | Boston, MA

Teambetterblock.com
214-235-7886

Experience

While Better Block began as a direct citizen action to brining attention to a single blighted block in Dallas, TX it has grown into a sanctioned planning process used by over 100 cities in four nations. We are especially attuned to working in blighted, minority and underserved communities.



What we have found pioneering this approach over the last five years is that Better Block is best used as the introduction to a revitalization project. Instead of a city hall public meeting and set of speculative design renderings, communities are prototyping ideas and using the process of build, measure & learn prior to making large investments. Our typical project workflow is the following (in **bold** are our deliverables):

1. **Keynote Address** to introduce Better Block approach to Gateway Cities.
2. Survey Gateway Cities using **Better Block Qualification Survey Tool** to rank potential Better Block projects.
3. Host **Community Walk** and **Community Workshop** to define if project should move forward in each city.
4. **Concept Plan** and **Build Plan** are developed for each approved project.
5. **Better Block Event** (1 day) will occur within 3-months (up to 6 Better Block Events can happen concurrently).
6. Comprehensive evaluation in a **Final Report** that defines steps to permanence.

Relevant experience to the Dallas Art's District project include the following:

Teambetterblock.com
214-235-7886

The Original Better Block & City of Dallas Projects

In the Spring of 2010, Team Better Block members organized a project called the Better Block, where our team worked with businesses, non-profits, and community leaders to take a blighted strip of older buildings that were filled with vacancies, broken lights, grafitti, disjointed sidewalks, and high traffic speeds entering into the space, and created a vibrant, walkable corridor, complete with street lights, trees, cafe seating, musicians, murals and more. The exercise was meant to show the community and our city leaders that often times the only thing needed to help revive an area is a series of small changes that can help the residents see the potential that had been stripped away over time.

Project Details

City: Dallas, TX
Contact: Scott Griggs Council District 1 City of Dallas Scott.Griggs@dallascityhall.com
2010 - $50,000
Focus: The one that started it all. Armed with $1000 dollars and a group of friends we transformed a block into a vibrant space overnight. Over $1million has now been invested and a waiting list for leases.
Award: American Society of Landscape Architects Communication Award 2011

The result was a rapid change in how the community did revitalization. Quickly zoning changes were made, new businesses opened and economic incentives where shifted to promote walkable urbanism. The once guerrilla action was then sanctioned by the City of Dallas to be performed in four other emerging neighborhoods. Better Blocks' kicked off the public outreach process for the unanimously adopted Complete Street Initiative in 2012 and has since been used for various design and planning process to energize public engagement and advance progressive design treatments.

BEFORE

AFTER

Teambetterblock.com
214-235-7886

Norfolk Better Block Districts

Team Better Block was contracted by the Assistant City Manager to assess multiple sites in Norfolk, VA for revitalization using the Better Block method. Three sites where chosen and have since enacted Better Blocks that have resulted in a shortened planning and design process, millions of dollars of private investment and while retaining and expanding local jobs.

In April of 2013 Team Better Block, the City of Norfolk, VA, the National Association of Realtors and over one hundred and thirty volunteers and community leaders gathered to temporarily build an Arts District on Granby Street. Within a few months of the project a 15,000 square foot long vacant building sold, council passed zoning changes, a pop-up shop moved toward permanency, and a streetscape plan was advanced.

Now two years later the first Better Block in Norfolk has matured as the cultural center of the Hampton Roads area. It serves as a model of how short term action can lead to long term change.

Project Details

City: Norfolk, VA
Contact: Ron Williams, Assistant City Manager
810 Union St., Norfolk, VA 23510
Ron.Williams@Norfolk.gov
210.207.4086
2013 - $60,000
Focus: A Better Block replaced the public outreach for a master plan process resulting in the sale of a long vacant building, building community and neighborhood support for a zoning change and momentum for streetscaping and complete street changes.
Publication: Massachusetts Institute of Technology Places in the Making 2014

Teambetterblock.com
214-235-7886

Ventura Kings County Corridor Revitalization Project

The first Better Block in California occurred last year in Fresno California as part of the Ventura Kings County corridor study conducted by the Fresno Council of Governments. As sub-consultants to Placeworks, Team Better Block led the project with volunteers from the merchants association and several community groups. The emphasis was to demonstrate how this dangerous five lane road could be calmed into safe place for walking and biking.

The community identified desired walk and bicycle paths and out team designed a crosswalk, on street parking and bicycle lanes. Using the special event permit process with the City of Fresno, permission was granted to close the outside lanes for a day and temporarily build crosswalks and bicycle lanes. Additionally, a shipping container provided a home base for the project and was used to collect citizen comments and describe plans for the future of the corridor.

Over five hundred people visited to see the installation hear local music provided by the high school mariachi band and buy local goods in the pop up market. The project provided media coverage in print, television and radio. The result was a community that was energized for change and showed up to later public meetings to support change.

Project Details

City: Fresno, CA
Contact: Placeworks
John Hykes, ASLA
1625 Shattuck Avenue, Suite 300
Berkeley, CA 94709
510-848-3815
2014 - $35,000
Focus: Demonstrate bicycle and pedestrian infrastructure treatments for major thoroughfare and inform long-term planning.

Teambetterblock.com
214-235-7886

City of Somerville Union Station Interventions

Working with the City of Somerville, Union Square Main Streets and over twenty volunteers, Team Better Block, conducted a number of tactical urbanism interventions on May 28, 2014 to the Union Square area of Somerville, MA. The purpose of the project was to test changes to Somerville Ave, Union Square Plaza and path to the future Green Line Station.

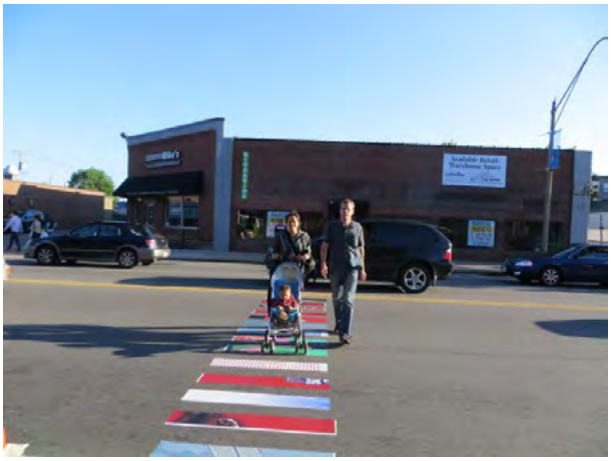
The findings of the study prototyped a number of pedestrian, bicycle and public space improvements that informed the final design. This summer many of the improvements will be built using lighter, quicker cheaper methods such as

- Painting a crosswalk at approximately 2 Union Square to the T Bus Stop, which was widely used by pedestrians and respected by drivers.
- Two way striping of Prospect of Webster and add dedicated bicycle lanes.
- Repurposing parking spaces on Somerville Ave with parkletts is possible.
- Activating the plaza with a bocce court provides play for young and old and valuable eyes on the plaza to reduce unfavorable behavior.
- Additional seating in the plaza and low fence with naming was well used and attractive.

This project provides us confidence that the Better Block method of build, measure and learn works in Massachusetts.

Project Details

City: Somerville, MA
Contact: Parsons Brinkerhoff, Inc
Rachel J. Burckardt, PE
75 Arlington Street, 9th Fl
Boston, MA 02116
2014 $45,000
Focus: Demonstrate bicycle and pedestrian infrastructure treatments for major thoroughfare and inform long-term design.



Teambetterblock.com
214-235-7886

Australia Better Block Training

Faced with a low response rate to sustainable development programs in Australia, multiple agencies reached out to Team Better Block to improve the outreach model for government programs in New South Wales, Australia. Team Better Block created a training module and public outreach method for the Department of Climate Change and Department of Planning and Infrastructure. The result of the trainings included greater media understanding of the programs and citizen action. To date three better blocks have been completed in Australia with many more planned. Citizens are making use of government programs for water and energy conservation and reengaging with the planning process in record numbers.

Project Details

Country: Australian Department of Climate Change and Energy Efficiency and New South Wales Department of Planning and Infrastructure
Contact: Liz Franzmann, Chief Collaborator
6/225 ZBourke Street
Melbourne, Aus 3000
Lizfranzmann@gmail.com
0410391379
2013
Focus: Train a broad group of citizens on the better block approach to achieving sustainable development, complete streets and placemaking.

"The Specialists (urban designers, planners, engineers) need to realize that the locals can and want to make place... and give them the power to do so. Team Better Block provided us with the tools, best practices and inspiration to make a positive influence on our city. Thank you!"

Suzette Jackson
Innate Ecology

Teambetterblock.com
214-235-7886

Wichita Bicycle Master Plan

Team Better Block worked with the City of Wichita and Toole Design to demonstrate “Complete Streets” principles as part of the city’s bicycle master plan initiative. The team worked with private business owners, advocacy organizations, and city staff to create pedestrian plazas, bulb-outs, cycle tracks, reverse angled parking, and bike lanes on a stretch of Douglas Avenue near downtown Wichita.

Upon completion of the Better Block, city staff members hailed the project as an “incredible exercise which helps communities better understand how street changes can make great places for people, bicyclists and cars”.

Project Details

City: Wichita, Kansas
Contact: Scott Wadle, Project Manager
1144 S. Seneca
Wichita, KS 67213
swadle@wichita.gov
306-268-4421,
2012 $35,000
Focus: Demonstrate bicycle and pedestrian infrastructure treatments for major thoroughfare and inform long-term design.

Teambetterblock.com
214-235-7886

Oklahoma Main Street Coordinator Training

Over three days, Team Better Block trained fifty Oklahoma Main Street Directors on every aspect of executing a Better Block. Moving from the classroom to the street, Better Block co-founders Andrew Howard and Jason Roberts and long-time Better Block Champ Wanda Dye lead the group on process of building a better block: Community Walk with Private and Public Space Survey

Property owner meeting with Pop-up Shop ideas

City Traffic Engineer discussion with Street Plan

The Main Street Directors had less than six hours to transform a four lane auto-dominated street into a complete street and activate five vacant shop-fronts into destinations. Using the better block principles of BORROW, BUILD and only then BUY the teams set off to make the Kendall Whittier District of Tulsa Oklahoma into an even more attractive destination!

The project worked with the City of Tulsa Traffic Engineering Department to test a complete street for a one block stretch of Lewis Street. The training resulted in an empowered group of main street coordinators and has since further spurred the redevelopment of the block in Tulsa. Additionally, the City of Tulsa is using Better Block as a planning tool to test complete streets and neighborhood revitalization.

Project Details

City: Tulsa Oklahoma
Contact: Linda Barnet
Budget: $30,000
Focus: Train fifty main street coordinators from Oklahoma on Better Block implementation and documentation

Teambetterblock.com
214-235-7886

Saint Paul Street Design Manual

Team Better Block worked with the City of Saint Paul and Toole Design Group to demonstrate “Complete Streets” principles as part of the city’s new street design manual. The project successfully demonstrated a two way cycle track, floating on-street parking, expanded pedestrian area, public plaza and mid-block crosswalk. The experience aided in public and staff understanding of new bicycle and pedestrian treatments.

Project Details

City: Saint Paul, MN
Contact: Anton Jerve, City Planner
(651)266-6567
Budget: $35,000
Focus: Demonstrate Complete Streets and placemaking on a state roadway

Teambetterblock.com
214-235-7886

San Antonio Complete Streets

Team Better Block worked with the City of San Antonio as part of the City's Complete Streets initiative to demonstrate multi-modal infrastructure and placemaking concepts in the Spring of 2012. The project was held alongside a Ciclovia event bringing out 30,000 pedestrians and bicyclists to experience a revitalized street. The project included development of a series of pop-up businesses, café seating, bike lanes, landscaping, and reverse-angled parking. The Mayor, City Manager, and other city officials were on hand to take part in the Better Block project. The effort was a resounding success with subsequent Better Blocks planned throughout the year to spotlight rapid ways to revitalize neighborhoods throughout the city.

Project Details

City: San Antonio, Texas
Contact: Marita Roos, Sr. Planner, (210)207-4086
Budget: $50,000
Focus: Demonstrate Complete Streets and placemaking on major thoroughfare and historic Alamo grounds

Teambetterblock.com
214-235-7886

City of Dallas Complete Streets

The city of Dallas contracted with Team Better Block to kick-off the citywide Complete Streets Initiative with a Better Block. One of the key assumptions we were excited to test and debunk during the Project was that Dallas could not create viable pedestrian spaces due to being too hot and car-centric. Specifically, the thought of placing a market in the center of a major arterial was formerly considered untenable and would hurt pedestrians as vehicle sped in and out of the area. What actually happened was traffic was slowed to a safer level giving families, pedestrians and bicyclists a humane environment to traverse while also allowing cars in and out of the area.

Project Details

City: Dallas, TX
Contact: Peer Chacko, Assistant Director, (214) 663-0900
Role: Sub-Consultant to Kimley-Horn and Associates
Budget: $35,000
Focus: Demonstrating and designing complete streets
The project was completed on time and on budget.

"The Better Block costs about as much as a public meeting and a set of renderings would have, but it did so much more for building momentum, understanding and sheer enthusiasm for complete streets."

Peer Chacko
Assistant Director
City of Dallas

Teambetterblock.com
214-235-7886

John & James L. Knight Foundation

Team Better Block is one of the 32 ideas funded by the 2015 Knight Challenge Grant. The grant will fund activities in Akron Ohio focused on attracting new populations from south Asian countries by providing temporary housing using the Airbnb platform and Better Block methods for starting new businesses.

Additionally, we are providing house doctor type services to the President, workshops for all Knight communities and better block projects in Akron Ohio. The grant is on-going and has focused our workshop and speaking collateral.

Project Details

City: Miami Florida and 26 Knight Communities
Contact: George Abbott
Special Assistant to the VP
305-908-2697
Budget: $200,000
Focus: Train Knight Community cities on Building a Better Block and fulfill the Knight Challenge Grant award.

Cambridge, Massachusetts

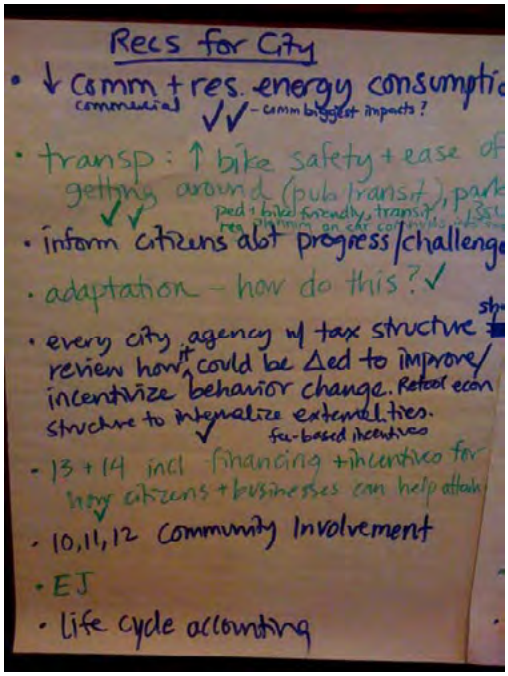
Climate Change Vulnerability Assessment

Consensus Building Institute

The City of Cambridge had been working on climate change issues for nearly a decade when in July 2010 four inches of rain fell in one hour overwhelming the storm drain system, flooding the city streets and residential properties, and causing sewage backups. Soon after this, and based on a recommendation from the active Climate Protection Action Committee, the City Manager directed municipal agencies to conduct a climate change vulnerability assessment and adaptation plan. The effort would require decision-making and collaboration between local, regional, and state stakeholders in the face of significant uncertainty stemming from the lack of examples to draw upon for guidance and the variability in climate change science itself.

Working as part of the consultant team to manage stakeholder engagement, the Consensus Building Institute designed and launched a stakeholder engagement process to ensure efficient and meaningful communication between the City and its residents, climate experts, and key stakeholders during the three-year project. This built on previous work by CBI to facilitate the 2010 Climate Congress and dialogue among residents and City leadership. The engagement strategy for the vulnerability assessment shaped the formation of a Technical Advisory Panel (TAP) of key stakeholders and institutions and an Expert Advisory Panel (EAP) of local stakeholders. CBI provided expert facilitation for many TAP and EAP meetings. In addition, CBI helped the City's steering committee develop an approach to conduct outreach across the city, which resulted in city staff talking about the vulnerability assessment with over 800 people.

CBI planned, facilitated, and documented two large interactive public workshops to seek community input on the vulnerability assessment. Eighty participants provided input on potential impacts the community could face during the first public workshop. Approximately 140 participants attended the second public workshop to provide feedback on the final vulnerability assessment and considerations for the City as it moves into the adaptation-planning phase.



Project Duration: 3 years

Total Budget: $35K for CBI's portion

For More Information:
John Bolduc
Environmental Planner
City of Cambridge
617-349-4628
jbolduc@cambridgema.gov

New England

Northeast Regional Ocean Planning

Consensus Building Institute

The North Atlantic Ocean has long provided the people of New England with jobs, food, energy, recreation, and other needs. Competition between these interests has led to long-standing disagreements and simmering distrust between user groups, such as the well-documented dispute between the fishing industry and the National Marine Fisheries Service. Although relations have improved, distrust between some groups remains, while new issues surface given the entrance of new user groups and the uncertainty of how climate change or cumulative impacts from a variety of ocean uses may impact other ocean resources.

In 2010, President Obama issued an Executive Order (EO) mandating the development of regional ocean plans across the country to better manage the nation's ocean and coastal resources. The New England region was the first to respond to the EO and established the Northeast Regional Planning Body (RPB) in 2012 with representatives from 10 federally recognized tribal nations, 10 federal agencies, and the New England Fisheries Management Council. In addition to these mandated interest groups, initiative leaders understood that meaningful engagement would be required with the public and with specific industries such as the fishing industry, aquaculture industry, maritime commerce, and recreational users in order for leaders to be able to endorse a plan.

CBI has provided a broad range of stakeholder engagement services to help the RPB gather public and sector-specific input for consideration. In 2013, CBI convened, facilitated, and documented 10 public meetings across New England to discuss and gather public feedback on the draft regional ocean planning goals. The RPB used this feedback to finalize the ocean planning goals. During the same time period, CBI also convened, facilitated, and documented a series of working sessions with representatives from the energy, maritime commerce, and aquaculture sectors to learn about key issues these industries face, identify information needs and anticipated changes in the coming years, and discuss the potential role of regional ocean planning to address issues and opportunities. The sector-specific feedback helped shape the RPB's extensive effort to gather information and data on both natural resources and human uses that would be needed to implement the ocean plan. Prior to the last few RBP meetings, CBI has convened and facilitated a series of Stakeholder Forums where interested parties work with RPB members in an informal but carefully structured process to explore topics the RPB will be formally addressing several weeks later. CBI also launched an intensified engagement strategy for the RPB in early 2015 to showcase the amount of work completed by the NE RPB, inform the public of what is to come and how to be involved, and utilize a variety of stakeholder forums, public listening sessions, focus groups, and strategic partnerships to ensure full consideration of public values in ocean planning.

Project Duration: 4 years (+ ongoing)

Total Budget: $300K to date

For More Information:
John Weber
Ocean Planning Director
Northeast Regional Ocean Council
617-875-1377
jweber@northeastoceancouncil.org

Washington, DC

US Extractive Industries Transparency Initiative

Consensus Building Institute

On April 20, 2010, while drilling in the Gulf of Mexico, an explosion on the Deepwater Horizon oil-drilling rig killed 11 crewmen and ignited a fireball visible from 40 miles away. Two days later, Deepwater Horizon sank, leaving the well gushing at the seabed and causing the largest oil spill in the history of US offshore drilling. In the aftermath of this disaster, revelations of mismanagement and corruption at the US Department of the Interior's Minerals Management Service came to light, compelling a reorganization and breakup of the agency.

In the fall of 2011, President Obama committed to implementing a voluntary international standard, the Extractive Industries Transparency Initiative (EITI), in the United States. Under EITI, countries commit to transparently publishing information about the management of rents, royalties, taxes, and other revenues that the government collects from the development of resources such as oil, natural gas, coal, gold, copper, and iron ore.

The US Extractive Industries Transparency Initiative (USEITI) is governed by a cross-sector Multi-Stakeholder Group (MSG) involving three core constituencies: government, companies from the extractive industry, and civil society organizations that represent public constituencies' interests. The US Department of the Interior (DOI) recruited the Consensus Building Institute (CBI) to help set up USEITI, and CBI has been integrally involved since that time. CBI conducted a scoping and outreach process to identify companies and civil society organizations that would be appropriate to serve on the MSG and worked with DOI to recruit leadership from these companies and organizations to participate in USEITI. Following the creation of the MSG, CBI has facilitated the MSG's discussions and consensus-based decision-making around the multifarious decisions that the MSG must make to implement this ambitious international protocol. These range from negotiating the MSG's charter to making decisions around whether and how to ask companies to disclose their corporate income tax payments. CBI has worked with the MSG to design and implement a structure that can respond to the complexity of the task at hand, including facilitating meetings of the USEITI Co-Chairs (one from each sector), creating and facilitating diverse subcommittees and work groups to consider sticky issues and arcane regulations, and facilitating public meetings in communities around the country.

CBI's work with USEITI continues, and the initiative is currently gearing up to submit its first report to the EITI International Board at the end of 2015.

Project Duration: 4 years (+ ongoing)

Total Budget for CBI: $400K to date

Judith Wilson
USEITI Program Manager
judith.wilson@onrr.gov
202-208-4410

References

References for Utile
Tad Read, Senior Planner / Project Manager
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201
(617) 918-4264
John.Read@boston.gov

MassDevelopment
99 High St.
Boston, MA 02110
Anne Gatling Haynes, Director of Transformative Development
(617) 694-9306
ahaynes@massdevelopment.com
rdimino@abettercity.org

A Better City
33 Broad Street, 3rd Floor
Boston, MA 02109
Richard Dimino, President & CEO
(617)502-6241
rdimino@abettercity.org

References for Tim Love, Utile Principal-in-Charge
Department of Development Services
250 Constitution Plaza, 4th Floor Hartford, CT 06103
Thomas E. Deller, AICP-Director of Department of Development Services
(860) 757-9076
tdeller@hartford.gov

Massachusetts Convention Center Authority
415 Summer Street
Boston, MA 02110
Howard Davis, Director of Capital Projects
(617) 692-0728
hdavis@massconvention.com

MassDevelopment
99 High Street
Boston, MA 02110
Richard Henderson, Executive Vice President, Real Estate
(617) 330-2096
rhenderson@massdevelopment.com

References for Meera Deean, Utile Project Manager
Boston Transportation Department
Vineet Gupta, Director of Policy and Planning
(617) 635-2756
vineet.gupta@boston.gov

Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201
Richard McGuinness
(617) 918-4323
Richard.McGuinness.bra@cityofboston.gov

Jill Ochs Zick, RLA, ASLA, Landscape Architect
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201
(617) 918-4354
jill.zick@boston.gov

References for Dan D'Oca, Interboro Project Manager:
Henk Ovink (Client for Rebuild by Design)
Special Envoy International Water Affairs, Kingdom of the Netherlands
henk.ovink@minienm.nl
+31 61 501 7826

Toni L. Griffin (client for the City of Newark's Northern Fairmount Neighborhood Development Plan)
Professor of Architecture
Director, J. Max Bond Center
Spitzer School of Architecture, The City College of New York
141 Convent Avenue
(212) 650-7118
tgriffin@ccny.cuny.edu

Cathy Lang Ho (client for Commonplace, a project for the US Pavilion at the 2012 Venice Biennale)
Commissioner and Curator for the U.S. Pavilion at the 13th International Venice Architecture Biennale
Institute for Urban Design
17 West 17th Street, 7th Floor
New York, NY 10011
(212) 366-0780
cathylangho@gmail.com

Designer Application Form

Commonwealth of Massachusetts

Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated May 2014)

1. Project Name/Location For Which Firm Is Filing:
Cambridge Citywide Planning Qualifications
Cambridge, MA

2. Project # #6848

This space for use by Awarding Authority only.

3a. Firm (Or Joint-Venture) - Name and Address Of Primary Office To Perform The Work:
Utile, Inc.
115 Kingston Street
Boston, MA 02111

3b. Date Present and Predecessor Firms Were Established:
2002

3c. Federal ID #: 65-1166234

3d. Name and Title Of Principal-In-Charge Of The Project (MA Registration Required):
Timothy Love, AIA, LEED AP (MA Reg. #9916)

Email Address: love@utiledesign.com
Telephone No: (617) 423-7200 Fax No.: (617) 423-1414

3e. Name Of Proposed Project Manager:
For Study: (if applicable) Meera Deean, LEED AP
For Design: (if applicable) Meera Deean, LEED AP

3f. Name and Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above:
N/A

3g. Name and Address Of Parent Company, If Any:
N/A

3h. Check Below If Your Firm Is Either:
(1) SDO Certified Minority Business Enterprise (MBE) ❑
(2) SDO Certified Woman Business Enterprise (WBE) ❑
(3) SDO Certified Minority Woman Business Enterprise (M/WBE) ❑

4. **Personnel From Prime Firm Included In Question #3a Above** By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both The Total Number In Each Discipline And, Within Brackets, The Total Number Holding Massachusetts Registrations):

Admin. Personnel	3	(0)	Ecologists		( )	Licensed Site Profs.		( )	Other		( )
Architects	27	(8)	Electrical Engrs.		( )	Mechanical Engrs.		( )			( )
Acoustical Engrs.		( )	Environmental Engrs.		( )	Planners: Urban./Reg.	7	(0)			( )
Civil Engrs.		( )	Fire Protection Engrs.		( )	Specification Writers		( )			( )
Code Specialists		( )	Geotech. Engrs.		( )	Structural Engrs.		( )			( )
Construction Inspectors		( )	Industrial Hygienists		( )	Surveyors		( )			( )
Cost Estimators		( )	Interior Designers	1	(0)			( )			( )
Drafters		( )	Landscape Architects		( )			( )	Total	37	(8)

5. Has this Joint-Venture previously worked together? ❑ Yes ❑ No N/A

6. List **ONLY** Those Prime And Sub-Consultant Personnel Specifically Requested In The Advertisement. This Information Should Be Presented Below In The Form Of An Organizational Chart. Include Name Of Firm And Name Of The One Person In Charge Of The Discipline, With Mass. Registration Number, As Well As MBE/WBE Status, If Applicable:

City of Cambridge

Municipal Stakeholders

Urban Planning and Design

Prime Consultant
Utile
Tim Love, AIA, LEED AP, Principal-in-Charge (MA Reg. #9916)
Meera Deean, LEED AP, Project Manager
Jonathan Evans, Senior Urban Designer
Elizabeth Christoforetti, Senior Urban Designer
Siqi Zhu, AICP, Senior Urban Planner
Will Cohen, Urban Planner
Sneha Lohotekar, Urban Designer

Urban Planning
Interboro Partners
Georgeen Theodore, Principal-in-Charge
Dan D'Oca, Project Manager
Tobias Armhorst, Consulting Principal

Analysis

Landscape Architecture & Open Space
Klopfer Martin Design Group
Kaki Martin, Principal-in-Charge

Economic Devel.
Donohue Institute
Dan Hodge, Project Manager
Mark Melnik, Project Manager

Environmental
BuroHappold
Ariella Maron, Project Principal
Steven Baumgartner, Project Lead
Christopher Rhie, Project Planner
Ameila Aboff, Project Analyst
Alasdair Young, Infrastructure Expert
Julie Janiski, High Performance Building Design Expert

Preservation
Community Opportunities Group
Peter Sanborn, Principal-in-Charge
Courtney Starling, AICP, Project Planner
Roberta Mitchell Cameron, AICP, Project Planner
Patricia Conley Kelleher, Preservation Planner

Civil Engineering
HDR
Gerald Friedman, PE (MA Reg. #37076), Project Manager
Paul Bakis, PE (MA Reg. #46625), Project Engineer
Travic Lucia, EIT

Housing, Economic Development
Ninigret Partners
Kevin Hively, Principal-in-Charge
Ariana McBride, Project Analyst

Engagement

Transportation
Nelson\Nygaard
Jason Schrieber, Multi-modal Lead
Ralph DeNisco, Traffic Lead
Thomas Yardley, AICP, TDM Lead
Geoff Slater, Transit Lead
Lisa Jacobson, Parking Lead

Hyperlocal Data
Supernormal
Elizabeth Christoforetti, Research Lead

Municipal Finance, Econ. Dev't
HR&A
Shuprotim Bhaumik, Partner-in-Charge
Candace Damon, Senior Advisor
Kyle Vangel, Project Manager
Sara Brown, Lead Analyst

Community Engagement
Design Studio for Social Intervention (DS4SI)
Lori Lobenstine, Lead Designer
Kenneth Bailey, Lead Fundraiser
Ayako Maruyama, Lead Program Designer

Consensus Building
Consensus Building Institute
Patrick Field, Consulting Principal
Ona Ferguson, Project Manager

Tactical Urbanism
Team Better Block
Andrew Howard, Principal-in-Charge

7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.

a. Name and Title Within Firm: Timothy Love, AIA, LEED AP, Principal	a. Name and Title Within Firm: Meera Deean, LEED AP
b. Project Assignment: Principal-in-Charge	b. Project Assignment: Project Manager
c. Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 MBE ❑ WBE ❑
d. Years Experience: With This Firm: 12 With Other Firms: 18	d. Years Experience: With This Firm: 5 With Other Firms: 4
e. Education: Degree(s) /Year/Specialization Harvard University Graduate School / 1989 / Master of Architecture w/distinction / AIA Medal University of Virginia / 1984 / Bachelor of Science in Architecture / Alpha Ro Chi Medal	e. Education: Degree(s) /Year/Specialization Harvard University Graduate School of Design / 2006 / Master of Architecture Williams College / 2000 / Bachelor of Arts in Art History
f. Active Registration: Year First Registered/Discipline/Mass Registration Number 1997 / Architecture / MA Reg. #9916	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current Work Assignments and Availability For This Project: Current Projects: • MassDevelopment Transformative Development Initiative (TDI) • Boston Marine Industrial Park Master Plan Update • Massport Design Review Consulting • Boston Transportation Department Mobility Planning Available to work 30% of billable time on this project.	g. Current Work Assignments and Availability For This Project: Current Projects: • Downtown Boston Waterfront Planning • East Anaheim Street Corridor Study • Boston Transportation Department Mobility Planning • Haverhill Transformative Initiative District Plan • Chicopee West End Streetscape Plan Available to work 60% of billable time on this project.
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Hartford North Park Planning Initiative, Hartford, CT—Planning for a 123-acre section of Hartford that lies directly north of and adjacent to downtown. • Mill River District, New Haven, CT—Market assessment and development strategy for revitalization of urban industrial area. • Boston Greenway District Planning Study, Boston, MA • Union Square Master Plan, Somerville, MA—New zoning code to guide future development, incorporating the concerns and suggestions of Somerville residents. • Gloucester Harbor Plan, Gloucester, MA—Municipal Harbor Plan, Designated Port Area Master Plan & Economic Revitalization Strategy. • MassDevelopment Transformative Development Initiative (TDI)—graphic package to help MassDevelopment to successfully communicate both the spirit and mechanics of the TDI program to potential target cities. • Somerville Zoning, Somerville, MA—New zoning to guide future development, incorporating concerns and suggestions of Somerville residents. • Boston Marine Industrial Park Master Plan Update—Economic analysis of the park's port facilities; future land uses relating to the South Boston Waterfront Innovation District.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Downtown Boston Waterfront Planning Initiative, Boston, MA—Leading public realm plan, new zoning, and municipal harbor plan for the Boston Redevelopment Authority. • East Anaheim Street Corridor Study, Long Beach, CA—Planning study for a one-mile business corridor, also a recognized as the center of the Cambodian community. • Complete Streets Manual and Website, Boston, MA —Graphic design of the new street design manual for the Boston Transportation Department (through approx. 90% of design). • Greening America's Capitals: Boston's City Hall Plaza, Boston, MA—Led a study to prioritize strategies to improve the open space and sustainability of Boston's City Hall Plaza, for the U.S. EPA. • Mobility Action Plan, Boston, MA—For the City of Boston Transportation Department • Central Artery Ramp Study, Boston, MA—Working with MassDOT and the BRA, Utile and HDR Engineering designed concepts for the ramp parcels sited above the Central Artery on Boston's Rose Kennedy Greenway. • Haverhill Transformative Initiative District Plan—for MassDevelopment. • Chicopee West End Streetscape Plan— for MassDevelopment.

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: Jonathan Evans	a. Name and Title Within Firm: Elizabeth Christoforetti
b.	Project Assignment: Senior Designer	b. Project Assignment: Senior Designer
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 utile MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 utile MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 3 With Other Firms: 7	d. Years Experience: With This Firm: 5 With Other Firms: 3
e.	Education: Degree(s) /Year/Specialization Harvard University Graduate School of Design / 2010 / Master of Architecture University of Virginia / 2004 / Bachelor of Science in Architecture	e. Education: Degree(s) /Year/Specialization Harvard University Graduate School of Design / 2009 / Master of Architecture, with distinction The School of Art Institute of Chicago / 2004 / Bachelor of Fine Arts Bowdoin College / 2000 / Bachelor of Arts, Summa Cum Laude
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Current Projects: • Boston Marine Industrial Park Master Plan Update • Boston Transportation Department Mobility Planning • MassDevelopment Transformative Development Initiative (TDI) • Portland Housing Authority On-Call Contract Available to work 20% of billable time on this project.	g. Current Work Assignments and Availability For This Project: Current Projects: • Boston Convention and Exhibition Center Expansion • Urban design research collaboration with MIT Media Lab Social Computing Group Available to work 10% of billable time on this project.
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • The Commons at Forest Hills Station, Jamaica Plain, MA—Transit-oriented mixed-use development. • Lower Roxbury Planning Study, Roxbury, MA— Thorough analysis of Lower Roxbury's demographics, housing, and retail to help stimulate urban revitalization and economic investment, for The American City Coalition. • Lyman Terrace Revitalization Study, Holyoke, MA • Upper Washington Development, Boston, MA—Mixed-Use development including 35 apartments and retail space. • Readville Yard Industrial Development, Hyde Park, Boston, MA—350,000 square foot light industrial development in Hyde Park, Boston. • 189 Broadway, Revere, MA—Age-restricted affordable housing • Dudley Square Branch of the Boston Public Library, Boston, MA—Programming study and new entrance design	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Boston Convention and Exhibition Center (BCEC) Expansion, Boston, MA—Working with the Massachusetts Convention Center Authority (MCCA) and Sasaki Associates to plan for a significant expansion of the BCEC. • Air Rights Parcel 13, Boston, MA—Led Utile urban design team in collaboration with the Peebles Corporation and Handel Architects to win parcel designation in Boston's Back Bay neighborhood by MassDOT and the MBTA. • ParkingPLUS Design Challenge, Rockville Centre, Long Island, NY—Prototypical future use parking garage and associated urban design strategies that will allow for urban transformation as the needs of the community shift away from individual vehicular transit. • Essex Street Pedestrian Mall, Salem, MA—Design and management recommendations for the City of Salem. • 22-26 West Broadway, South Boston, MA—31-unit mixed-used development for Evergreen Properties. • High Street City: (Gradually) Living with Water for the Boston Living with Water Competition—for the City of Boston, Boston Harbor Association, BRA, and BSA

7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.

a. Name and Title Within Firm: Jonathan Evans	a. Name and Title Within Firm: Elizabeth Christoforetti
b. Project Assignment: Senior Designer	b. Project Assignment: Senior Designer
c. Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 MBE ❑ WBE ❑
d. Years Experience: With This Firm: 3 With Other Firms: 7	d. Years Experience: With This Firm: 5 With Other Firms: 3
e. Education: Degree(s) /Year/Specialization Harvard University Graduate School of Design / 2010 / Master of Architecture University of Virginia / 2004 / Bachelor of Science in Architecture	e. Education: Degree(s) /Year/Specialization Harvard University Graduate School of Design / 2009 / Master of Architecture, with distinction The School of Art Institute of Chicago / 2004 / Bachelor of Fine Arts Bowdoin College / 2000 / Bachelor of Arts, Summa Cum Laude
f. Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current Work Assignments and Availability For This Project: Current Projects: • Boston Marine Industrial Park Master Plan Update • Boston Transportation Department Mobility Planning • MassDevelopment Transformative Development Initiative (TDI) • Portland Housing Authority On-Call Contract Available to work 20% of billable time on this project.	g. Current Work Assignments and Availability For This Project: Current Projects: • Boston Convention and Exhibition Center Expansion • Urban design research collaboration with MIT Media Lab Social Computing Group Available to work 10% of billable time on this project.
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • The Commons at Forest Hills Station, Jamaica Plain, MA—Transit-oriented mixed-use development. • Lower Roxbury Planning Study, Roxbury, MA— Thorough analysis of Lower Roxbury's demographics, housing, and retail to help stimulate urban revitalization and economic investment, for The American City Coalition. • Lyman Terrace Revitalization Study, Holyoke, MA • Upper Washington Development, Boston, MA—Mixed-Use development including 35 apartments and retail space. • Readville Yard Industrial Development, Hyde Park, Boston, MA—350,000 square foot light industrial development in Hyde Park, Boston. • 189 Broadway, Revere, MA—Age-restricted affordable housing • Dudley Square Branch of the Boston Public Library, Boston, MA—Programming study and new entrance design	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Boston Convention and Exhibition Center (BCEC) Expansion, Boston, MA—Working with the Massachusetts Convention Center Authority (MCCA) and Sasaki Associates to plan for a significant expansion of the BCEC. • Air Rights Parcel 13, Boston, MA—Led Utile urban design team in collaboration with the Peebles Corporation and Handel Architects to win parcel designation in Boston's Back Bay neighborhood by MassDOT and the MBTA. • ParkingPLUS Design Challenge, Rockville Centre, Long Island, NY—Prototypical future use parking garage and associated urban design strategies that will allow for urban transformation as the needs of the community shift away from individual vehicular transit. • Essex Street Pedestrian Mall, Salem, MA—Design and management recommendations for the City of Salem. • 22-26 West Broadway, South Boston, MA—31-unit mixed-used development for Evergreen Properties. • High Street City: (Gradually) Living with Water for the Boston Living with Water Competition—for the City of Boston, Boston Harbor Association, BRA, and BSA

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: Sneha Lohotekar	a. Name and Title Within Firm:
b.	Project Assignment: Urban Designer	b. Project Assignment:
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Utile 115 Kingston Street Boston, MA 02111 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 3 With Other Firms: 1	d. Years Experience: With This Firm: _____ With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization University of Michigan / 2013 / Master of Urban Design University of Pune, India / 2009 / Bachelor of Architecture	e. Education: Degree(s) /Year/Specialization
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Current Projects: • East Anaheim Street Corridor Study • Chicopee West End Streetscape Plan • Union Square Master Planning Available to work 60% of billable time on this project.	g. Current Work Assignments and Availability For This Project:
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Readville Yard Industrial Development, Hyde Park, Boston, MA—350,000 square foot light industrial development in Hyde Park, Boston. • Lower Roxbury Planning Study, Roxbury, MA—Thorough analysis of Lower Roxbury's demographics, housing, and retail to help stimulate urban revitalization and economic investment, for The American City Coalition. • Long Beach Corridor Vision Plan, Long Beach, CA—Corridor vision plan for Broadway, 4th, and 7th Street in Long Beach with RSAUD. • East Anaheim Street Corridor Study, Long Beach, CA—Planning study for a one-mile business corridor, also a recognized as the center of the Cambodian community. • Worthington Street District Redevelopment, Springfield, MA—Neighborhood strategy for a set of downtown blocks destroyed by a gas explosion. • Nantasket Beach Revitalization Plan, Hull, MA—Plan of 13-acre area as a town center with a mix of retail and residential space; test fits for a waterfront vacant parcel, regulatory issues, storm surge requirements, redesigned street grid, and economic feasibility. • Hartford Housing, Hartford, CT—Comprehensive housing assessment for the City of Hartford.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: Daniel D'Oca, Principal	a. Name and Title Within Firm: Georgeen Theodore, Principal
b.	Project Assignment: Project Manager	b. Project Assignment: Principal-in-Charge
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Interboro Partners MBE ❑ 33 Flatbush Ave 6F WBE ❑ Brooklyn, NY 11217	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Interboro Partners MBE ❑ 33 Flatbush Ave 6F WBE ❑ Brooklyn, NY 11217
d.	Years Experience: With This Firm: 13 With Other Firms: 5	d. Years Experience: With This Firm: 13 With Other Firms: 11
e.	Education: Degree(s) /Year/Specialization Harvard University Cambridge, Massachusetts Master in Urban Planning, 2002 Bard College Annandale-on-Hudson, NY Bachelor of Arts in Philosophy, 1998	e. Education: Degree(s) /Year/Specialization Harvard University Cambridge, Massachusetts Master of Architecture in Urban Design with Distinction, 2002 Rice University Houston, Texas Bachelor of Architecture, 1994 Bachelor of Arts in Architecture, Art and Art History, 1992
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number N/A	f. Active Registration: Year First Registered/Discipline/Mass Registration Number Architect, 2001, New Yor License Number: 028655-1
g.	Current Work Assignments and Availability For This Project: Current Work Assignments: Living with the Bay, Vassar Campus Center, Harvard Science Center Availability: 20 hours / week	g. Current Work Assignments and Availability For This Project: Current Work Assignments: Living with the Bay, Vassar Campus Center, Harvard Science Center Availability: 15 hours / week
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Design Critic in Urban Planning and Design, Harvard Graduate School of Design	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Director, Infrastructure Planning, Associate Professor, College of Architecture and Design, New Jersey Institute of Technology

7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a. Name and Title Within Firm: Tobias Armborst, Principal	a. Name and Title Within Firm:
b. Project Assignment: Consulting Principal	b. Project Assignment:
c. Name and Address Of Office In Which Individual Identified In 7a Resides: Interboro Partners 33 Flatbush Ave 6F Brooklyn, NY 11217 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d. Years Experience: With This Firm: 13 With Other Firms: 8	d. Years Experience: With This Firm: _____ With Other Firms: _____
e. Education: Degree(s) /Year/Specialization Harvard University Cambridge, Massachusetts Master of Architecture in Urban Design with Distinction, 2002 Recipient of the Urban Planning and Design Thesis Prize Rheinisch-Westfälische Technische Hochschule Aachen, Germany Diplom-Ingenieur Architekt, 1999 Technical University Delft Delft, The Netherlands Erasmus Scholarship, 199	e. Education: Degree(s) /Year/Specialization
f. Active Registration: Year First Registered/Discipline/Mass Registration Number Architektenkammer Nordrhein Westfalen, License Number A37572	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current Work Assignments and Availability For This Project: Current Work Assignments: Living with the Bay, Vassar Campus Center, Harvard Science Center Availability: 10 hours / week	g. Current Work Assignments and Availability For This Project:
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Assistant Professor of Architecture ad Urban Studies appointed in the Art Department and the Urban Studies Program, Vassar College	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

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a.	Name and Title Within Firm: Shuprotim Bhaumik, Partner	a. Name and Title Within Firm: Candace Damon, Partner
b.	Project Assignment: Partner-In-Charge	b. Project Assignment: Senior Advisor
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: HR&A Advisors MBE ❑ 99 Hudson Street, 3rd Floor WBE ❑ New York, NY 10013	c. Name and Address Of Office In Which Individual Identified In 7a Resides: HR&A Advisors MBE ❑ 99 Hudson Street, 3rd Floor WBE ❑ New York, NY 10013
d.	Years Experience: With This Firm: 5 With Other Firms: 18	d. Years Experience: With This Firm: 27 With Other Firms:
e.	Education: Degree(s) /Year/Specialization University of New York Stony Brook, Masters of Science Economics, 1992 Presidency College (India), B.A. Economics, 1987	e. Education: Degree(s) /Year/Specialization Harvard Law School, Juris Doctorate, 1986 Amherst College, B.A. American Studies, 1981
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number n/a	f. Active Registration: Year First Registered/Discipline/Mass Registration Number n/a
g.	Current Work Assignments and Availability For This Project: New Orleans Convention Center Developer Section and Negotiation Support Transbay Master Lessee Selection Konza MDP2 Development Advisor *Time Available to Devote to This Project: 20%*	g. Current Work Assignments and Availability For This Project: 100 Resilient Cities New Orleans Denver Broadway Station Vision Plan Sarasota Bayfront Community-based Planning Process Wilkes-Barre Open Space Planning 100 Resilient Cities Norfolk Strategy *Time Available to Devote to This Project: 10%*
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): On-Call Advisor for the Cambridge Redevelopment Authority Redevelopment Strategy for the Foundry Building Kendall Square Urban Renewal Plan Affordable Housing Analysis Master Plan for the Lower Schuylkill Waterfront in Philadelphia Philadelphia Industrial Land Use Policy Study Long Island's Future: Economic Implications of Today's Choices Infrastructure Financing Strategy for Hudson Yards (NYC Economic Development Corp.) University of Pennsylvania South Bank Business Strategy Arlington Columbia Pike Affordable Housing Plan Assessment Atlanta Housing Strategy New York City Tech Ecosystem Study	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Campus Planning for MIT Charlotte Revitalization and Planning Greensboro Downtown Consolidated Plan Program Management for New York City's Talking Transition Redevelopment Planning for Philadelphia's Central Waterfront Strategic Plan to Reposition the Brooklyn Tech Triangle Analysis of New York City's Energy Efficiency Initiatives Brooklyn Bridge Park Planning Tax Increment Financing Assessment and Development Strategy for Atlanta

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a. Name and Title Within Firm: Kyle Vangel, Director	a. Name and Title Within Firm: Sara Brown, Senior Analyst
b. Project Assignment: Project Manager	b. Project Assignment: Lead Analyst
c. Name and Address Of Office In Which Individual Identified In 7a Resides: HR&A Advisors MBE ❑ 99 Hudson Street, 3rd Floor WBE ❑ New York, NY 10013	c. Name and Address Of Office In Which Individual Identified In 7a Resides: HR&A Advisors MBE ❑ 99 Hudson Street, 3rd Floor WBE ❑ New York, NY 10013
d. Years Experience: With This Firm: 3 With Other Firms: 2	d. Years Experience: With This Firm: 1 With Other Firms: 2
e. Education: Degree(s) /Year/Specialization University of North Carolina at Chapel Hill, Master of City & Regional Planning, 2012 Tufts University, B.A. History and Economics, 2008	e. Education: Degree(s) /Year/Specialization Massachusetts Institute of Technology, Master in City Planning, Master in Real Estate Development, 2014 Dartmouth College, B.A. English and Geography, 2010
f. Active Registration: Year First Registered/Discipline/Mass Registration Number n/a	f. Active Registration: Year First Registered/Discipline/Mass Registration Number n/a
g. Current Work Assignments and Availability For This Project: 100 Resilient Cities Norfolk Strategy Cross Charlotte Trail West Broadway Transit Study *Time Available to Devote to This Project: 30%*	g. Current Work Assignments and Availability For This Project: 100 Resilient Cities Boston Workshop Resilience Capacity-Building for the Rockefeller Foundation *Time Available to Devote to This Project: 50%*
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Redevelopment Strategy for the Foundry Building in Cambridge, Massachusetts Activation Strategy for the D Street Corridor in Boston Downtown Raleigh Experience Plan Long Island's Future: Economic Implications of Today's Choices Disposition Strategy for County-Owned Sites in Uptown Charlotte Highest and Best Use Study for Town of Dedham, Massachusetts Colony Park Sustainable Communities Initiative in Austin Study of the Tech Ecosystem in New York City Real Estate Market Analysis for TOD in New Haven	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): 100 Resilient Cities—Pioneered by The Rockefeller Foundation: Boston, MA OneNYC – Project Management, Analysis, and Implementation Resilience Capacity-Building for the Rockefeller Foundation Buffalo Outer Harbor Plan

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: Kaki Martin, Principal	a. Name and Title Within Firm:
b.	Project Assignment: Principal in Charge for Landscape and Open Space	b. Project Assignment:
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **Klopfer Martin Design Group LLC** 214 Cambridge Street, 5th Floor Boston, MA 02114 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 8 With Other Firms: 12	d. Years Experience: With This Firm: _____ With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization Master of Landscape Architecture 1995 Bachelor of Arts in Art History and Painting 1990	e. Education: Degree(s) /Year/Specialization
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number 2009 Landscape Architect – Connecticut #1150	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Kaki Martin will be available to spend up to 25% of her time on this project. Ms. Martin is currently Principal in Charge for the Central Square park project in East Boston, the Kendall Square and Main Street project in Cambridge, both of which are under construction, and two open space projects at the Brigham and Women's Hospital.	g. Current Work Assignments and Availability For This Project:
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): In addition to her PIC and project manager roles on many of the firm's urban projects, Ms. Martin spent 7 years working (as an Associate with Crosby Schlessinger Smallridge, LLC) on public projects in Cambridge prior to forming Klopfer Martin Design Group. She has led several public planning and public realm streetscape and park projects, many of which she has seen through the construction process. Ms. Martin has served as both project manager and as project designer for these projects and has facilitated the design public process.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

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a.	Name and Title Within Firm: **Jason Schrieber, AICP, Principal**	a. Name and Title Within Firm: **Ralph DeNisco, Principal**
b.	Project Assignment: **Multi-modal Lead**	b. Project Assignment: **Traffic Lead**
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **Nelson\Nygaard Consulting Associates, Inc.** MBE ❑ **77 Franklin Street** WBE ❑ **10th Floor** **Boston, MA 02110**	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **Nelson\Nygaard Consulting Associates, Inc.** MBE ❑ **77 Franklin Street** WBE ❑ **10th Floor** **Boston, MA 02110**
d.	Years Experience: With This Firm: **9** With Other Firms: **13**	d. Years Experience: With This Firm: **5** With Other Firms: **14**
e.	Education: Degree(s) /Year/Specialization **B.S., Urban Planning, University of Massachusetts, Amherst**	e. Education: Degree(s) /Year/Specialization **M.A., Urban Affairs, Boston University Metropolitan College** **B.A., Economics, Boston College**
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number **American Institute of Certified Planners (AICP), Certified Planner** **Association of Pedestrian and Bicycle Professionals, Member** **Congress for the New Urbanism, Member**	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Availability - 25% Boston Multimodal Parking Policy – 15% GoBoston 2030 – 20% Partners Healthcare TDM – 15% Local parking and TDM projects – 25%	g. Current Work Assignments and Availability For This Project: Availability - 25% Columbus, OH Multimodal Plan – 35% COTA Next Generation Plan – 15% Columbus Short North Parking Study – 5% MassDOT PMT/Bus Modal Plan/Everett Citywide – 20%
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Jason has become a specialist in understanding how individual travel behaviors are influenced by physical and economic attributes often overlooked in transport systems. By improving pedestrian delay and bicycle accommodation, he has helped cities attract people away from their car. By revealing the cost of parking, he has changed employer and institutional calculus on how employees commute. Working for municipalities, businesses and universities, Jason has advanced wholesale changes to parking pricing, developed demand management programs for new development and helped cities create new ordinances to control trips in places like Portland ME, Denver CO, and Yale University.**	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Ralph DeNisco has over 19 years of transportation planning experience, with a history of successfully implementing a variety of transportation projects in challenging environments. Ralph has channeled his understanding of interrelated transportation issues into actions able to win both community and agency support. He has developed parking management plans, coordinated improvements on important bus routes at multiple scales, and led roadway and intersection design efforts. Ralph specializes in working with business, resident, and stakeholder groups on complex integrated transportation issues.**

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: **Thomas Yardley, AICP, Senior Associate**	a. Name and Title Within Firm: **Geoff Slater, Principal**
b.	Project Assignment: **TDM Lead**	b. Project Assignment: **Transit Lead**
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **Nelson\Nygaard Consulting Associates, Inc.** MBE ❑ **77 Franklin Street** WBE ❑ **10th Floor** **Boston, MA 02110**	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **Nelson\Nygaard Consulting Associates, Inc.** MBE ❑ **77 Franklin Street** WBE ❑ **10th Floor** **Boston, MA 02110**
d.	Years Experience: With This Firm: **7** With Other Firms: **9**	d. Years Experience: With This Firm: **8** With Other Firms: **14**
e.	Education: Degree(s) /Year/Specialization **M.A., Urban Planning, Harvard University** **B.A., Geography, London School of Economics**	e. Education: Degree(s) /Year/Specialization **B.S., Civil Engineering, University of Massachusetts, Lowell**
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Availability - 30% Hartford Intermodal Tiger – 30% University of North Texas Parking and Transportation – 20% Partners Healthcare TDM Plan – 10%	g. Current Work Assignments and Availability For This Project: Availability - 30% MassDOT PMT/Bus Modal Plan/Everett Citywide – 25% Nashville High Capacity Transit Design – 20% Nashville MTA Strategic Master Plan – 15% Middle Tennessee RTA Master Plan – 10%
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Tom Yardley, AICP, has 15 years of experience in a broad range of transportation and urban planning projects. As the Senior Transportation Planner at Medical Academic Scientific Community Organization, he managed consultant teams and supervised staff on a range of multimodal projects, represented the Longwood Medical and Academic Area at public meetings; built consensus at multiparty stakeholder meetings; and worked with member institutions, neighbors, and the City and State from concept plan through to implementation.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Geoff Slater has extensive experience throughout the United States and internationally that he brings to all of his projects, many of which have transformed transit services from very basic operations to mature, dependable transit systems. Geoff is nationally recognized as an effective and innovative service planner. Notable projects include a complete transformation of Pittsburgh's transit service to provide better service at the same cost, the development of one of the country's first BRT lines (Boston's Silver Line), and the redesign of commuter rail service throughout post-apartheid South Africa.

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: **Lisa Jacobson, Senior Associate**	a. Name and Title Within Firm:
b.	Project Assignment: Parking Lead	b. Project Assignment:
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **Nelson\Nygaard Consulting Associates, Inc.** MBE ❑ **77 Franklin Street** WBE ❑ **10th Floor** **Boston, MA 02110**	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 6 With Other Firms: 0	d. Years Experience: With This Firm: _____ With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization **M.A., City and Regional Planning, University of Pennsylvania** **B.A., International Affairs, George Washington University**	e. Education: Degree(s) /Year/Specialization
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Availability - 25% GoBoston 2030 - 20% University of Arkansas – 15% University of North Texas - 10% Chicopee Downtown Redevelopment – 10% Binghamton Parking Study – 10% Local parking and TDM projects - 10%	g. Current Work Assignments and Availability For This Project:
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Lisa Jacobson has transportation planning experience in the public, private, and non-profit sectors. Lisa has played a primary supporting role on a variety of projects, focusing on multimodal transportation planning projects, leading data collection, mapping, and market research efforts, as well as developing recommendations. Before joining Nelson\Nygaard, Lisa was a fellow with the National Complete Streets Coalition, where she worked on federal, state, and local policies to encourage street design to incorporate all users, regardless of age and ability. Lisa's work at the Coalition was recently published in an AARP report, "Planning Complete Streets for an Aging America."	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

`7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: **Ariella Maron, Principal**	a. Name and Title Within Firm: **Steven Baumgartner, Associate Principal, North American Energy Sector Leader**
b.	Project Assignment: **Project Principal – Sustainability, Environment, and Policy Advisor**	b. Project Assignment: **Project Lead – Sustainability and Energy**
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **BuroHappold Consulting Engineers, P.C.** MBE ❑ **100 Broadway, 23rd Floor** WBE ❑ **New York, NY 10005**	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **BuroHappold Consulting Engineers, P.C.** MBE ❑ **100 Broadway, 23rd Floor** WBE ❑ **New York, NY 10005**
d.	Years Experience: With This Firm: **3** With Other Firms: **13**	d. Years Experience: With This Firm: **8** With Other Firms: **8**
e.	Education: Degree(s) /Year/Specialization **Master of City Planning, Massachusetts Institute of Technology, 2003** **Bachelor of Arts in Economics and Environmental Studies, University of Pennsylvania, 1999**	e. Education: Degree(s) /Year/Specialization **Bachelor of Science in Mechanical Engineering, Union College, 1999**
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number **N/A**	f. Active Registration: Year First Registered/Discipline/Mass Registration Number **Professional Engineer in Mechanical Engineering, NY, License No. 086794-1**
g.	Current Work Assignments and Availability For This Project: **New York State Power Authority, Contracting Advisory Services** **Drexel University Public Realm Master Plan** **Confidential Innovation & Sustainability Master Plan** **Availability for this project: 33%**	g. Current Work Assignments and Availability For This Project: **Confidential Corporate Headquarters Master Plan** **Hofstra University Master Plan** **Case Western Reserve University Master Plan** **University of North Carolina, Chapel Hill Strategic Sustainability Plan** **University of the Sciences Master Plan** **Availability for this project: 30%**
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **LEED Accredited Professional** Ariella Maron brings a wealth of expertise in the energy and planning sectors, and is well-known in New York City for her involvement in PlaNYC and the city's efforts to reshape the energy profile of its building portfolio. Before joining BuroHappold, Ariella was the Deputy Commissioner for Energy Management at the NYC Department of Citywide Administrative Services, responsible for achieving a 30% in greenhouse gases for the City's 4000 buildings by 2017, with a particular focus on building operations. She was also deputy director of the NYC Mayor's Office of Long-Term Planning and Sustainability, the office responsible for the development and implementation of PlaNYC, the city's long-term sustainability plan. At BuroHappold, Ariella leads sustainability and energy work for the Cities group, providing strategic support to cities, state authorities, universities, and developers in developing and implementing energy and climate action plans.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Certified Energy Manager** **High-Performance Building Design Professional** **LEED Accredited Professional** Steven Baumgartner specializes in infrastructure planning and sustainability framework development. He has a history of creating unique solutions to assist his clients in meeting their organizational missions. With a background in mechanical engineering, he has been involved in design and research of energy simulation/analysis and sustainable system design through a number of projects in various stages of design and construction. Steven provides environmental and energy engineer expertise and is responsible for building environmental strategies, conceptual design studies, strategic energy services, sustainable design research, and energy/carbon action plans and implementation plans.

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a.	Name and Title Within Firm: **Christopher Rhie, Energy and Sustainability Planner**	a. Name and Title Within Firm: **Ameila Aboff, Consultant**
b.	Project Assignment: **Project Planner - Sustainability and Energy**	b. Project Assignment: **Project Analyst – Stakeholder Engagement**
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **BuroHappold Consulting Engineers, P.C.** MBE ❑ **100 Broadway, 23rd Floor** WBE ❑ **New York, NY 10005**	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **BuroHappold Consulting Engineers, P.C.** MBE ❑ **100 Broadway, 23rd Floor** WBE ❑ **New York, NY 10005**
d.	Years Experience: With This Firm: **1** With Other Firms: **4**	d. Years Experience: With This Firm: **3** With Other Firms: **1**
e.	Education: Degree(s) /Year/Specialization **Master of City Planning and Master of Science in Real Estate Development, Massachusetts Institute of Technology, 2013** **Bachelor of Arts in Political Science, Yale University, 2007**	e. Education: Degree(s) /Year/Specialization **Master of Science in Real Estate Development, Columbia University Graduate School of Architecture, Planning & Preservation, 2012** **Bachelor of Arts in Environmental Studies and Urban Studies, Brown University, 2011**
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number **N/A**	f. Active Registration: Year First Registered/Discipline/Mass Registration Number **N/A**
g.	Current Work Assignments and Availability For This Project: **Confidential Corporate Headquarters Campus Master Plan** **Case Western Reserve University Master Plan** **Hofstra University** **Availability for this project: 50%**	g. Current Work Assignments and Availability For This Project: **Towards a Jamaica Bay Master Plan** **University of North Carolina Chapel Hill, Sustainability Plan** **Availability for this project: 33%**
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **LEED Accredited Professional, Neighborhood Development** **Energy Manager in Training** **Envision Sustainability Professional** With a background in urban planning and environmental management, Chris has multifaceted experience with the implementation of energy and climate action initiatives within large, complex institutions. Chris is highly attuned to decision-making processes within multidisciplinary teams, and is especially effective at communicating sustainability principles among diverse audiences. Prior to joining the firm, Chris was an energy analyst at the City of New York, where he coordinated energy efficiency audits and retrofits at over 300 municipal facilities. Previously, he developed energy and climate benchmarking protocols for the City of Oakland, California.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **LEED Accredited Professional, Building Design + Construction** With a background in real estate development and urban sustainability, she is able to analyze developments and prepare deliverables for large-scale, urban projects with a focus on infrastructure and sustainability improvements. Prior to joining BuroHappold, Amelia worked on a variety of public/private initiatives focused on energy and sustainability analysis, formalizing organizational structures for sustainability efforts and working with local stakeholders to define and develop plans for the revitalization of urban public spaces.

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a.	Name and Title Within Firm: **Alasdair Young, Global Energy Sector Lead**	a. Name and Title Within Firm: **Julie Janiski, Associate, Analytics**
b.	Project Assignment: **Infrastructure Expert**	b. Project Assignment: **High Performance Building Design Expert**
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **BuroHappold Engineering** MBE ❑ **17 Newman Street** WBE ❑ **London W1T 1PD**	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **BuroHappold Consulting Engineers, P.C.** MBE ❑ **100 Broadway, 23rd Floor** WBE ❑ **New York, NY 10005**
d.	Years Experience: With This Firm: **10** With Other Firms: **6**	d. Years Experience: With This Firm: **4** With Other Firms: **5**
e.	Education: Degree(s) /Year/Specialization **MA (Hons) MEng Mechanical Engineering; 2003** **MSt Interdisciplinary Design for the Built Environment; 2012**	e. Education: Degree(s) /Year/Specialization **Master of Architecture, University of Michigan, 2012** **Master of Design Science, University of Sydney, 2008** **Bachelor of Arts in Urban Design & Architecture Studies; French Civilization, New York University, 2004**
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number **Chartered Engineer**	f. Active Registration: Year First Registered/Discipline/Mass Registration Number **N/A**
g.	Current Work Assignments and Availability For This Project: **National Grid – UK district heating spatial analysis and impact on gas and electricity systems** **Westminster City Council – Church Street district heating scheme** **Hamad Medical Corporation – Energy strategy and district energy systems** **UCL East – Energy and utilities strategy** **Availability for this project: 40%**	g. Current Work Assignments and Availability For This Project: **Cornell Tech Residential Building (Passive House High Rise)** **Tulane University School of Architecture, Richardson Memorial Hall** **U.S. Embassy (Confidential Location)** **Confidential Bank NZE Energy Pilot** **Brown University School of Engineering** **Availability for this project: 30%**
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Alasdair's main expertise is in designing infrastructure systems which can enable sustainable and low carbon development, particularly when utility systems for energy and water can be designed to 'close the loop' with materials, waste, and wastewater cycles. As well as technical expertise Alasdair has experience of developing techno-economic models of low carbon energy and infrastructure systems to develop business cases for funding and procurement. As well as this project based work Alasdair has led a number of policy projects, including work for London First and the Greater London Authority on developing low carbon heat networks throughout London. This work addresses the barriers and policy changes required to make these systems economically viable for private sector investors.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **LEED Accredited Professional, Building Design + Construction** Julie Janiski leads BuroHappold's integrated high performance building design team. Julie's background in architecture and sustainable design, and a deep interest in projects that innovate in these two areas at all scales - buildings, infrastructure and cities - informs her design process. She employs energy analysis and sustainable strategies to drive high performance design and develop solutions with qualitative metrics to measure performance.

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a. Name and Title Within Firm: **Courtney Starling, AICP, Planner**	a. Name and Title Within Firm: **Roberta Mitchell Cameron, AICP, Planner**
b. Project Assignment: **Project Planner – Shaping and Managing Urban Character (Zoning, Land Use), Housing**	b. Project Assignment: **Project Planner – Shaping and Managing Urban Character (Land Use), Housing**
c. Name and Address Of Office In Which Individual Identified In 7a Resides: **Community Opportunities Group, Inc.** **129 Kingston Street, 3rd Floor** **Boston, MA 02111** MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **Community Opportunities Group, Inc.** **129 Kingston Street, 3rd Floor** **Boston, MA 02111** MBE ❑ WBE ❑
d. Years Experience: With This Firm: **2+** With Other Firms: **8+*** * Includes municipal positions	d. Years Experience: With This Firm: **2+** With Other Firms: **20+**
e. Education: Degree(s) /Year/Specialization **M.R.P., Regional Planning, 2008** **B.A., Geography and Urban Studies, 2005**	e. Education: Degree(s) /Year/Specialization **M.C.P., City Planning, 2002** **B.A., Economics and Music, 1995**
f. Active Registration: Year First Registered/Discipline/Mass Registration Number **AICP**	f. Active Registration: Year First Registered/Discipline/Mass Registration Number **AICP**
g. Current Work Assignments and Availability for This Project: **Economic Development, Zoning and Planning Studies** **Immediately Available for Project**	g. Current Work Assignments and Availability for This Project: **Housing, Economic Development, Zoning and Planning Studies, Fiscal and Development Impact Analysis** **Immediately Available for Project**
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Public Participation/Engagement, Mapping** **Regulatory Zoning and Planning Administrator** (positions in multiple municipalities)	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Public Participation/Engagement, HUD ConPlan Preparation** **Community and area master plans, economic development and housing plans/studies (**L. Koff & Associates, John Brown Associates, Planners Collaborative, Inc.)

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a.	Name and Title Within Firm: **Patricia Conley Kelleher, Preservation Planner**	a. Name and Title Within Firm: **Peter D. Sanborn, President**
b.	Project Assignment: **Preservation Planner – Shaping and Managing Urban Character (Land Use), Housing, Community Character/Historic Resources**	b. Project Assignment: **Sub-Consultant PIC (Planner), Shaping and Managing Urban Character, Housing, Community Character/Historic Resources**
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: **Community Opportunities Group, Inc.** **129 Kingston Street, 3rd Floor** **Boston, MA 02111** MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: **Community Opportunities Group, Inc.** **129 Kingston Street, 3rd Floor** **Boston, MA 02111** MBE ❑ WBE ❑
d.	Years Experience: With This Firm: **17+** With Other Firms: **3+*** * Includes municipal positions	d. Years Experience: With This Firm: **36+** With Other Firms: **3**
e.	Education: Degree(s) /Year/Specialization **M.A., Preservation and Urban Studies, 1993** **B.S., Historic Preservation, 1990**	e. Education: Degree(s) /Year/Specialization **Graduate Studies, International Relations and Urban Studies, 1972, 1977-79** **B.A., History, 1971**
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number **Real Estate Broker, MA License #113493**
g.	Current Work Assignments and Availability for This Project: **Municipal Preservation Plans, Historic Properties Inventory, National Register Nominations, Master Plan Cultural and Natural Resource Elements** **Immediately Available for Project**	g. Current Work Assignments and Availability for This Project: **ADA Planning, Economic Development and Planning Studies, Affordable Housing, Planning, Community Development Project Development and Management** **Immediately Available for Project**
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Public Participation/Engagement**	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): **Public Participation/Engagement, Downtown Revitalization, Training and Technical Assistance**

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a.	Name and Title Within Firm: Kevin Hively President	a. Name and Title Within Firm: Ariana McBride Director of Strategic Capacity Building
b.	Project Assignment: Housing Market Analysis & Economic Development	b. Project Assignment: Housing Market Analysis & Economic Development
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Ninigret Partners MBE ❑ 11 S. Angell St #494 WBE ❑ Providence RI 02906	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Ninigret Partners MBE ❑ 11 S. Angell St #494 WBE ❑ Providence RI 02906
d.	Years Experience: With This Firm: 15 With Other Firms: 6	d. Years Experience: With This Firm: 1 With Other Firms: 10
e.	Education: Degree(s) /Year/Specialization AB / 1990 / Public Policy	e. Education: Degree(s) /Year/Specialization MCP / 2004 / Community & Environmental Planning BA / 2000 / International Relations
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number None	f. Active Registration: Year First Registered/Discipline/Mass Registration Number None
g.	Current Work Assignments and Availability For This Project: Advance East Central Indiana Mass Clean Energy Center – Coal Power Plant Reuse Boston Marine Industrial Park Master Plan 45% time	g. Current Work Assignments and Availability For This Project: Advance East Central Indiana Mass Clean Energy Center – Coal Power Plant Reuse 35% time
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Grand Rapids Forward - NP Detroit Innovation District - NP Philadelphia Manufacturing Strategy – NP Hartford Housing Plan - NP New Haven Downtown to Hill Plan - NP New Haven Mill River Plan - NP	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Co-developer Heart & Soul Community Planning approach - Orton Family Foundation Community engagement process designed to gather and incorporate strategic input around values and aspirations into community planning processes

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a.	Name and Title Within Firm: Dan Hodge, Director, Economic and Public Policy Research	a. Name and Title Within Firm: Mark Melnik, Senior Research Manager, Economic and Public Policy Research
b.	Project Assignment: Project Manager	b. Project Assignment: Project Manager
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: University of Massachusetts Donahue Institute 100 Venture Way, Suite 9 Hadley, MA 01035 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: University of Massachusetts Donahue Institute 225 Franklin Street, 12th Floor Boston, MA 02110 MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 2.5 With Other Firms: 20	d. Years Experience: With This Firm: 1.0 With Other Firms: 10
e.	Education: Degree(s) /Year/Specialization Master of Arts, Applied Economics, University of Michigan, 1999 Master of Public Policy, University of Michigan, 1999	e. Education: Degree(s) /Year/Specialization Doctor of Philosophy in Sociology, Northeastern University, 2012
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number N/A	f. Active Registration: Year First Registered/Discipline/Mass Registration Number N/A
g.	Current Work Assignments and Availability For This Project: Social and Economic Impacts of Gambling in Massachusetts MassDevelopment Gateway City Research MassEcon Economic Development Location Decisions MassDOT I-91 Springfield Study Appalachian Development Highway System Economic Study Availability for this Project = 25%	g. Current Work Assignments and Availability For This Project: MassDevelopment Gateway City Research MassEcon Economic Development Location Decisions UMass Enrollment Projections Verification Study Availability for this Project = 40%
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Economic development analysis and strategy • Economic impact and benefit-cost analysis • Transportation and infrastructure investment	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Demographic trends • Socio-economic analysis • Labor market issues

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a.	Name and Title Within Firm: Elizabeth Christoforetti, Co-Founder and Research Lead, Supernormal	a. Name and Title Within Firm:
b.	Project Assignment: Data Collection and Analysis	b. Project Assignment:
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Supernormal 1429a Cambridge St Apt 1 Cambridge, MA 02139 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 1 With Other Firms: 8	d. Years Experience: With This Firm: _____ With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization Harvard University Graduate School of Design, Master of Architecture with Distinction, 2009 The School of the Art Institute of Chicago, Bachelor of Fine Arts in Interior Architecture and Designed Objects, 2004 Bowdoin College, Bachelor of Arts in Religion, Summa Cum Laude, 2000	e. Education: Degree(s) /Year/Specialization
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number n/a	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Current Work Assignments: Half-Time Pure Research at MIT Availability: 20 hours per week	g. Current Work Assignments and Availability For This Project:
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Senior Designer, Utile, Inc. Urban Design Fellow, Social Computing Group, MIT Media Lab	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

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a. Name and Title Within Firm: Gerald M. Friedman, PE, ENV SP Municipal & Urban Engineering Manager	a. Name and Title Within Firm: Paul F. Bakis, PE, PTOE Civil Engineer
b. Project Assignment: Civil/Infrastructure Support	b. Project Assignment: Civil/Infrastructure Support
c. Name and Address Of Office In Which Individual Identified In 7a Resides: HDR Engineering, Inc. 695 Atlantic Avenue Boston, MA 02111 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: HDR Engineering, Inc. 695 Atlantic Avenue Boston, MA 02111 MBE ❑ WBE ❑
d. Years Experience: With This Firm: 11 With Other Firms: 20	d. Years Experience: With This Firm: 8 With Other Firms: 5
e. Education: Degree(s) /Year/Specialization BS/1984/Civil Engineering	e. Education: Degree(s) /Year/Specialization BS/2001/Civil Engineering
f. Active Registration: Year First Registered/Discipline/Mass Registration Number PE/1989/Maine Reg. #6236 PE/1993/Massachusetts Reg. #37076 ISI ENV SP/2013	f. Active Registration: Year First Registered/Discipline/Mass Registration Number PE/2006/Massachusetts Reg. #46625 PTOE/2008/US Reg. #2381
g. Current Work Assignments and Availability For This Project: Mr. Friedman has adequate capacity to serve immediately for this project. His current assignments are: ▪ Massport, Conley Terminal Dedicated Freight Corridor & Buffer Open Space ▪ City of Boston, Reconstruction of Commonwealth Avenue ▪ City of Cambridge: Western Ave, Huron Ave, Kendall Square, Alewife Bridge	g. Current Work Assignments and Availability For This Project: Mr. Bakis has adequate capacity to serve immediately for this project. His current assignments are: ▪ City of Cambridge, Huron Ave. CPS ▪ City of Cambridge, Concord Ave. CPS ▪ MassDOT, I-93/I-95 (Rt. 128) Add-a-Lane, Highland Ave. CPS
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Mr. Friedman, Municipal & Urban Engineering Manager in HDR's Boston office, is responsible for managing transportation and infrastructure projects, including leading multi-disciplinary teams consisting of engineers, architects and planners; preparing contract documents, and environmental documents; developing and monitoring budget and schedule controls; and assuring quality control of all projects managed. His expertise is providing design and construction administration services for new and reconstructed streets/roadways, traffic calming, bicycle and pedestrian improvements, and site design.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Mr. Bakis, a Civil Engineer in HDR's Boston office, has 13 years experience in the design of transportation and site development projects for both public and private clients. He has developed roadway profiles and cross sections; performed roadway drainage analysis; performed signalized and unsignalized intersection analysis; developed and designed plans for signalized intersections; developed construction phasing and traffic management plans; prepared cost estimates and construction specifications; prepared environmental permits; and prepared right-of-way documents. Mr. Bakis has also performed vehicle classification studies, and analyzed use of electronic toll collection at toll facilities. His current job responsibilities include roadway and street design for municipal and statewide clients.

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a.	Name and Title Within Firm: Travis A. Lucia, EIT Civil Engineer	a. Name and Title Within Firm:
b.	Project Assignment: Civil/Infrastructure Support	b. Project Assignment:
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: HDR Engineering, Inc. 695 Atlantic Avenue Boston, MA 02111 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 1 With Other Firms: 5	d. Years Experience: With This Firm: _____ With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization BS/2009/Civil Engineering	e. Education: Degree(s) /Year/Specialization
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number EIT	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: Mr. Lucia has adequate capacity to serve immediately for this project. His current assignments are: ▪ City of Cambridge, Kendall Square/Main Street Design ▪ City of Cambridge, Alewife Bike/Ped Bridge ▪ BRA, Mt. Vernon St. Redesign	g. Current Work Assignments and Availability For This Project:
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Mr. Lucia, a Civil Engineer in HDR's Boston office, has six years of experience in transportation and land development. His responsibilities include roadway and drainage design, sidewalk and ramp design for ADA compliance, traffic calming, bicycle and pedestrian improvements, site design, cost and quantity estimates, site reconnaissance, utility design, and coordination and production of construction plans and specifications. Mr. Lucia has also performed quality control tasks reviewing plans, cost estimates and construction specifications.	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

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a. Name and Title Within Firm: **Lori Lobenstine** **Program Design Lead**	a. Name and Title Within Firm: **Kenneth Bailey** **Sector Organizing and Strategy Lead**
b. Project Assignment: Lead program designer and artist development	b. Project Assignment: Lead fundraiser, artistic director and content manager
c. Name and Address Of Office In Which Individual Identified In 7a Resides: Design Studio for Social Intervention MBE ❑ 1946 Washington Street, 2nd Floor WBE ❑ Roxbury, MA 02118	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Design Studio for Social Intervention MBE ❑ 1946 Washington Street, 2nd Floor WBE ❑ Roxbury, MA 02118
d. Years Experience: With This Firm: 10 With Other Firms: 18	d. Years Experience: With This Firm: 10 With Other Firms: 18
e. Education: Degree(s) /Year/Specialization BA / 1989 / American Studies	e. Education: Degree(s) /Year/Specialization
f. Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current Work Assignments and Availability For This Project: Lighting the Bridges, Momentum Lab, ExpressingBoston, Artists in Residence Availability: 10%	g. Current Work Assignments and Availability For This Project: Fundraising, Project development, Artistic Direction, Black Citizenship Project Availability: 10%
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Go Boston 2030 Question Campaign and Visioning Lab, 2015 • Fairmount Cultural Corridor creative placemaking, 2012-present • Momentum Lab @ Roots & Remedies Conference • DS4SI website launch	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Go Boston 2030 Question Campaign and Visioning Lab, 2015 • Fairmount Cultural Corridor creative placemaking, 2012-present • Momentum Lab @ Roots & Remedies Conference • DS4SI website launch

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: **Ayako Maruyama** **Creativity Lab Design Lead**	a. Name and Title Within Firm:
b.	Project Assignment: Lead program designer	b. Project Assignment:
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Design Studio for Social Intervention 1946 Washington Street, 2nd Floor Roxbury, MA 02118 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 3 With Other Firms: 2	d. Years Experience: With This Firm: _____ With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization Boston University / 2013 / Master in City Planning Rhode Island School of Design / 2010 / Bachelor of Fine Arts in Industrial Design	e. Education: Degree(s) /Year/Specialization
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g.	Current Work Assignments and Availability For This Project: • Creativity Labs 70% • DS4SI Website Launch 5% • Availability 25%	g. Current Work Assignments and Availability For This Project:
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Led co-design process and user experience design for data collection methodologies for the Go Boston 2030 Visioning Lab team to ensure maximum community engagement as well as utility for future report-writing. Designed, fabricated and programmed spatial design and exhibit experience design of the Lab and various components including managing and directing commissioned artists and other site-specific installation and directorial roles. • Led four major events including two outdoor, community-engagement events and two community meetings/ 'Implementation Dialogues' in two different neighborhoods over the course of the fall 2015. Engaged local residents, merchants, and organizations for their vision near the commuter rail train stations. • Boston University, City Planning & Urban Affairs Symposium Boston, MA 2013 • Executive Committee Member: Led capstone project to review the Boston Harbor Islands' (BHI) General Management Plan for the National Park Service. Explored future management strategies based on trend research and park policy analysis. Created agendas and client presentations, facilitated weekly meetings and charrettes, managed research. Created final set of recommendations in an Advisory Plan that was officially endorsed by the BHI Partnership. • Madison Park Development Corporation Energy Efficiency Project, Boston, MA 2013	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: Andrew Howard, Principal, Team Better Block	a. Name and Title Within Firm: Cristina Garmendia, Project Manager, Team Better Block
b.	Project Assignment: Urban prototyping and tactical urbanism	b. Project Assignment: Urban prototyping and tactical urbanism
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: Team Better Block (Headquarters) 323 W. Jefferson Blvd #203 Dallas, Texas 75208 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: Team Better Block (Utile Design Studio) 115 Kingston St. Boston, MA 02111 MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 5 With Other Firms: 11	d. Years Experience: With This Firm: <1 With Other Firms: 4
e.	Education: Degree(s) /Year/Specialization Harvard University/Loeb Fellowship/2015 Texas A&M University/Bachelors of Science/1999/Geography	e. Education: Degree(s) /Year/Specialization Harvard University/Master in Public Policy/2013/Business and Government Washington University in St. Louis/Bachelor of Arts/2008/Architecture
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number American Institute of Certified Planners #019543	f. Active Registration: Year First Registered/Discipline/Mass Registration Number None
g.	Current Work Assignments and Availability For This Project: MassDevelopment, City of Akron, City of Pinellas Park 10% FTE Availability for this Project	g. Current Work Assignments and Availability For This Project: MassDevelopment 25% FTE Availability for This Project
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Kimley-Horn and Associates, Inc., Dallas, TX —Associate and Project Manager Houston-Galveston Area Council, Houston, TX — Transportation Planner Lawton Metropolitan Planning Organization, Lawton, OK — Transportation Planner II	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): OpportunitySpace Inc., Boston, MA — Chief Customer Officer Prevention Research Center, Washington University School of Medicine, St. Louis, MO — Healthy PAGE Project Manager Union West Florissant Housing Solutions Group, St. Louis, MO — Redevelopment Consultant

7.	Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a.	Name and Title Within Firm: Patrick Field, Managing Director	a. Name and Title Within Firm: Ona Ferguson, Senior Associate
b.	Project Assignment: Consulting Principal	b. Project Assignment: Project Manager
c.	Name and Address Of Office In Which Individual Identified In 7a Resides: CBI, 238 Main Street, 4th Floor Cambridge, MA 02142 MBE ❑ WBE ❑	c. Name and Address Of Office In Which Individual Identified In 7a Resides: CBI, 238 Main Street, 4th Floor Cambridge, MA 02142 MBE ❑ WBE ❑
d.	Years Experience: With This Firm: 21 With Other Firms: 4	d. Years Experience: With This Firm: 11 With Other Firms: _____
e.	Education: Degree(s) /Year/Specialization MCP, MIT, 1994 BA, Carleton College, Summa Cum Laude, 1986	e. Education: Degree(s) /Year/Specialization Master of Environmental Mgt, Yale School of Forestry & Enviro. Studies, 2004 BA, Smith College, 1998
f.	Active Registration: Year First Registered/Discipline/Mass Registration Number Facilitators/mediators do not have a formal registration system. Mr. Field is a member of the Association of Conflict Resolution and on the rosters of mediators for the U.S. EPA and the US Department of Interior.	f. Active Registration: Year First Registered/Discipline/Mass Registration Number Facilitators/mediators do not have a formal registration system. Ms. Ferguson is a member of the Association of Conflict Resolution and on the rosters of mediators for the U.S. EPA and the US Institute for Environmental Conflict Resolution.
g.	Current Work Assignments and Availability For This Project: Mr. Field works on a variety of projects at one time and would be able to include this work effectively within that portfolio, particularly because of the local nature of the work. Up to 20% of his time.	g. Current Work Assignments and Availability For This Project: Ms. Ferguson works on a variety of projects at one time and would be able to focus substantial time on this project within that larger portfolio. Up to 40% of her time.
h.	Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Energy and Budget Planner, former Division of Capital Planning and Operations, 1989 to 1992, Commonwealth of Massachusetts	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Ms. Ferguson has been a Cambridge resident for most of her life, attended Cambridge Rindge and Latin for high school, and as a result she knows the ins and outs of the city in her bones. She knows the neighborhoods, the history, and many of the people in the city.

8a.	Current and Relevant Work By Prime Applicant Or Joint-Venture Members. Include **ONLY** Work Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (List Up To But Not More Than 5 Projects).					
a.	Project Name And Location Principal-In-Charge	b. Brief Description Of Project And Services (Include Reference To Relevant Experience)	C. Client's Name, Address And Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1)	Downtown Boston Waterfront Planning Boston, MA Matthew Littell, Principal-in-Charge	Working with the BRA, Utile will develop a vision for creating and shaping redevelopment along the Downtown Boston waterfront, which is one of the most activated waterfronts in New England and has a rich diversity of destinations, public spaces, and water transportation options.	Boston Redevelopment Authority One City Hall Square Boston, MA 02110 Rich McGuinness (617) 918-4323 Richard.McGuinness@boston.gov	2015	N/A (study)	$300
(2)	Hartford North Park Planning Initiative Hartford, CT Tim Love, Principal-in-Charge	Through a Department of Housing & Urban Development (HUD) Sustainable Communities Grant, the City of Hartford enlisted Utile to conduct an eight month planning process that resulted in a master plan integrating a district wide strategy for future development, infrastructure improvements, zoning recommendations and public realm design guidelines.	City of Hartford Department of Development 250 Constitution Plaza, 4th Floor Hartford, CT 06103 Thomas E. Deller, AICP, Dir. of Dev't Services (860) 757-9076	2011	N/A (study)	$238
(3)	New Haven Mill River Study New Haven, CT Tim Love, Principal-In-Charge	Working with the Economic Development Corporation of New Haven and the City of New Haven, Utile undertook a planning study of the area, investigating a comprehensive set of physical, regulatory and marketing strategies to enhance its economic vitality and prepare it for future growth.	The Economic Development Corp. of New Haven 195 Church St, 14th Fl New Haven, CT 06510 Anne Gatling Haynes (former CEO; current Dir. of Transformative Development at MassDevelopment) (617) 694-9306	2012	N/A (study)	$80
(4)	Greenway District Planning Study Boston, MA Matthew Littell, Principal-in-Charge	Utile led an ambitious planning initiative on behalf of the BRA that resulted in design guidelines for the real estate parcels that frame the Rose Kennedy Greenway in Downtown Boston.	Boston Redevelopment Authority One City Hall Square Boston, MA 02110 Peter Gori, Senior Manager for Public Realm Projects (617) 918-4451	2010	N/A (study)	$1875
(5)	Union Square Master Plan Somerville, MA Tim Love, Principal-In-Charge	New zoning code to guide future development, incorporating the concerns and suggestions of Somerville residents. Utile worked closely with the City of Somerville to present the zoning code in clear language and engaging graphics in an effort to improve the user's experience navigating the code.	City of Somerville Department of Planning and Zoning City Hall 93 Highland Avenue Somerville, MA 02143 George Proakis, Director of Planning (617) 625-6600	2015	N/A (study)	N/A (on-call contract)

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:	Interboro Partners					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	Living with the Bay: A Comprehensive, Regional Resiliency Plan for Nassau County's South Shore Location: Nassau County, NY Principal-in-Charge: Georgeen Theodore	Living with the Bay is a resiliency plan to make the communities around Long Island's South Shore's bays more resilient in the face of future extreme weather events and sea level rise and also strengthen what makes living near the bays great in the first place. Services included data collection, analysis, and visualization; demographic trends analysis; identification of design goals; community engagement; resiliency planning; scenario planning; site planning; landscape architecture; urban design and placemaking, implementation and budgeting.	Shaun Donovan Director of the Office of Management and Budget The Office of Management and Budget 725 17th Street, NW Washington, DC 20503 202-395-3080	April, 2014 (plan), 2019 (build-out of "Slow Streams" element)	$125,000 (estimated)	$130 through June, 2015
(2)	Grassroots Regionalism Location: New York and New Jersey Principal-in-Charge: Daniel D'Oca	Grassroots Regionalism is a collection of strategies for building resiliency in Sandy-damaged communities, developed for the Rebuild by Design competition.	Henk Ovink Special Envoy International Water Affairs, Kingdom of the Netherlands henk.ovink@minienm.nl 31615017826	October, 2013	N/A	$100
(3)	Holding Pattern Location: Queens, NY Principal-in-Charge: Tobias Armborst	Holding Pattern is an installation at MoMA PS1, created for MoMA PS1's Young Architects Program.	Barry Bergdoll The Philip Johnson Chief Curator of Architecture and Design The Museum of Modern Art 11 West 53rd Street New York, NY 10019 (212) 708 9547 barry_bergdoll@moma.org	August, 2011	$1,500	$30
(4)	Northern Fairmount Redevelopment Plan Location: Newark, NJ Principal-in-Charge: Georgeen Theodore	Northern Fairmount Redevelopment Plan is a Neighborhood Redevelopment Plan for the Northern Fairmount neighborhood, prepared for the City of Newark.	Toni L. Griffin Professor of Architecture Director, J. Max Bond Center Spitzer School of Architecture, The City College of New York 141 Convent Avenue New York, NY 10031 tgriffin@ccny.cuny.edu	July, 2009	N/A	$60

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:	HR&A Advisors					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d.Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands) Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	On-Call Advisors for the Cambridge Redevelopment Authority, Foundry Building and Affordable Housing Analysis Cambridge, MA Partner in Charge: Shuprotim Bhaumik	Produced financial feasibility analysis of alternative reuse possibilities for the Foundry Building. Conducted a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP).	Cambridge Redevelopment Authority One Cambridge Center, 4th Floor, Cambridge, MA 02142 Tom Evans, Executive Director tevans@cambridgeredevelopment.org 617- 492-6800	2015	n/a	$63,500
(2)	Rose Kennedy Greenway Boston, MA Partner in Charge: Jamie Torres Springer	Conducted an economic benefit analysis of property value changes in proximity to the Greenway, and provided economic analysis to support proposed Greenway District zoning and design controls.	Rose Fitzgerald Kennedy Greenway Conservancy 185 Kneeland St, Boston, MA 02111 Peter Gori, Former Project Manager pgori@ngkf.com 617-772-7269	2009	n/a/	$20,000
(3)	D Street Programming Boston, MA Partner in Charge: Kate Coburn	Playing an integral role in the program design and implementation of the Lawn on D. Also created a retail development strategy for a multi-block area adjacent to the Boston Convention and Exhibition Center (BCEC).	Massachusetts Convention Center Authority 415 Summer St, Boston , MA 02210 Ali Butler Abutler@massconvention.com 617-954-1151	2015	n/a	$416,000
(4)	Economic Impacts of Airbnb in San Francisco and New York City San Francisco, CA New York, NY Partner in Charge: Jamie Springer	Conducted an economic impact assessment of Airbnb rental activities in San Francisco and New York City. HR&A continues to work with Airbnb, updating or analyses of the growth of Airbnb rentals since the previous reports.	Airbnb, Inc. 888 Brannan Street, San Francisco, CA 94103 Anita Roth Head of Policy Research anita.roth@airbnb.com 415-758-8371	2013-ongoing	n/a	$117,500
nht(5)	Brooklyn Tech Triangle Brooklyn, NY Partner in Charge: Candace Damon	Led a real estate and economic analysis to develop policy recommendations to enhance the tech sector in the "Brooklyn Tech Triangle" area. Supported the creation of a strategic plan, for an area that encompasses the neighborhoods of DUMBO, Downtown Brooklyn, and the Brooklyn Navy Yard.	Downtown Brooklyn Partnership One Metro Tech, 1 Metrotech Center North #1003, Brooklyn, NY 11201 Tucker Reed, President Treed@dowtownbrooklyn.com 718-403-1600	2013	n/a	$75,000

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:	**Klopfer Martin Design Group LLC**					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands) Construction Costs (Actual, Or Estimated If Not Completed)	 Fee For Work For Which Firm Was/Is Responsible
(1)	**Kendall Square & Main Street Cambridge, MA Kaki Martin, PIC**	Redesign of streetscape of most important City street identifying Kendall Square. Scope includes input into new traffic and curb alignments and design of expanded park and streetscape spaces created as the result of new street alignments.	Katherine Watkins, PE City Engineer City of Cambridge Dept of Public Works 617.349.4751	2015	$5,000	$192
(2)	**Causeway Street Crossroads Boston, MA Mark Klopfer, PIC**	Redesign of street with removal of overhead MBTA rail lines and significant urban context changes to better facilitate large commuter volumes, better vehicular flow, & accommodate large crowds at Garden events. Streetscape improvements include new lighting, curbs, pavement, pedestrian crosswalks, ceremonial lighting, innovative street tree planting and stormwater management.	Jonathan Greeley, Project Manager Boston Redevelopment Authority (617) 918.4486	Fall 2015	$10,000	$150
(3)	**Boston Downtown Crossing Business Improvement District, Mark Klopfer, PIC**	KMDG was chosen to lead the urban design initiative to: 1) develop a new palette of materials and design for streets and the pedestrian zone of Downtown Crossing; 2) create schematic ideas for additional spaces to be improved within the district; 3) evaluate vending program and propose new systems and kiosks; and 4) create new wayfinding in the district.	Jonathan Greeley, Project Manager Boston Redevelopment Authority (617) 918.4486	2014	N/A	$200
(4)	**Central Square, East Boston Kaki Martin, PIC**	KMDG is the landscape architecture consultant for the Howard/Stein-Hudson let team.. The project involves significant traffic reconfiguration which led to the dramatic increase of park open space. KMDG is leading the efforts for design of the expanded historic park and all adjacent streetscape. Accommodations for bikes are also included in the scope.	Charlotte Fleetwood, Transportation Planner Project Manager Boston Transportation Dept (617) 635-2462	2015	$3,300	$120
(5)	Fresh Pond Community Garden + Drainage Improvements Cambridge, MA Kaki Martin PIC	Working with SEA/Kleinfelder and the City of Cambridge Water Department to renovate and upgrade existing community gardens, improve drainage, circulation and pedestrian connections and planting along the DCR railroad right-of-way.	David Kaplan Watershed Manager City of Cambridge Fresh Pond Parkway Cambridge, MA 02140 (617) 349-4770	2015 (75% design)	N/A	$32

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Sub-Consultant Name:	**Nelson\Nygaard Consulting Associates, Inc.**					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands) Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	**City of Boulder Transit Master Plan Boulder, CO** Principal-In-Charge: Thomas Brennan	In 2012, the City hired Nelson\Nygaard to develop the transit element of its Transportation Master Plan Update. The project is helping develop a renewed vision for transit in Boulder to help the City meet its aggressive mode share target and develop strategies for an ever-growing in-commute to Boulder from regional communities. Included an extensive community outreach process.	Micki Kaplan, Senior Transportation Planner City of Boulder P.O. Box 791 Boulder, CO 80306 303-441-4139	Ongoing	$325	$263
(2)	**City of Santa Monica Santa Monica Land Use and Circulation Element Santa Monica, CA** Principal-In-Charge: Jeffrey Tumlin	Nelson\Nygaard crafted the Circulation Element of Santa Monica's 2008 General Plan Update, steering through an intense public process, including over a dozen public workshops as well as planning commission and city council hearings. The plan broke through the city's notorious anti-growth politics by using new development to fund a package of community benefits, including new bicycle lanes, more gracious sidewalks, more frequent transit, and stringent transportation demand management programs.	Eileen Fogarty, Former Planning & Community Dev't Director, City of Santa Monica Transportation Management Division 1685 Main Street Santa Monica, CA 90407 310-570-6724	2010	$310	$190
(3)	**Go Boston 2030 Boston, MA** Principal-In-Charge: Ralph DeNisco	Nelson\Nygaard is serving as the lead planners for Go Boston 2030, working through close collaboration with concurrent processes that crafted public engagement and digested amazing quantities of "big data" to inform both current patterns and future conditions.	Vineet Gupta, Director of Policy and Planning Boston Transportation Department One City Hall Plaza Boston, MA 02201 617-635-2756	Ongoing	$1,200	$399
(4)	**Long Range Multimodal Plan Washington, DC** Principal-In-Charge: David Fields	Nelson\Nygaard is leading the pedestrian, bicycle, transit, parking, and Transportation Demand Management elements of the plan, as well as authoring the plan's policy guide. The moveDC draft plan was recently released for public review and can be reviewed at www.wemovedc.org.	Sam Zimbabwe, Assoc. Director Washington DC Dept. of Transportation 55 M Street, SE, Suite 400 Washington, DC 20003 202-671-2542	Ongoing	$1,200	$538
(5)	**Key Bus Route Improvement Program Boston, MA** Principal-In-Charge: Ralph DeNisco	MBTA retained Nelson\Nygaard to develop comprehensive improvement plans for several of the key routes, focusing on stop locations and the interaction between bus operations and general corridor traffic. Proposed improvements included a new stop location plan, and longer and more accessible stops that would support bus shelters, benches, and street furniture. Traffic improvements such as queue-jump lanes, along with signal timing and phasing changes, were also recommended. Nelson\Nygaard also led the community-involvement process for individual routes, as well as coordination with host municipalities.	Erik Scheier, Project Director – Operations Massachusetts Bay Transportation Authority 45 High Street Boston, MA 617-222-3214	2012	$200	$25

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:	**BuroHappold Consulting Engineers, P.C.**					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	**Destination Medical Center (DMC)** Rochester, MN PIC: David Herd	**Services provided: sustainability consulting.** DMC is an innovative economic development initiative with a focus on advancing sustainability, human health, and wellness at the neighborhood scale. BuroHappold teamed with Perkins Eastman to create a sustainability framework organized around scales of influence, and which provides a rigorous and actionable basis for achieving specific sustainability goals.	Hilary Bertsch, Assoc. Principal Perkins Eastman 115 Fifth Avenue New York, NY 10003 (212) 353-0146 h.bertsch@perkinseastman.com	April 2015	Not applicable	$27.5
(2)	**Five Cities Energy Master Plans** Albany, Buffalo, Rochester, Syracuse, Yonkers, NY PIC: Ariella Maron	BuroHappold provided program design and management, technical energy and carbon analysis, policy development and project implementation advise, stakeholder engagement, and technical oversight on behalf of the NY Power Authority to develop comprehensive energy master plans the five largest cities in NY State after NYC. The plans focused on energy infrastructure reliability, energy efficiency of buildings, and low carbon transportation.	Katherine M. Rougeux New York Power Authority Office of Strategic Planning (914) 355-0682 katherine.rougeux@nypa.gov	2014	Not Applicable	$195
(3)	**Miami Innovation District** Miami, FL PIC: Craig Schwitter	**Services provided: sustainability consulting, SMART technology consulting.** Conceived as an "urban campus," this four-block district in Miami's West Park is intended to create a focal point for Miami's tech industry, providing collaborative spaces and offices for startups alongside established companies and big global businesses. BuroHappold developed guidelines for the processes and technologies that would enable the Innovation District to address local, regional, and global environmental issues.	Steven Garcia, Senior Design Associate SHoP Architects 233 Broadway, 11th Floor New York, NY 10279 (212) 889-9005 x178 sdg@shoparc.com	May 2015	Not Applicable	$31.35
(4)	**Case Western Reserve University Master Plan** Cleveland, OH PIC: Steven Baumgartner	**Services provided: Energy and utility infrastructure planning, sustainability and solid waste consulting, IT infrastructure/network planning**. Building on BuroHappold's previous district energy study of Case Western Reserve University's North Residential campuses, BuroHappold Engineering is providing energy planning, utility infrastructure planning and sustainability consulting services, including an intensive assessment of solid waste plans.	Irwin M. Lowenstein, RA, LEED AP BD+C President ReThink Advisors, Inc. Advisor to CWRU (216) 570-2334 Irwin@ReThinkAdvisors.com	July 2015	Not Applicable	$100
(5)	**Cornwall Energy Island** Cornwall, UK PIC: Alan Harbinson	The Cornwall Energy Island Project was a self-funded partnership between the BuroHappold Engineering and the demonstration and education organization, The Eden Project. **Services provided: Energy consulting, sustainability, infrastructure engineering, master planning, stakeholder engagement.** BuroHappold Engineering undertook detailed technical modeling, brought together leading experts and key stakeholders, and planned and facilitated a two-day workshop to provide more than 100 participants with the knowledge and skills to be able to develop their own energy scenarios for the county, in a way that best aligned with their own values on what was important.	No client – this project was a piece of thought leadership The project was created in partnership by The Eden Project and BuroHappold Engineering Eden Project Bodelva Cornwall PL24 2SG UK	2015	Not Applicable	Not Applicable

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:	**Community Opportunities Group, Inc.**					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	Commercial Land Use Classification Study City of Cambridge, MA (Peter Sanborn, PIC)	Analysis of Existing Commercial Conditions and Recommendations for Targeted and Comprehensive Approaches to Land Use Classifications	City of Cambridge, MA Jeffrey Roberts, Neighborhood Planner Community Development Department 344 Broadway Cambridge, MA 02139 617-349-4600	Projected: June 2015	N.A.	$35
(2)	Zoning Ordinance Revision City of Newburyport, MA (Peter Sanborn, PIC)	Diagnostic and Comprehensive Revision of City's Zoning Ordinance	City of Newburyport, MA Andrew Port, AICP, Planning Director City Hall, 60 Pleasant Street Newburyport, MA 01950 978-465-4400, ext. 1	Estimated: December 2015	N.A.	$60
(3)	Sign Bylaw Revision Town of Foxborough, MA (Peter Sanborn, PIC)	Diagnostic and Complete Revision of Town's "Non-Zoning" Sign Bylaw	Town of Foxborough, MA William J. Cassbarra, CPO Building Commissioner and ZEO Town Hall, 40 South Street Foxborough, MA 02035 508-543-1206	November 2014	N.A.	$21
(4)	Housing and Economic Development Baselines City of Portsmouth, NH (Peter Sanborn, PIC)	Preparation of Baseline Analyses for Housing and Economic Development Elements of City's Master Plan Update	City of Portsmouth, NH Rick Taintor, Director Planning Department City Hall, 1 Junkins Avenue Portsmouth, NH 03801 603-610-7216	June 2014	N.A.	$15
(5)	Housing and Economic Development Elements Town of Easton, MA (Peter Sanborn, PIC)	Preparation of Housing and Economic Development Elements for Master Plan Update (sub-consultant for these elements)	Town of Easton, MA Gary Anderson, AICP, Planning Director 136 Elm Street North Easton, MA 02356 508- 230-0630	August 2014	N.A.	$23.5
(6)	City-wide Preservation Plan City of Salem, MA (Peter Sanborn, PIC)	Update of City-wide Historic Preservation Plan	City of Salem, MA Lynn Goonin Duncan, AICP, Director Planning and Community Development Department 120 Washington Street Salem, MA 01970 978-745-9595, ext. 5685	Projected: June 2015	N.A.	$32

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name: Ninigret Partners					
a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1) Grand Rapids Forward Grand Rapids, MI	Overall master plan for Downtown, West Side and Medical Mile. Economic, workforce, real estate and related development strategies	Downtown Grand Rapids Inc. 29 Pearl St Grand Rapids, MI Tim Kelly 616-719-4610	July 2015	N/A	$65
(2) Detroit Innovation District Detroit, MI	Develop economic and development strategy for Detroit's midtown and downtown area based on innovation activity taking place in city	Office of Mayor/ Community Development Foundation 333 West Fort St Detroit, MI Pamela Lewis 313-961-6675	Feb 2015	N/A	$55
(3) Hartford Housing Analysis Hartford, CT	Comprehensive neighborhood level analysis as well as deep dives into 2 neighborhoods and a transformative housing plan for the Capital area	City of Hartford 250 Constitution Plaza Hartford, CT Tom Deller 869-757-9040	July 2014	N/A	$210
(4) City of New Haven Hartford, CT	NP has performed a number of projects in New Haven including the medical district area, Mill River industrial district, Downtown Crossing, workforce programming	New Haven Economic Development 165 Church St New Haven, CT Mike Piscitelli 203-946-2366	March 2015	N/A	$350
(5) Philadelphia Manufacturing Strategy Philadelphia, PA	NP conducted innovation, workforce analysis as well as one-to-one interviews for citywide manufacturing strategy.	Philadelphia Industrial Development Corporation 1515 Arch St Philadelphia, PA Michael Cooper 215-683-2169	Feb 2013	N/A	$75

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Sub-Consultant Name: **University of Massachusetts Donahue Institute**					
a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1) **Update to FY14 Impact of Local Business on the Cambridge Community and Assessing Economic Competitiveness** Cambridge, MA PIC: Dan Hodge	UMDI provided an assessment agrees to define the impacts of businesses (private and non-profit) on Cambridge as it relates to quantitative metrics such as jobs, establishments, tax revenue, wages, visitors, etc. This included an evaluation of the competitiveness and business climate in Cambridge and was conducted to support the Chamber's role in enhancing economic development and advocating for policies and investments to the benefit of the City.	Cambridge Chamber of Commerce, 859 Massachusetts Avenue Cambridge, MA 02139 Kelly Thompson Clark, President 617-876-4100	April 30, 2015	N/A	$5,000.00
(2) **City of Cambridge – Industry Sector Analysis** Cambridge, MA PIC: Mark Melnik	UMDI was engaged to conduct industry sector analyses for the City of Cambridge. This data analysis will be used by the City of Cambridge Community Development Department to assist in the creation of economic development policy in the City.	City of Cambridge, Community Development Department 795 Massachusetts Avenue Cambridge, MA 02139 Iram Farooq, Acting Assistant City Manager for Community Dev't 617-349-4600	6/30/15	N/A	$10,000.00
(3) **Massachusetts Population Projections** Commonwealth of Massachusetts PIC: Susan Strate	UMDI produced population projections for all Massachusetts municipalities at 5-year intervals to 2035. The projections series used component-of-change method based on trends observed in town-level fertility, mortality, and net migration from 2000 through 2010, and regional, gross migration-by-age trends observed in data from the 2005-2012 American Community Survey.	Secretary of the Commonwealth, One Ashburton Place Boston, MA 02108 Michael Maresco, Assistant Secretary of the Commonwealth 617-727-7030	6/30/15 (project is extended yearly)	N/A	$325,000.00
(4) **Industry and Economic Development Analysis for New Bedford Waterfront Land-Use Planning Project** New Bedford, MA PIC: Dan Hodge	As part of the Sasaki Associates team, UMDI will the support in exploring and assessing economic development opportunities. In particular, UMDI will lead the analysis of offshore wind energy economic development potential: • Understanding the offshore wind energy economy and related industries; • The types of industries or businesses that could locate or expand in New Bedford; and • The land use, site-specific, infrastructure and policy environment to best position New Bedford to experience economic development benefits in this industry.	New Bedford Economic Development Council 1213 Purchase Street, 2nd Floor New Bedford, MA 02740 508-991-3122	10/23/15	N/A	$21,500.00
(5) **The Massachusetts Technology Industry Sector** Massachusetts PIC: Dan Hodge	UMDI provided research services to update and quantify key trends within the Massachusetts technology industry sector (tech sector) for the Mass Technology Leadership Council, Inc. (MassTLC).	Mass Technology Leadership Council, Inc. 20 Mall Road, Suite 151 Burlington, MA 01803 Tom Hopcroft, President & CEO 781-993-9000	March 31, 2015	N/A	$15,000.00

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name: **Supernormal**						
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	Downtown Crossing Public Realm Study Demographic Analysis Boston, MA Elizabeth Christoforetti	In an effort to more accurately measure the population of daily Downtown Crossing users over the course of an average day (rather than relying upon the American Community Survey to measure the residential population over a five-year period), we have created a census of Summer Street that shows fluctuations in age, gender and user origin over the course of 24 hours.	Research and Development	Feb 2015	n/a	n/a
(2)	Downtown Crossing Public Realm Study Urban Movement Map Boston, MA Elizabeth Christoforetti	Utilizing anonymized mobile activity data, we are able to better quantify and understand the impacts of transit on the function of the public realm over the course of an average weekday. These maps enable a significantly finer-grained analysis of the Downtown Crossing Public Realm than is possible with standard planning techniques. They will be utilized to reconsider short-term urban programming and more flexible leasing conditions, longer-term streetscape and mobility improvements, and to more effectively serve and reflect the population of actual local users.	Research and Development	Feb 2015	n/a	n/a
(3)	Inman Square Case Study in Place-Based Metrics Cambridge, MA Elizabeth Christoforetti	Since September 2014, we have been collecting digital activity data over Inman Square in Cambridge, home to two of the Supernormal founders. An ongoing study benchmarking public realm activity of Inman Square next to other regional locations aims to generate metrics for the improved assessment of places. We are creating an index to measure the emotional landscape of a place, the "stickiness" or relative friction of a place, and the impact of unusual circumstances or interventions (major snow events, parklets or changes in local traffic patterns) on local social health. In collaboration with the Social Computing Group at the MIT Media Lab, we will soon begin to link these indicators to small business revenue.	Research and Development	Aug 2015	n/a	n/a

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Sub-Consultant Name: **HDR Engineering, Inc.**						
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	Western Avenue Infrastructure Design Cambridge, MA PIC: Peter E. Reilly, PE	Final engineering services for Western Ave.'s surface infrastructure, including roadways, pedestrian and bicycle facilities, and stormwater surface collection and treatment.	City of Cambridge 147 Hampshire St. Cambridge, MA 02139 Kathy Watkins (617) 349-4751	2015	$6,000	$270
(2)	Design Services for Kendall Square/Main Street Cambridge, MA PIC: Peter E. Reilly, PE	Providing design services for a re-imagining of public infrastructure at Kendall Square, located adjacent to the Massachusetts Institute of Technology in Cambridge.	City of Cambridge 147 Hampshire St. Cambridge, MA 02139 Kathy Watkins (617) 349-4751	2015	$5,000	$300
(3)	Traffic Calming Design Services Cambridge, MA PIC: Peter E. Reilly, PE	To regulate traffic operations on city roadways, with particular emphasis on reducing speeds on neighborhood streets through physical design. Provided planning, final design, and bid documents for construction documents.	City of Cambridge 344 Broadway Cambridge, MA 02139 Juan Avendano (617) 349-4655	2007	$3,000	$300
(4)	Feasibility Study & Preliminary Design of Alewife Bicycle/Pedestrian Bridge Cambridge, MA PIC: Peter E. Reilly, PE	Feasibility study of constructing a bike/ped bridge connecting two portions of the Alewife neighborhood. Also includes the roadway and path network connecting at each end.	City of Cambridge 344 Broadway Cambridge, MA 02139 Bill Deignan (617) 349-4632	2016 (study)	N/A (study)	$200
(5)	Huron Ave. Design Improvements Cambridge, MA PIC: Peter E. Reilly, PE	HDR led the surface design team to reconstruct the roadway and sidewalks and provide urban design and pedestrian/bike safety improvements.	City of Cambridge 147 Hampshire St. Cambridge, MA 02139 Kathy Watkins (617) 349-4751	2016	$4,000	$400

8b.	List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:	**Design Studio for Social Intervention (DS4SI)**					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	Go Boston 2030 Visioning Lab, Boston, MA Boston Transportation Department	Created a 2-day, multi-sensorial public engagement event featuring ways in which Bostonians could share what their vision for transportation was in the future. Designed main mechanic of capturing public voices, designs and desires while also activating the space with local artists, performers, musicians as ways to stretch public imagination and participation.	**Boston Transportation Department** One City Hall Square Boston, MA 02201 (617) 635-4500 Vineet Gupta, Dir. of Policy & Planning vineet.gupta@boston.gov Alice Brown, PM for Go Boston 2030 alice.brown@boston.gov	May 2015	N/A	$60
(2)	Creative Placemaking along the Fairmount/ Indigo Commuter Rail Boston, MA	Created multiple events in two Dorchester neighborhoods centered on drawing out what people wanted to see near the train stations. Events included participatory research, activating public spaces, a reinterpretation of a community meeting and finalized with an implementation report.	**Farimount/ Indigo Line CDC Collaborative** & **MBTA** Joan Tighe, Coordinator Fairmount/Indigo Line CDC Collaborative (617) 287-8758 jtconres@aol.com	November 2014	N/A	$42
(3)	Making Planning Processes Public, Upham's Corner, Boston, MA Upham's Corner ArtPlace	Engaged over 600 community members in thinking about Upham's Corner and the planning processes occurring around them. The interactive exhibit and integrated street signage aimed to lower the barrier for public engagement in planning processes, both ongoing and hypothetical.	***Upham's Corner ArtPlace,*** now **Fairmount Cultural Corridor** A collaboration of local organizations, artists and businesses along the Fairmount Line.	May 2013	N/A	(part of a larger grant)
(4)	Public Kitchen Boston, MA	Engaged over 700 community members to create a "productive fiction" allowing community residents to experience a not-yet-existing public infrastructure to improve their lives. It was our experimentation with exploring how to address the stigma of things that are "public," while also capturing the imaginary about what strong public infrastructure could offer.	***Upham's Corner ArtPlace,*** now **Fairmount Cultural Corridor** A collaboration of local organizations, artists and businesses along the Fairmount Line.	Repeated 2012 - 2014	N/A	(part of a larger grant)
(5)	M/B/T/A Lab Boston, MA	Created a lab for On The Move, a Massachusetts transportation equity coalition. Broadened the concept of transportation equity to look at fundamental issues of mobility, from how it impacts our human development and possible futures to how it shapes our daily emotions. Invited participants to imagine future struggles for transportation equity and future designs for public transportation. Asked participants to see transportation and mobility within the frame of spatial justice and people's rights to be, thrive, express and connect.	**On the Move** Keven O'Dell, Executive Director	2013	N/A	$20

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Sub-Consultant Name:	Team Better Block					
a. Project Name and Location Principal-In-Charge		b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	**35th Street Better Block Norfolk, VA** Andrew Howard	A Better Block replaced the public outreach for a master plan process resulting in the sale of a long vacant building, building community and neighborhood support for a zoning change and momentum for streetscaping and complete street changes.	Ron Williams, Assistant City Manager 810 Union St., Norfolk, VA 23510 Ron.Williams@Norfolk.gov 210.207.4086	April 2013	N/A (study)	$60
(2)	**Dallas Complete Streets Initiative Dallas, TX** Andrew Howard	Better Blocks' kicked off the public outreach process for the unanimously adopted Complete Street Initiative in 2012 and has since been used for various design and planning process to energize public engagement and advance progressive design treatments.	Scott Griggs Council District 1 City of Dallas Scott.Griggs@dallascityhall.com	Spring 2010	N/A (study)	$50
(3)	**Wichita Bicycle Master Plan Wichita, KS** Andrew Howard	Team Better Block worked with the City of Wichita and Toole Design to demonstrate "Complete Streets" principles as part of the city's bicycle master plan initiative. The team worked with private business owners, advocacy organizations, and city staff to create pedestrian plazas, bulb-outs, cycle tracks, reverse angled parking, and bike lanes on a stretch of Douglas Avenue near downtown Wichita.	Scott Wadle, Project Manager 1144 S. Seneca Wichita, KS 67213 swadle@wichita.gov 306-268-4421	2012	N/A (study)	$35
(4)	**San Antonio Complete Streets San Antonio, TX** Andrew Howard	Team Better Block worked with the City of San Antonio as part of the City's Complete Streets initiative to demonstrate multi-modal infrastructure and placemaking concepts in the Spring of 2012, bringing out 30,000 participants. The project included development of a series of pop-up businesses, café seating, bike lanes, landscaping, and reverse-angled parking.	Marita Roos, Sr. Planner City of San Antonio (210)207-4086	Spring 2012	N/A (study)	$50
(5)	**Union Square Better Block Somerville, MA** Andrew Howard	Working with the City of Somerville, Union Square Main Streets and over twenty volunteers, Team Better Block conducted a number of tactical urbanism interventions on May 28, 2014 in the Union Square area of Somerville, MA. The purpose of the project was to test changes and inform long-term design of Somerville Ave, Union Square Plaza, and path to the future Green Line Station.	Parsons Brinkerhoff, Inc Rachel J. Burckardt, PE 75 Arlington Street, 9th Fl Boston, MA 02116	May 2014	N/A (study)	$45

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Sub-Consultant Name:	Consensus Building Institute, Inc.					
a.	Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
					Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)	Northeast Regional Ocean Plan, New England, Ona Ferguson	CBI provides a suite of stakeholder engagement services including in depth work with particular sectors (e.g., aquaculture and marine transportation) and planning and leading big technical public meetings on topics such as ecosystem-based management. We have carried out several rounds of workshops in each New England state since 2011 while working with project leads to design their broad public outreach for the first ever Regional Ocean Plan.	John Weber Ocean Planning Director Northeast Regional Ocean Council 183 Hallowell Road Pownal, ME 04069 617-875-1377	June 2016	N/A	$300
(2)	Cambridge Climate Change Vulnerability Assessment, Cambridge, MA, Ona Ferguson	CBI led the stakeholder engagement portion of the 2012-2015 Climate Change Vulnerability Assessment, designing and helping to lead a three-pronged approach to engaging climate experts, key stakeholders, and the public. CBI planned and facilitated the larger meetings, including two successful public meetings of 80 and 140 participants.	John Bolduc Environmental Planner City of Cambridge 344 Broadway Cambridge, MA 02139 617-349-4628	April 2015	N/A	$35
(3)	Hudson River Sustainable Shorelines Project, Hudson Valley, NY, Ona Ferguson	Since its start in 2009, CBI has managed the collaboration and engagement aspect of this $800K project to use a collaborative research approach to better understanding the options for shoreline management on the Hudson River in the face of rising seas and a suite of technical questions. CBI managed a planning team, a ten-person collaborative research team, a 30 person multi-stakeholder advisory committee, led trainings for 60 people, and assisted with overall project management.	Betsy Blair Manager, Hudson River National Estuarine Research Reserve P.O. Box 315 Staatsburg, NY 12580 845-889-4745 x113	June 2015	N/A	$120
(4)	Project on Wellness and Nutrition, Washington, D.C., Patrick Field	CBI was the lead facilitator in partnership with Convergence Policy Group. They conducted a 100-person assessment, convened forty leaders across industry, advocacy and academia from 2011-2015 to shape consumer demand for healthier eating through non-government action, exploring a range of cultural, financial, structural and marketing levels of influence.	Julie Garel Convergence Center for Policy Resolution 1133 19th Street NW, Suite 250 Washington DC 20036 757-639-7702	June 2015	N/A	$85
(5)	US Extractives Industry Transparency Initiative, Washington, D.C., Patrick Field	CBI facilitates an effort to implement the EITI process in the US regarding gas, oil and mineral payments to the federal government. This included a 60-interview stakeholder assessment, numerous public listening sessions and an assessment completed in 2012. Since then, the CBI team has facilitated and supported the operations of the multi-stakeholder group Federal Advisory Committee to reach agreement on this initiative for the US.	J. Michael Harty Kearns & West 409 Third Street, Suite C Davis, CA 95616 530-231-5680 x1401	February 2016	N/A	$268

9. List All Projects Within The Past 5 Years For Which Prime Applicant Has Performed, Or Has Entered Into A Contract To Perform, Any Design Services For All Public Agencies Within The Commonwealth.					
# of Total Projects: 21		# of Active Projects: 5		Total Construction Cost (In Thousands) of Active Projects (excluding studies): $6,000	
Role P, C, JV *	Phases St., Sch., D.D., C.D.,A.C.*	Project Name, Location and Principal-In-Charge	Awarding Authority (Include Contact Name and Phone Number)	Construction Costs (In Thousands) (Actual, Or Estimated If Not Completed)	Completion Date (Actual or Estimated) (R)Renovation or (N)New
P	St.	1. Union Square Master Plan, Somerville, MA Tim Love	City of Somerville Department of Planning and Zoning City Hall 93 Highland Avenue Somerville, MA 02143 George Proakis, Director of Planning (617) 625-6600	N/A	2015
P	St.	2. Downtown Boston Waterfront Planning Boston, MA	Boston Redevelopment Authority One City Hall Square Boston, MA 02110 Rich McGuinness (617) 918-4323 Richard.McGuinness@boston.gov	N/A	2015
P	St., Sch., DD. CD, AC	3. Dudley Square Library Entry & Program Study, Boston, MA Michael LeBlanc	City of Boston, Property and Construction Management Department 26 Court St., 10th Floor, Boston, MA 02110 Maureen Anderson, Senior Project Manager 617-635-0535	$1,100	2014 (N)
P	St., Sch., DD. CD, AC	4. Jamaica Plain Library Addition & Renovations, Jamaica Plain, MA Michael LeBlanc	City of Boston, Property and Construction Management Department 26 Court St., 10th Floor, Boston, MA 02110 Maureen Anderson, Senior Project Manager 617-635-0535	$6,000 (estimated)	2017 (N+R)
P	St.	5. Boston Marine Industrial Park Master Plan Update, Boston, MA Tim Love	Boston Redevelopment Authority One City Hall Square, Boston, MA 02110 Rich McGuinness 617-918-4323 Richard.McGuinness@boston.gov	$250 (cost for study)	Summer 2015
JV	St., Sch., DD. CD, AC	6. Boston Harbor Islands Pavilion, Boston, MA Mimi Love	Boston Harbor Island Alliance, with National Park Service Bruce Jacobson, former Superintendent, Boston Harbor Islands National Recreation Area 844-244-7345	$5,000	2011 (N)

P	St.	7. **Greenway District Planning Study**, Boston, MA Matthew Littell, Principal-in-Charge	Boston Redevelopment Authority One City Hall Square, Boston, MA 02110 Peter Gori, Senior Manager for Public Realm Projects 617-918-4451	$187.5 (cost for study)	2010
P	St.	8. **Upper Acushnet Avenue Streetscape Study**, New Bedford, MA Timothy Love, Principal-in-Charge	New Bedford Economic Development Council Matthew Morrissey, Executive Director 508-991-3122	$25 (cost for study)	2010
P	St.	9. **Downtown Worcester Development Study II**, Worcester, MA Timothy Love, Principal-in-Charge	MassDevelopment 160 Federal Street, Boston, MA 02110 Richard Henderson, Executive VP, Real Estate 617-330-2096	$42 (cost for study)	2010
P	St.	10. **Medford Garage Feasibility Study**, Medford, MA Timothy Love, Principal-in-Charge	MassDevelopment 160 Federal Street, Boston, MA 02110 Bob Culver, President and CEO 617-330-2000	$155 (cost for study)	2010
P	St.	11. **Hyannis Harbor Plan**, Hyannis, MA Timothy Love, Principal-in-Charge	Town of Barnstable Jo Anne Miller Buntich, Director of the Growth Management Department 508-862-4735	$40 (cost for study)	2010
P	St., Sch., DD, CD	12. **Water Transportation Terminal**, South Boston, MA Timothy Love, Principal-in-Charge	Massachusetts Port Authority Jim Doolin, Deputy Director, Planning and Dev't 617-568-3102	$5,000	2013 (N)
C	Sch., DD	13. **Mattahunt Elementary School**, Mattapan, MA Michael LeBlanc (Sub-Consultants to Gale Associates)	Boston Property & Construction Management Dept. Chuck Worcester, Dep. Director 617-635-4862	$5,500	2011 (R)
P	Sch., DD, CD, AC	14. **Boston Convention and Exhibition Center Marquee**, Boston, MA Timothy Love	Massachusetts Convention Center Authority James Rooney, Executive Director 617-954-2000	$1,630	2011 (N)
P	St.	15. **Massport Design Review**, MA Statewide Timothy Love	Massachusetts Port Authority Jim Doolin, Deputy Director, Planning & Dev't 617-568-3102	N/A	2018 (8-year design review contract)
C	St.	16. **McGrath Highway De-elevation Study** Somerville and Cambridge, MA Timothy Love	MassDOT Ethan Britland ethan.britland@state.ma.us McMahon Transportation 45 Bromfield St., 6th Floor, Boston, MA 02108 Christi Apicella, Project Manager 617-556-0020	$28 (fee for study)	2012 (study)
P	N/A	17. **Boston Complete Streets Manual**, Boston, MA Timothy Love	Boston Transportation Department One City Hall Plaza, Boston, MA 02110 Vineet Gupta, Dir. of Planning and Policy 617-635-2756	$210	2012

P	St.	18. **Essex Street Pedestrian Mall Study**, Salem, MA Timothy Love	Department of Planning & Community Development, City of Salem 120 Washington Street, Salem, MA 01970 Lynn Goonin Duncan, AICP, Director 978-619-5685	$29 (fee for study)	2011 (study)
P	St.	19. **New Bedford Port Study**, New Bedford, MA Timothy Love	New Bedford Economic Development Council 1213 Purchase St., 3rd Floor New Bedford, MA 02740 Derek Santos, Dir. of Business Development 508-991-3122	$25	2011 (study)
C	Sch., DD	20. **Accessibility Path, City Hall Plaza**, Boston, MA Timothy Love	Boston Public Facilities Department 26 Court Street, Boston, MA 02109 Joe Mulligan, Dep. Director	$400	2012 (R)
P	St.	21. **City Hall Plaza Master Plan**, Boston, MA Timothy Love	Boston Redevelopment Authority One City Hall Square Boston, MA 02110 Peter Gori, Senior Manager for Public Realm Projects 617-918-4451	$100	2012 (study)

* P = Principal; C = Consultant; JV = Joint Venture; St. = Study; Sch. = Schematic; D.D. = Design Development; C.D. = Construction Documents; A.C. = Administration of Contract

10. Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants For The Proposed Project. If Needed, Up To Three, Double-Sided 8 ½" X 11" Supplementary Sheets Will Be Accepted. APPLICANTS ARE ENCOURAGED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED IN THE ADVERTISEMENT.

Please see the attached Cambridge Citywide Planning Qualifications package.

11. Professional Liability Insurance:

Name of Company	Aggregate Amount	Policy Number	Expiration Date
Travelers Indemnity Co.	$2M	680-1525L882	05/02/2016

12. Have monies been paid by you, or on your behalf, as a result of Professional Liability Claims (in any jurisdiction) occurring within the last 5 years and in excess of $50,000 per incident? Answer YES or NO. If YES, please include the name(s) of the Project(s) and Client(s), and an explanation (attach separate sheet if necessary).

No.

13. Name Of Sole Proprietor Or Names Of All Firm Partners and Officers:

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline
a. Michael LeBlanc	Principal	20434	Architecture	d. Mimi Love	Principal	N/A	Architecture
b. Timothy Love	Principal	9916	Urban Design/Arch				
c. Matthew Littell	Principal	N/A	Urban Design/Arch				

14. If Corporation, Provide Names Of All Members Of The Board Of Directors:

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline
a. Michael LeBlanc	Principal	20434	Architecture	d. Mimi Love	Principal	N/A	Architecture
b. Timothy Love	Principal	9916	Urban Design/Arch				
c. Matthew Littell	Principal	N/A	Urban Design/Arch				

15. Names Of All Owners (Stocks Or Other Ownership):

Name And Title	% Ownership	MA. Reg.#	Status/Discipline	Name And Title	% Ownership	MA. Reg.#	Status/Discipline
a. Michael LeBlanc, Principal	25%	20434	Architecture	d. Mimi Love, Principal	25%	N/A	Architecture
b. Timothy Love, Principal	25%	9916	Urban Design/Arch				
c. Matthew Littell, Principal	25%	N/A	Urban Design/Arch				

16. I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. I further certify that this firm is a "Designer", as that term is defined in Chapter 7C, Section 44 of the General Laws, or that the services required are limited to construction management or the preparation of master plans, studies, surveys, soil tests, cost estimates or programs. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.

Submitted by (Signature)  Printed Name and Title Timothy Love, AIA, LEED AP, Principal Date 06/25/15

Required Forms

FILE NO. 6848- REQUEST FOR QUALIFICATIONS FOR CITY WIDE PLANNING- THURSDAY, JUNE 25 2015

CITY OF CAMBRIDGE

DESIGNER'S/ENGINEER'S OR CONSTRUCTION MANAGER'S
TRUTH-IN-NEGOTIATIONS CERTIFICATE

For Negotiated Fees

The undersigned hereby certifies under the penalties of perjury that the wage rates and other costs used to support its compensation are accurate, complete and current at the time of contracting.

The undersigned agrees that the original contract price and any additions to the contract may be adjusted within one year of completion of the contract to exclude any significant amounts if the City determines that the fee was increased by such amounts due to inaccurate, incomplete or noncurrent wage rates or other costs.

BY: _____

Name and Title: Timothy D. Love, Principal

Principal

Project: Cambridge Citywide Planning

Date: June 25, 2015

Reference: M.G.L. c. 7, §38H(b)

RETURN THIS FORM WITH YOUR PROPOSAL

FILE NO. 6848- REQUEST FOR QUALIFICATIONS FOR CITY WIDE PLANNING- THURSDAY, JUNE 25 2015

CORI COMPLIANCE FORM

Persons and businesses supplying goods and/or services to the City of Cambridge ("Vendors"), who are required by law to perform CORI checks, are further required by Section 2.112.060 of the Cambridge Municipal Code to employ fair policies, practices and standards relating to the screening and identification of persons with criminal backgrounds through the CORI system. Such Vendors, when entering into contracts with the City of Cambridge, must affirm that their policies, practices and standards regarding CORI information are consistent with the policies, practices and standards employed by the City of Cambridge as set forth in the City of Cambridge CORI Policy ("CORI Policy") attached hereto.

CERTIFICATION

The undersigned certifies under penalties of perjury that the Vendor employs CORI related policies, practices and standards that are consistent with the provisions of the attached CORI Policy. **All Vendors must check one of the three lines below**.

1. __X__ CORI checks are not performed on any Applicants.

2. _____ CORI checks are performed on some or all Applicants. The Vendor, by affixing a signature below, affirms under penalties of perjury that its CORI policies, practices and standards are consistent with the policies, practices and standards set forth in the attached CORI Policy.

3. _____ CORI checks are performed on some or all Applicants. The Vendor's CORI policies, practices and standards are not consistent with the attached CORI Policy. Please explain on a separate sheet of paper.

Timothy D. Love, Principal
(Typed or printed name of person signing quotation, bid or Proposal)

Signature

Utile, Inc.
(Name of Business)

NOTE:
The City Manager, in his sole discretion may grant a waiver to any Vendor on a contract by contract basis.

Instructions for Completing CORI Compliance Form:
A Vendor should not check Line 1 unless it performs NO CORI checks on ANY applicant. A Vendor who checks Line 2 certifies that the Vendor's CORI policy conforms to the policies, practices and standards set forth in the City's CORI Policy. A Vendor with a CORI policy that does NOT conform to the City's CORI Policy must check Line 3 and explain the reasons for its nonconformance in writing. Vendors, who check Line 3, will not be permitted to enter into contracts with the City, absent a waiver by the City Manager.

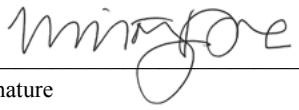
RETURN THIS FORM WITH YOUR PROPOSAL

FILE NO. 6848- REQUEST FOR QUALIFICATIONS FOR CITY WIDE PLANNING- THURSDAY, JUNE 25 2015

CITY OF CAMBRIDGE
REQUEST FOR PROPOSALS
ANTI-COLLUSION/ TAX COMPLIANCE STATEMENT

The undersigned certifies under penalty of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

As required by M.G.L. Chapter 62C, Section 49A, the undersigned further certifies under penalty of perjury that the bidder has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support".



Signature

Timothy D. Love, Principal
Name and title of person signing proposal

June 25, 2015
Date

Utile, Inc.
Name of business

115 Kingston Street
Address

Boston, MA 02111

RETURN THIS FORM WITH YOUR PROPOSAL