

PLANNING BOARD FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, March 10, 2015

7:00 p.m.

in

Second Floor Meeting Room
344 Broadway
Cambridge, Massachusetts

H. Theodore Cohen, Chair
Catherine Preston Connolly, Vice Chair
Hugh Russell, Member
Tom Sieniewicz, Member
Louis Bacci, Jr., Member

Iram Farooq, Acting Assistant City Manager
for the Community Development

Community Development Staff:

Liza Paden

Jeff Roberts

Suzannah Bigolin, Project Planner

REPORTERS, INC.
CAPTURING THE OFFICIAL RECORD
617.786.7783/617.639.0396
www.reportersinc.com

I N D E X

PAGE

GENERAL BUSINESS

Update from the Assistant City Manager for
the Community Development Department 3

Adoption of Meeting Transcript (s) 7

Board of Zoning Appeal -- 6114-2015 -
9 Dinsmore Court, variance for an addition to
a non-conforming building, parking space
within the front yard setback, special permit
for parking within the required setbacks. 8

PUBLIC HEARING

City of Cambridge proposal to dispose of a
long-term leasehold interest in the Foundry
Property at 101 Rogers Street to the
Cambridge Redevelopment Authority (CRA). The
public hearing is being held pursuant to the
requirements of Section 2.110 of the
Cambridge Municipal Code, regarding
Disposition of City Property. 9

GENERAL BUSINESS

Town Gown Report discussion by the
Planning Board 67

Keyword Index

P R O C E E D I N G S

* * * * *

H. THEODORE COHEN: Good evening, everyone. Welcome to the Planning Board's meeting. We have only a couple of major items on the agenda for this evening, but we will start with update from CDD.

IRAM FAROOQ: Yes. Good evening thank you, Mr. Chair. This will be very cogent update.

So just in terms of the Planning Board agenda, upcoming hearings you will have a hearing on the First Street project coming up on March 24th, which is the next meeting. And this is the project that you saw the pre-application for for a few weeks ago. And it's the PetCo and adjacent block with a residential project with retail ground floor.

And the Ames Street, 88 Ames Street

residential project is coming back for its final -- final agreement on final sign off from Planning Board on the project. And I just wanted to let you know that we did meet with the proponent and we've reached agreement on the TDM elements. So there will be an updated memo from Traffic and Parking Department about that.

And then on March 31st is a residential project on Webster Avenue, 305 Webster Avenue that will be coming to you for public hearing.

So, last time when we met, I mentioned to you that March 17th was not going to be a Planning Board, which is still true, don't panic. But that is the night, if you feel like you need some city excitement on that night, it is the night of the climate change vulnerability public assessment meeting,

which is going to be six to eight-thirty at the Stata Center. So it's an important topic that we will all be working with for years, decades to come. So it's a good one to attend if you have not made other plans.

Last week I also mentioned that March 18th on the City Council side a portion of the K2-C2 plan, that hearing has been postponed and will now happen on April 15th.

The other items of interest at City Council are on March 19th there is the Housing Committee meeting to talk about the Incentive Zoning study. So there's been a new Nexus study done by the city and that will be discussed. The principal element of that is reevaluating the incentive payment rate as well as the reach of the Ordinance.

March 25th is a Transportation and Public Utilities Committee hearing on the

Grand Junction corridor.

On April 1st there is a hearing on the Normandy Twining Zoning Petition.

And on April 6th there will be a round table on the Volpe site. That is it for March and April.

And one last thing is that tomorrow is the CRA, the Cambridge Redevelopment Authority is having a public meeting to discuss the amendment of the Kendall Square urban renewal plan.

FROM THE AUDIENCE: Thursday.

IRAM FAROOQ: Sorry, Thursday, the 12th. And this is why I was saying good morning. I think I'm a day ahead. And it will also involve discussion of community benefits related to the Kendall Square development. So thank you so much.

H. THEODORE COHEN: Iram, the Volpe

round table are Planning Board members supposed to be there?

IRAM FAROOQ: That would be great, yes.

H. THEODORE COHEN: We haven't been formally invited by City Council.

IRAM FAROOQ: I'll make arrangements that you receive a formal invitation soon.

THACHER TIFFANY: What was the date on that again?

IRAM FAROOQ: April 6th.

H. THEODORE COHEN: And do you know the time?

IRAM FAROOQ: Yes. April 6th at 5:30 p.m. in the Henrietta Attles meeting room which is at the high school.

Thank you.

H. THEODORE COHEN: And I understand there is at least one transcript?

LIZA PADEN: So we have three transcripts:

One for January 6th and January 20th and February 3rd transcript. And they've all been certified.

H. THEODORE COHEN: Great, thank you.

Do we have a motion to approve them?

HUGH RUSSELL: So moved.

H. THEODORE COHEN: Second?

CATHERINE PRESTON CONNOLLY: Second.

H. THEODORE COHEN: All those in favor of approving those transcripts?

(Show of hands.)

H. THEODORE COHEN: There was one Board of Zoning Appeal case that we were holding, related to 9 Dinsmore Court.

Does anyone have any questions about that matter?

(No Response.)

H. THEODORE COHEN: No? You know, I looked at the plans and I looked at the property and it seemed to me that even though we generally are not in favor of parking spots in the setback, front setback in this particular instance, it seemed like a perfectly reasonable location for it. There is another property that has a similar parking spot, and this is also in a dead end which I assume would make it much easier for the occupant to get in and out and not have to back up all the time. So I certainly have no opposition to it.

LIZA PADEN: Okay.

LOUIS J. BACCI, JR.: Right.

H. THEODORE COHEN: Thank you, so we now have a public hearing on the City's proposal to dispose of a long-term lease

interest in the Foundry Property at 101 Rogers Street to the Cambridge Redevelopment Authority. And this is being held pursuant to Section 2.10 of the Cambridge Municipal Code relating to the disposition of city property.

We are required under the Ordinance to hold a hearing on a proposed disposition that has been forwarded to us by the City Manager. We then make a recommendation to the City Council whether that disposition should go forward. Ultimately it is the City Council which makes the final determination as to whether to dispose of the property interest or not.

Jeff, you can give us a little more background on the proposal and where we are?

JEFF ROBERTS: I can -- I'll just say this briefly before I turn it over,

because I'm sure the team from the City Manager's office and the CRA can provide a little more detail, but the process of disposition of municipal property under a section of municipal ordinance requires the Planning Board to hold a public hearing and make a recommendation to the City Council. It's much like a Zoning Petition. So the Planning Board's role in this is mainly advisory, and the Planning Board can -- like with a Zoning Petition, the Planning Board can discuss and make comments about things that might be considered in the Council in their deliberations. I'll just turn it over to our guests.

H. THEODORE COHEN: Thank you.

Who will be presenting this?

TAHA JENNINGS: Thank you and good evening. My name is Taha Jennings. I work

in the City of Cambridge in the City Manager's office. I'm joined here by staff and representatives from the Cambridge Redevelopment Authority to discuss a disposition of a lease hold interest, the Foundry Building to the Cambridge Redevelopment Authority.

The Foundry Building, as many of you probably know, is located on Rogers Street in East Cambridge. It's approximately 57,000 square feet currently. It was built back in the 1890s. Since that time it's housed several different uses, including different manufacturing companies and commercial office space. And for the past several years, however, the building has been vacant. But there is currently a what I think is an exciting vision for the Foundry Building that came out of a really extensive community

process. And I think it's important that we start with the vision in this presentation, because that's really how we got to this point and why we're here tonight.

The vision for the Foundry calls for things like a creative innovative center, a collaborative environment with a mix of uses, multipurpose building that's also designed for flexibility, an inclusive building that is accessible and welcoming to the public, multi-generational, multi-cultural, activities, financially sustainable, and really providing a citywide and neighborhood resource. And we think that the collaboration between the City of Cambridge and the Cambridge Redevelopment Authority through a disposition of a lease, long-term lease interest in the Foundry is really the right way to achieve this vision.

So we wanted to provide you with enough information tonight as the Chair had said, so that the Board is able to make a positive recommendation that the City Council approve the disposition of the Foundry Building.

As many of you probably already know, the Foundry was acquired by the city in 2012 as part of a Zoning agreement with Alexandria Real Estate. The Zoning agreement is incorporated into Section 13.59 of the Zoning Ordinance and states that there is a preference for the building's use for community and municipal uses, as well as a requirement that at least 10,000 square feet of the building be dedicated to educational, cultural, or institutional uses.

From the time that the city acquired the building, there has really been a lot of community process and input to determine how

to reuse the building in a way that meets the community's vision and objectives, as well as trying to think about a path moving forward. There were at least 15 public meetings in some form or another, whether it would be public hearings at the City Council, presentations even to the Planning Board, presentations and discussions at the Cambridge Redevelopment Authority.

There were workshops focussed on youth specifically.

There were community and neighborhood meetings as well.

And the discussions and topics covered during those meetings evolved in a way that led us to the strategy that we're suggesting here.

For example, the reuse study was conducted by HMM Architects in 2013 and

provided a lot of crucial information of the physical needs of the building as well as the costs associated with addressing those needs.

There were several tours of the building for both residents as well as city staff to better understand the layout and see firsthand what some of the challenges with the interior space were and are, as well as what some of the opportunities could be.

Different development alternatives were discussed in terms of the feasibility and tradeoffs associated with each one. As the discussions progressed, the Cambridge Redevelopment Authority was really recognized as a public organization that could possibly step in where there might otherwise be gaps in terms of building management and operations over the long term.

Things like the program concepts,

vision, and objectives, evaluation criteria, these continue to be a part of an ongoing discussions and are laid out in some of the documents that are already, have already been submitted as part of this redevelopment process, including even the disposition report, the demonstration plan, and the lease term sheet.

So, basically what -- how we see this moving forward is that the city would lease the Foundry Building to the Cambridge Redevelopment Authority. The CRA would then issue an RFP for a separate development entity to complete the building fit out, any necessary improvements, and to actually facilitate the reuse of the building according to the vision and objectives that we have laid out.

Because this approach involves actually

leasing the building to the CRA, it is subject, as the Chair had mentioned, to the section of the Ordinance regarding the disposition of city property. The disposition process requires a number of things:

The public process, a disposition report that considers several key issues, which you should have had at this point and was submitted to City Council.

It requires public hearing to be both before the Planning Board and the City Council.

And, finally, a vote of two-thirds of the City Council to actually move forward with the -- and dispose of the property.

As part of the disposition process, the City Council can also vote to authorize a diminution of the full disposition process

which we are also asking for in this situation. This diminution of process can be applied in this instance where the full disposition process might be considered burdensome based on the nature of the transaction. And we think this really applies regarding the real estate appraisal that's called for in the disposition ordinance and the traffic study. These are both things that can be conducted somewhat later in the process, and the City Council and public as we've heard, have expressed a strong interest in moving this project forward as expeditiously as possible.

But just to expand on those a little bit. Regarding the real estate appraisal, in this situation you have the City of Cambridge transferring the property to another Cambridge governmental entity. So the

transaction is not really about getting the highest price, but rather maximizing the community use and having a financially sustainable building in the long term. In regards to the traffic study, because this building is over 50,000 square feet, project review Special Permit would likely be needed by any eventual development entity, and a traffic study would need to be completed as part of that Special Permit.

In addition, at this stage we don't really know yet what the final uses in the building will be, and so it wouldn't necessarily be appropriate or feasible to try and do a traffic study or an impact study at this time until we know what the actual uses in that building will end up being.

We feel that this approach is really appropriate in this situation. We feel this

is the best way to serve the City's public purpose as well as meeting the vision and the goals laid out by the community. A couple of key reasons and maybe most importantly is that with this approach, the City still retains ownership of the building. We're talking about leasing over a long term to the CRA, but the City would still own the building. This was an important point that came out in the community process. That ownership will also allow the city to maintain a level of control over the character and what kinds of uses are occurring in the building and revisit those things. Because it's a transfer of a leasehold interest to the CRA, it's exempt from the state Chapter 30(b) requirements. So the redevelopment process can be prepared for an outcome specifically designed to

achieve broader city goals and objectives. And this really just allows more flexibility throughout the redevelopment process and when actually selecting and development entity and the criteria that can be used to select a development entity to ultimately redevelop the building.

The CRA is in a position to take on long-term management of the building and operations and can also leverage some of the capital reserves to help facilitate securing third party funding sources when those opportunities arise.

And finally, our analysis, which included consultant work from financial company, it shows that this approach is financially sustainable over the long term. The building as it stands now could require tens of millions of dollars in upgrades, but

this approach allows us to achieve those things without creating a significant tax burden for residents.

The disposition process itself has several layers of approvals that are required as we move through the process. We're here tonight obviously for Planning Board approval of the disposition and diminution of the process which would essentially involve a recommendation that the City Manager move forward with the disposition process, and that would be submitted to the City Council when they take up the issue later on at a public hearing.

We also recognize that it will still be important to provide certain amount of mechanisms for oversight of the building.

As I mentioned before, the city will retain ownership, so there is already that

level of oversight. But the CRA will also hold a long-term lease and they can act on the public's behalf to help deliver the public benefits that we want to see come out of this project. We're proposing as part of this redevelopment process that an advisory committee is formed that includes representation from the neighborhood and they would be in a position to evaluate on an ongoing basis the programs and uses that are happening within the building as well as any significant capital changes. And the lease and sublease will be structured in a way that requires oversight and evaluation at different points. And you can see some of the ways that we're beginning to propose to do this in the lease term sheet and the demonstration plan.

So with that I'm going to actually turn

it over to Kathryn Madden to talk about a detail of the strategy and schedule moving forward.

KATHRYN MADDEN: Thank you, Taha. Good evening. I'm Kathryn Madden. I'm the strategic planner working with Tom Evans and the Executive Director of the Cambridge Redevelopment Authority.

So I spent a little bit of time picking up where Taha had left off. A little bit about the Cambridge Redevelopment Authority and how we anticipate the process going forward and into development.

So the Cambridge Redevelopment Authority has been around for a long time. I think we talked about that in January. Hugh was giving us a background on that. And I mean, what's great is that we have been here a long time, but even better is that we have

a new board. We have new staff. And so there has been a reinvigoration of the CRA and a much stronger partnership with the city. Like, that's sort of central to our goal right now. And really to serve as we were intended, to be kind of the real estate arm for the city and to do complicated projects like this where we have from the legislative power, Chapters 121(b) and also through 30(b) that, you know, we have some flexibility on real estate procurement in particular to be able to move more quickly. And, you know, and in general to be able to bring together public and private and even public, private, and non-profit funding. So we have some special powers that we think will be useful on this project.

So some of the building on the vision that Taha was talking about, we also, through

the community process and looking back through the record really over the last two and a half years, have put together what some of the community objectives have been through all of those meetings, and those are embodied in the documents that you have, the demonstration plan, the disposition plan. But this notion that this will be a very innovative space, that there are uses that might share space during different times of the day, that they're collaborative, they're overlapping, that this is an opportunity to serve especially the underrepresented, underserved Cambridge residents, that their access to innovation and jobs, sort of bring in the benefits of Kendall Square to the neighborhoods. In terms of the building and site development, it's really just to get this great asset going, you know, so that

we -- you know, so that we have people in it. And highlighting some of the architectural elements that are there and making it really an active part of the neighborhood. But that, you know, and the last ones are important. How can we make this financially sustainable?

How can we make sure that this, as a city asset, is maintained over time?

And that, you know, when it comes back to you in 50 years, it's in even better shape than it -- certainly better shape than it is now.

So, that's the role that we would hope to play, but there are as Taha said, many places where we will continue to work together with the city to achieve those objectives and with the advisory committee.

Just some of the highlights that are

all in detail in your packages, but the financial strategy for the capital is that the City Council voted -- agreed to allocate six million for the capital needs of this project.

The CRA Board had agreed -- has agreed in the December meeting I think it was, to put a fund together of two million that would go part in a capital reserve fund and part in an operations fund. And this is like a backstop, you know, in terms of making sure that some of these innovative programs can succeed over the long term.

And then the advantage of having an RFQ/RFP and having a development partner is to bring private equity and private financing to this. And you can see some of the estimates are 12 million to renovate the base building and 5 to 10 million to do the

fit-outs. Right? We'll know more once we get the proposals, but you can see that's more of the public resources that's been allocated. We think this is a perfect opportunity for a public/private partnership.

In terms of the ongoing operations, we, as Taha mentioned, to do a real estate analysis. It's Kendall Square so it's a good thing that there is an opportunity to look at like how do you bring together some of the innovation, the technology, you know, any of those things in terms of some of the market uses to not just financially sustain but also programatically to interact with the community uses and below market uses. And that the financial study showed -- so there's a requirement for 10,000 and a minimum of community uses. We think that we can sustain probably, and we'll know more, but probably

20 to 25 thousand. So roughly half the building. So it's a nice opportunity for cross subsidy.

And what's build into that is that we would hope that the development entity would pay a ground rent that would continue to fund those capital reserve funds so that we can maintain the building over time, allow us to administer the building, and that every -- so one of the issues that came up in the public meetings is well, what if the rents go up? And is somebody going to have a windfall? So we built into the agreement, we built in that every ten years we would renegotiate that lease. We would adjust, is this working, how's the market, and recalculate that. With a goal that it would be financially sustainable without being a tax burden to the city.

So the proposed schedule. So we're here tonight. Thank you for having us on the agenda. And within six weeks of your recommendation, the City Council's required to have a public hearing also to discuss this. And that if that vote is -- goes through, that that would then allow us to do final lease terms, the CRA would an -- you know, would have another vote to approve, and then issue a developer RFP.

So we're roughly on schedule. I think all of us lost the month of February, so we're really kind of moved back a month from February here. But in the big picture the goal would be to move forward. We've waited two and a half years. But to move forward and to do that RFP/RFQ process during this year so that by January we would be ready -- development entity would be in place and

ready to go forward.

You know, and it does take time. It's not gonna open tomorrow. You know, there's the time for construction. There's time for -- to, you know, to get it up and going.

So just -- and we'll -- the reason for the CRA is that we can do this two step RFQ/RFP so that really it's a competition of ideas.

The first RFQ can be really kind of a wide open submittal and maybe not unlike the Volpe request for information but, you know, just kind of wide open. And I think in particular we're interested in what kind of teams could form and get matched up in that process that both know construction and how to renovate a building like that. But also know those programs or, you know, all the different, you know, what it takes to operate

creative programs like that. And then, you know, as we go into the RFP, we'll start looking more at the scrutiny of making sure they can implement, that it's going to be financially stable, and that we, you know, and that we'll be able to achieve the public benefits that we're looking for.

And I think, Taha, that wraps us up.

We can both stand here I think.

TAHA JENNINGS: I just want to end by reiterating that disposing of the property at this stage is definitely not the end of the process or the end of Planning Board involvement. I think that because of the size of the building, whoever is selected to eventually develop the site, the building will have to be back before this Board and hopefully presenting some really exciting ideas about the uses inside and the layout,

then that's where we'll get to the traffic impact study and possibly mitigation measures. But I think it's an exciting process. We are hoping to get positive recommendation to move forward. As Kathryn laid out, we have a schedule -- anticipated schedule that we'd like to see and that we feel that there's a lot of public support for it at this point.

So with that, we'd be happy to answer any questions that you have.

Thank you.

H. THEODORE COHEN: Thank you.

So, Board Members, do you have any questions right now?

(No Response.)

H. THEODORE COHEN: Well, I have a couple.

Is our recommendation also supposed to

address the requests for the waiver of the appraisal and the traffic impact study?

TAHA JENNINGS: I believe so, yes.

H. THEODORE COHEN: Well, I have other questions. Why don't we save them until after the public speaks and we can address everything at one time.

First, and the only person on this list, but anyone who wishes to speak certainly can, is Mark Jaquith.

MARK JAQUITH: Good evening. For the record, my name is Mark Jaquith, J-a-q-u-i-t-h. I reside at 213 Hurley Street in East Cambridge.

I have to say that I am excited and delighted to be here.

Thank you Mr. Jennings, Mr. Evans, and all the staff that worked on this. This is very exciting. I have been working with my

neighbors, members of the East Cambridge Planning Team on this issue ever since back to around 2010 when it came up as part of the Alexandria rezoning deal.

Key words I hope you keep in mind are Community Benefits and Mitigation. That's where this came from.

Just about everything I've heard is pretty great. This could be quite the exciting thing for the whole city, for community groups in that part of the city, and for, with any luck, to have our kids connect with what's going on down in Kendall Square, too, at a much larger extent than they have in the past.

And another thing is that there's a great host of arts organizations in the city that are just dying for space. We benefit quite greatly from all this kind of thing.

There is all kinds of free education, keeping kids off the street and into productive things that go on in a city that happens there. The tech and innovation sector I think is, has demonstrated that it can take care of itself, is taking care of itself, will continue to take care of itself, which is great.

The arts suffers, always does, and we're hoping that this is the way to have one help support the other.

More recently than with Alexandria, I chaired the East Cambridge Planning Team's committee to come up with recommendations for the future uses of the Foundry Building, and I would just like to read that statement to you and then submit that for the record.

These were adopted just about a year ago, April 23, 2014, as follows:

That the Foundry be tentative, with a relatively balanced mix of arts and non-profit sector and startup organizations with a sliding scale system of rents.

Foundry tenants should have a mentoring apprenticeship with scholarship requirement as part of their lease or rental agreements. This requirement should be aligned with the esteem education goals and programs of the City of Cambridge and the Cambridge Public School Department.

The Foundry should make meeting space available to non-profit civic and community organizations at no cost.

The Foundry should contain a performance space seating an audience of two to three hundred which could also be used for larger community meetings.

The open space on the eastern border of

the property should be open and forever and be improved for uses as a park for enjoyment of the public.

The Foundry should after the initial build out be financially sustainable and operated by a professional management entity.

Thank you everybody for putting that in there.

The Foundry's governing body should include voting members from the neighborhood in which it lies, perhaps appointed by the East Cambridge Planning Team, perhaps the Cambridge arts community, maybe the Cambridge Arts Council could have a vote in that. The Cambridge non-profit community, perhaps appointed by member tenants and the Cambridge Community Foundation. And that the Cambridge biotech and startup community perhaps appointed by member tenants and the Kendall

Square Association.

Thank you very much, I would like to give this to, I don't know who, the Chair?

IRAM FAROOQ: You can give it to Jeff.

H. THEODORE COHEN: Thank you.

MARK JAQUITH: Thank you.

H. THEODORE COHEN: Is there anyone else who wishes to speak?

Heather.

HEATHER HOFFMAN: Hi, my name is Heather Hoffman and I also live at 213 Hurley Street. I have a lot of thanks that I want to start with and I want to start with thanks to Alexandria for giving this to the city and for being -- for wanting to be a good neighbor and make, make the neighborhood that surrounds its development a better place.

And I want to thank the City Manager

for breaking with his predecessor and wanting to keep this building and make it something really good for the city.

And I want to thank the City Councillors who kept it alive, especially Councillors Toomey and Cheung who broke from the previous desire to get rid of this thing as fast as possible and the current Council has build on that.

So, and I want to thank all of the members of the East Cambridge community and the arts community and other people from neighborhoods in the vicinity who have worked on this and have worked on the vision for it.

So I hope that the Planning Board will keep with the high desires of this. I think we should start with something that might not be attainable. We should start with hopes and dreams. Starting out by deciding that

we're defeated and that we can't do very much is, is not worthy of this. This is an incredible opportunity and we should hope and plan to make this one of the best things that's happened in the city. This -- the arts community starting with when lone key kicked out its community arts program was a big factor in making this a real -- a real thing. And we have lost -- as Mark said, we've lost places. We lost the Debbie Mason Dance Studio. She talks about how great the City of Somerville has been to her, unlike the City of Cambridge. I don't want anybody else in our arts community to talk that way. Arts unlock so many things in our lives. They, they help you become something that you never dreamed of, and so I want this to be not a moneymaking opportunity for some commercial enterprise, I want this to be

self-sustaining, but to be a place where everyone from Cambridge and from surrounding communities can come and become something really great for our community and to create the community that we want to live in.

Thanks.

H. THEODORE COHEN: Thank you.

Is there anyone else who wishes to speak?

(No Response.)

H. THEODORE COHEN: No one else appearing.

HASSON RASHID: Yeah, I would like to speak.

H. THEODORE COHEN: Sir.

HASSON RASHID: Okay, I've prepared a written statement here. Peace be unto you. I'm Hasson Rashid of 820 Massachusetts Avenue.

In regards to the City's proposal to dispose of a long-term leasehold in the Foundry Building properties, don't carelessly overlook the rights of our homeless sector and mosaic as spelled out in the five-year consolidated plan that is making reference to available city-owned properties, etcetera, to be used to help in the work of easing and eradicating homelessness. What you're doing here tonight, if you know it or not, involves homelessness and mandated compliances as spelled out in the five-year federal consolidated plan process. I request that you also take into account tonight what it means to circumvent the five-year federal kind plan process. And federal related dictates in your hasty questions designate the CRA as overseers, overseer's rights to the Foundry Building properties.

Thank you.

Yours in peace, Hasson.

H. THEODORE COHEN: Mr. Rashid, I have a question.

HASSON RASHID: Yes, sir.

H. THEODORE COHEN: If this transaction were to go through, how is that circumventing the federal requirements?

HASSON RASHID: Well, the thing is that the -- currently the federal con plan is in its infancy now. They don't even have the draft, you see? But there's a matter of compliance. You see? And certain elements in there pertain to homelessness and providing for homelessness. That includes facilities, properties, if there's available city owned property, then that has a high priority as being used for homelessness. That's what I'm saying. The process hasn't

begun, they don't have the draft, and they don't have the final version of it so don't be so hasty. That's what I'm saying. Okay?

H. THEODORE COHEN: Okay, thank you.

Is there anyone else who wishes to speak?

(No Response.)

H. THEODORE COHEN: If not, then, Board Members, do you have any questions or comments? Why don't we go around the table.

THACHER TIFFANY: On my way over here tonight my question was going to be how do we ensure that we maintain control over what's planned? And I feel like that was pretty well answered in the presentations. So I'm glad to see that. I think I would just add a word of encouragement to really make sure this truly fulfills the vision that everyone has worked so hard to put together.

You know, there's, there's no point in going through all this process if it's just going to be an office building with, you know, a little something that's kind of like community. We should, we should really be doing something that we're all excited about when it's done. If it's just going to be, you know, basically an office building, we should sell it to someone else now and let them do it. So just a word of encouragement and look forward to seeing the next steps.

H. THEODORE COHEN: Hugh, no comments?

Ahmed.

AHMED NUR: I also agree with that comment made. In addition to that it is -- I appreciate Heather Hoffman's words of wisdom and all the shout outs to people that worked hard on this. It looks like to me that this

is headed in the right direction in many ways.

I like Taha's words of maximizing the community use and that the building is sustainable and will save money for the tax payers. So it's a win/win situation. Although, I was confused a little bit with what's expected of us here since we're recommending to the City Council, clearly I would be in favor of recommending going forward to this, but I would have much appreciated if we had something to work with in terms of, for example, the occupancy. We don't know what the occupancy is so how do I recommend something if I don't know the occupancy for recommendation? I like what's being suggested; community use, arts, dancing, even basketball, you know, that's open 24/7. My daughter plays at the high

school now, and daddy, daddy, when are we going to play basketball so you can teach me? She's at junior high and there's no place. I called the Y and you can join for \$55 for you and this for her. Which, I would like to see the first -- I'll just throw it out there, since the only concern that I have is the occupancy of the building.

First and second floor would definitely like to have some sort of art and family activities, dancing, maybe. If there's any offices that are running can go up to the third floor.

And in addition to that I was a little confused about the money deal. I don't understand why \$12 million is needed to demo the interior of these partition walls if that's what it is or \$10,000 or \$10 million of construction of the interior of this

building where indeed a big floor plate is wide open. Work with your exterior walls and, you know, minimum partition and that's usually works for communities. And I couldn't imagine that the money that's being thrown out there.

That's all I had to say.

H. THEODORE COHEN: Tom.

TOM SIENIEWICZ: I want to take -- I recommend that we support the request for diminution of process here. I think it makes total sense under the particular conditions of transaction and it's government to government. And we don't know the final uses of it, it's a traffic study could happen in the future, although I understand the uses were bracketed, but they're pretty carefully bracketed both in this presentation and the previous one that we were shown. So, I

support that diminution. I also support moving this forward, this transaction forward to the City Council and recommend that they act on it forthwith. It seems like there's been, my only one question is whether we're drowning ourselves in process. I see that the fact there's going to be yet another committee formed to steward the building. I'd leave that up to those that are governing this, but I appreciate all the work that's been done here.

So, thank you.

H. THEODORE COHEN: Catherine.

CATHERINE PRESTON CONNOLLY: Like my colleagues I support the program that's been outlined for the building. I think it sounds very exciting and like a very wise use of a public building and in an exciting place potentially. I also support the diminution

with regards to the traffic study. I think that makes a lot of sense given that will be back in for a Special Permit and we'll at that point have a better handle on what the occupancy of the building. Is at which point you can actually say something about the traffic.

I'm not as convinced why we would delay the appraisal, and maybe I just don't understand how much work goes into an appraisal and that I could, I guess I need a little more information on that. I'm perfectly prepared to support it. I would just like to understand it better.

H. THEODORE COHEN: Lou.

LOUIS J. BACCI, JR.: How many square feet of this building do you think it's going to take to support it? The developer? When you -- and it's in its final

development, how many square feet of this building do you think it will take to support it?

KATHRYN MADDEN: So it's 57,000.

And we were looking at 20 to 25,000 of community below market rate uses.

LOUIS J. BACCI, JR.: So half?

KATHRYN MADDEN: Yeah, roughly half.
Yeah.

TOM EVANS: There are a lot of potential sharing of resource areas such as meeting rooms and just kind of the wide open concept that said might be overlapped between the community uses, non-profit uses, and market rate office uses.

LOUIS J. BACCI, JR.: And the reason we went to the CRA and the city doing this on their own? Simple.

KATHRYN MADDEN: Because the CRA can

do a two step developer.

LOUIS J. BACCI, JR.: More flexibility?

KATHRYN MADDEN: We can say give us your ideas. Otherwise in a procurement process we have to say we want this and you evaluate and say did they give you this.

LOUIS J. BACCI, JR.: That's it.

H. THEODORE COHEN: Okay. Well, I'm very supportive of the project, too, but I do have a number of questions. Sorry, guys.

My biggest concerns have been about the lease, because really it is a strange process we're involved in where we're asked to approve a disposition, proposed disposition where we don't know exactly what's going to be the use of the building. And so, and because of that we're not really acting upon a traffic and parking issue which I think,

yes, appropriately comes at a later time. I also have no quams about the waiver of the appraisals which can be very expensive. And either the appraisal would be to come up with a current value of the property for sale, which is not going to happen, or appraisals could be done to determine a rental for the property which I could envision is going to happen at a later date during the RFP process when the CRA is evaluating the proposals, taking into account the fact that the developer is going to do the preponderance of the fit out of the building. So my issues come down to really some of the lease terms and also with regard to the sale of the building. The building will come back to the city ultimately.

So the first question I really have is the length of the lease which is 50 years.

And I understand there needs to be a sufficient period of time for the CIA -- CRA to get it up and going. Well, maybe that's a use for the project.

LOUIS J. BACCI, JR.: They need a small office.

H. THEODORE COHEN: Maybe we can get branch of the Culinary Institute of America in there.

So I understand the need for the CRA to be able to recoup its costs and also for a development entity to recoup its costs. The question is, you know, is 50 years necessary? I mean, that is a long period of time. A lot of leases are 20, 25, 30 years. So somebody could talk about that.

The other issue I have or a question is what happens to the lease between the city and the CRA in the event you cannot get a

development entity? I know the lease terms provide that there can be an earlier termination of the lease. I just don't know if that is a situation where that might occur. So that is a concern.

And a third -- not -- not a concern so much as a question, is the intent, I mean, I understand that it's likely to not to be a non-profit that's going to do -- it might be.

KATHRYN MADDEN: It could be. No, it could be.

H. THEODORE COHEN: It might be a for-profit developer of some sort who needs to make some sort of return on this. The 10,000 square feet that are committed to being for community use, is it envisioned that rent might be -- not rent, that admission or other charges will be charged to citizens to use that space or is that space

always inviolate in terms of costs to the citizens? I mean, I realize that other uses of the property may go for a market rate or something less than that and, you know, maybe have all sorts of different arrangements under the purview of the CRA.

I mean, those are my questions if somebody could address some of them.

KATHRYN MADDEN: Let's see. So the -- let me start with the lease terms. When we, the HRNA who are real estate finance advisors, I mean, they really felt that it would be very difficult for the -- for a private, whether for-profit or private non-profit, for them to get financing for term that was less than 50 years. And this whole notion that we're -- and I should say the lease is not written yet. We're putting in the lease terms because it's a process,

and we're agreeing on all those things so your comments are useful. But just the notion that we both, for the financing, but also that we want whoever that development entity is to be committed to the long term, and we're very concerned about maintaining the capital asset and reinvesting in it.

I'll keep -- do you want me to -- should I keep going through these?

H. THEODORE COHEN: Yes, please.

IRAM FAROOQ: Kathryn, would you mind using the mic so people can hear?

KATHRYN MADDEN: Okay. So much more formal.

The lease terms -- oh, and so to that point the lease isn't written. I mean, I think we're all very -- everyone, we're very much concerned about the, what do you call the remediations? The -- writing in, once

we, we have the terms written there, but the lease, when it gets written, will have all the things; the what-ifs. Like, I want to say claw back. But anyway, but the language is escaping me. The remediations.

TOM EVANS: Remedies is what you're thinking.

KATHRYN MADDEN: Remedies what if we predict doesn't come out? What if something goes wrong in our very strong partnership? Like, all of that needs to get written in so that we're very aware of that. And I think we also, I think, in the demonstration plan put in some language about, like, if we do the RFP and RFQ and don't get any satisfactory responses, that we would, you know, re -- come back to the table and reissue that, sort of regroup. I think all of those things, we want to be aware of those

what-ifs and write in the language to protect ourselves. And ourselves being the city and the CRA and the community, right?

And the rent, the -- when HRNA, they did a pro forma which did give us a sense of the value of the building.

And I think, Tom, correct me if I'm wrong, they were modelling like full market rent, sort of a non-profit rent. What the dance studio might pay. We think, we imagine that some things like Artisan's Asylum charges membership fees, which is a little bit harder to calculate. But there's a notion that there would be some amount of space that would be open to the community in general. You know, that the whole -- I think one of the things we're very much wanting to happen is that when you walk into the building, anybody could walk in off of the

street and feel like they had a right to be in that building. And even to the extent of something like a cafe that is actually market rate and pays maybe more, hopefully more, but that that actually is something that creates a destination that, you know, anybody could walk in. Right? Or a lobby or the kind of open kind of performance space kind of thing. Right? And so that's what we're after, is making sure that that the building is accessible that way.

And I -- the construction. I just wanted to answer, the construction costs are based on the HMFH building and it's not just -- the demolition is just a small part of that. It's clearing out those partitions. But, you know, it's replacing all the building systems, the windows.

TAHA JENNINGS: Accessibility.

KATHRYN MADDEN: Accessibility, right. The building is not accessible in any way right now.

TOM EVANS: And structure.

KATHRYN MADDEN: There's quite a lot to do on that building. It a funny -- as you can see in the pictures, a funny rehab in the 80s that's sort of worn out. Does that --

H. THEODORE COHEN: Okay, I saw people nodding their head before, but I just want to confirm. It is CRA's intent that when you are working on the sublease or working on the RFQs and RFPs that you intend to do some sort of market analysis to determine what the appropriate rent for this building and the various spaces would be?

TOM EVANS: We're required to under state law.

KATHRYN MADDEN: Right. And part of

doing the HRH/RNA study is what we would expect. To anticipate what we would expect already. Yeah.

H. THEODORE COHEN: Okay.

Anyone have any other questions?

(No Response.)

H. THEODORE COHEN: Will somebody make a motion that we recommend to the City Manager that he proceed with the disposal process and we would recommend to the City Council that they adopt this disposition proposal?

HUGH RUSSELL: Disposition proposition.

H. THEODORE COHEN: We'll go with that one.

In accordance with Section 2.1.10 of the City Code, including a waiver of the requirement that there be a traffic impact

study at this point in the disposition process and also the waiver of the requirement that could be an appraisal of the property.

CATHERINE PRESTON CONNOLLY: So moved.

You make it too easy, Ted.

H. THEODORE COHEN: Second anyone?
Hugh.

Any discussion?

(No Response.)

H. THEODORE COHEN: All those in favor?

(Show of hands.)

H. THEODORE COHEN: Unanimous vote.

KATHRYN MADDEN: Thank you.

TOM EVANS: Thank you.

H. THEODORE COHEN: Thank you very much. The plan sounds very exciting and

we'll look forward to taking part in the use of the building at some time in the not too distant future.

KATHRYN MADDEN: Thank you very much.

H. THEODORE COHEN: Thank you.

Thank you for those who are remaining. We do not have a further public hearing, but this is going to be under General Business. It's going to be comments by the Board to the representatives of the colleges and universities that made presentations I guess a month or so ago in the annual Town Gown report.

Jeff, is there a particular agenda for this?

JEFF ROBERTS: I'll just try to start this off. So this is the time that we had initially reserved for the week after the

Town Gown presentations. I think the Board Members felt from last year's presentations that it would benefit from having some time close to the -- after the presentations but close to the time of the presentations in order to discuss any issues amongst yourselves, pose any questions to the representatives from the institutions, and the representatives of the institutions are here along with Cliff Cook from our office who is the planning information manager who coordinates the Town Gown reports every year. So you could -- so discuss amongst yourselves, pose any questions to the institution representatives, or put forth some additional requests for information that we can include in the next round of Town Gown reports.

Usually around the beginning of fall is

when we primarily -- Cliff puts together a list of requirements and questions to be addressed in each university in each institution's Town Gown report. So any feedback of what might be included in the next year would be helpful.

H. THEODORE COHEN: Thank you.

Does anyone in particular want to start?

TOM SIENIEWICZ: Do we want to ramble through all the institutions? Do we want to take one institution at a time?

H. THEODORE COHEN: That's what I was wondering. What's the easiest way to do it?

TOM SIENIEWICZ: What's the flavor of the Board?

H. THEODORE COHEN: Anybody have any opinions?

HUGH RUSSELL: One at a time. And also feel free to make more general comments.

H. THEODORE COHEN: Fine. Well, just going from the order in which they made their presentations. The first presentation was from Hult International.

RICHARD McKINNON: We are here.

H. THEODORE COHEN: Thank you all for coming.

HUGH RUSSELL: I guess I'm interested in -- the Hult School is relatively new. They've come to the city. There's a building that's been built. They're associated with EF Education. And the time span between the first building and the second building, the second building and the proposed third building, makes me wonder, and that, that time is decreasing. So I would be interested to know what EF and Hult

think if they're thinking about longer term projections beyond the third building. I would encourage them to do so, although I understand it's a difficult question to answer.

H. THEODORE COHEN: Well, in just in commenting about that, I noticed their projection that in 2014 they have 579 students and they project in 2024, in ten years, to have 912 students.

And so I guess the question is can you accommodate all those students in the existing buildings you have or is it intended to be something else? And currently as I understand it, most of your students come from another location for a year or two or parts of those years or two and don't really settle into the Cambridge area permanently. Do you envision that type of student body

changing?

TOM HALL: My name is Tom Hall. I'm the director of the campus. I'm here with my colleagues. Tiffany Chan and Jennifer Martin and Rich. Tiffany and Jen and I all work in the campus and Rich helps us out.

JOHN HAWKINSON: Is the green light on the mic on?

TOM HALL: There's a green light. Can you hear me okay?

Presently we have 579 students. As I said before, from almost 60 different countries. Only about five percent are American. So we take them from all over the world. We have five campuses; Boston being one, and four others around the world. We're projecting to 912. We're going to get there by 2024. We may get there sooner. It's a matter of awareness and applications. We can

do that all in the existing building which I think was the question.

CATHERINE PRESTON CONNOLLY: So, a couple follow-ups to that.

Is the 579 how many students you have there at once?

TOM HALL: We have that right now. We've lost a few to attrition, so maybe we're at 565. That's how many students come in everyday to attend classes right now.

CATHERINE PRESTON CONNOLLY: Right. So in any given year given what you described about them being there for partial years, your count might be higher than that but that's what you have on campus at a given time?

TOM HALL: That's what we have on campus.

CATHERINE PRESTON CONNOLLY: I guess

my bigger question, looking at what you're projecting in future growth in that population, have you thought about housing? Because what you described in terms of where your students are living all over the greater Boston area and the differences in what they can afford and all of those things seems to me that, you know, there are a lot of arguments that could be made for housing in a uniform dormitory where they've had an equal experience and were more conveniently located.

TOM HALL: Right. So the model we have globally is not to provide housing. And these are graduate students. The average age of the MBA program, which is one of our programs, is close to 28. And then the Master's is a little bit younger. We know a third of them coming in will stay in

Cambridge. As we grow from 579 up to 912, let's say, an additional 400, a third of those are going to try to find housing in Cambridge and then they branch out. And they tend to find housing pretty well. And if they don't, though, if they don't find it in Cambridge, they go over to Somerville and Medford. And so we know they get housing. We provide a lot of support for them with the real estate agents and connected to a lot of apartments, and so there's no need right now to build any housing for any postgraduate students.

HUGH RUSSELL: There's no need for you but the question is is there a need?

CATHERINE PRESTON CONNOLLY: For us.

HUGH RUSSELL: If the city wants to -- feels that there's a strong need for housing in the city and having an

institutional partner that could say stand behind leases or have a master lease and work with a developer, say, adjacent properties at North Point who is on, who wants to build housing, that housing might occur more quickly. I think that's something we'd like you to explore.

TOM HALL: Okay, we will definitely take a look at that. We know of some dorms in Boston, for example, near Back Bay the Fens, we've looked at just in case that happens, but we'll certainly take a look at it.

H. THEODORE COHEN: Oh, and just in following up on that, I know a lot of international students who are Master's or Doctoral programs tend to come from wealthier backgrounds. Is that true of your students, too, do you know?

TOM HALL: It's interesting. I think it's a mix. I mean, there's no question, to go overseas you have to come from a middle class or upper middle class. And to get a visa, you have to show that you have the means. So a lot of these students have to show that they can afford to stay here for the whole year. But we do, we provide a lot of financial aid. We have a lot of students, particularly students from Venezuela and they're under a lot of pressure because of the exchange rate and how the government is in crisis. I mean, they're not, they're not from wealthy companies or they can't get their money out. It's not that readily apparent that they just come and pay. There are a lot of students who are struggling and we help them also.

H. THEODORE COHEN: The rationale

behind my question is that, you know, there's been a lot of concern that housing in Kendall Square and in East Cambridge remain affordable to people who have traditionally lived there. And if suddenly there's an influx of a lot of very wealthy students who can afford higher rent, is that going to have the effect of forcing the poorer local people out of the neighborhood?

TOM HALL: It's interesting because right next to our building is the Regatta, for example, which is not cheap, and we do have some students staying there as well as within a half mile in some of the luxury apartments, really nice apartments. I know there are some that can afford it.

If I was to guess, I would say maybe 10 or 15 percent are very wealthy. I'm not sure they would be wealthy enough to affect the

price in Kendall Square and the like, but there are some that come with a lot of money and they can live in some very nice places.

RICHARD McKINNON: Mr. Chairman, if I might just speak for a moment to what Mr. Russell had asked?

H. THEODORE COHEN: Sure.

RICHARD McKINNON: If I could, Tom. Just on the issue of the impact and how it might have on the city's housing, which I think is the question. As you know, the HYM Johnson site is on the market again and so we are anxiously waiting to find out who our next new neighbor is going to be so we can participate with them and the -- just exactly that type of conversation, the type we have had with some of the prior owners. But at this time we don't know who the neighbor is yet.

H. THEODORE COHEN: Do you want to speak to that?

HUGH RUSSELL: The landowner in North Point.

CATHERINE PRESTON CONNOLLY: Are you saying the whole thing?

RICHARD McKINNON: Excuse me?

TOM SIENIEWICZ: The whole thing is for sale or just the site?

RICHARD McKINNON: Right now as you know HYM is --

HUGH RUSSELL: We don't know?

CATHERINE PRESTON CONNOLLY: You're breaking news here.

RICHARD McKINNON: It's been out on the market for quite sometime. I didn't realize we were breaking news, excuse me. Yeah, JLL has got the property on the market for them.

AHMED NUR: Mr. Chairman.

H. THEODORE COHEN: Ahmed.

AHMED NUR: So, the question that I have is Boston has a lot of colleges, a lot of students, and I just wanted to know if you can speak to as to why, why Cambridge and what are the students getting out of in terms of relationship with other universities or career? Do you have any connections to any of the institutions or universities in the area with the relationship?

TOM HALL: We do. The Cambridge campus is the first one to fill up of all five campuses in the whole global network. And the reason the students come here because, and we all know this, college town. There are a lot of great universities. Obviously they want to get close to Harvard and MIT. And there are a lot of students

here. And they come for that reason. And what our students do is engage in a lot of ways their selves. Our clubs, we have a marketing club that we also would connect with a marketing club at Harvard or MIT or BU or all around the city. Sometimes we hold events at our campus and sometimes they have events at other campuses. There's that kind of club network.

There's also networks by nationality. We have a lot Indian and Chinese students as well as 50 different countries. Those large populations connect very much to those comrades, I guess, or countries in other colleges. So they connect and sometimes they hold events on campus.

And we, also, through some programs like Mass. Challenge, for example, had something, all the colleges in the city at

their facility and our students will go and engage. It's really a great selling point that they come here and engage in the colleges and they really like that a lot.

AHMED NUR: You've answered my second question. How do they like it?

TOM HALL: I think they love it. I mean this is, you know, we're transforming lives in a lot of ways. It's not just going to an accounting class. It's the whole experience. It's, you know, we have a one year intensive program. They come, they're going to be with all these other countries, not just Americans. We only have five percent American. So it's not coming to Cambridge to go to school with a bunch of Americans. They're from all over the world. And the model, also if you recall from my last presentation, they can rotate to other

campuses. So in 12 months we've got students that will go maybe to Dubai and Shanghai. And also students from Dubai and Shanghai come here. So there's a lot of churn and it's really a fulfilling experience, not just taking classes but engaging in all the activities that I mentioned. So I think it's, you know, quite fulfilling.

H. THEODORE COHEN: As you expand, is it your plan to continue with your existing policy of not providing any parking for students?

TOM HALL: We find that we don't have to. A lot of these students, they don't want cars. There are a couple I think, I think of the nearly 600 students we have, we have probably I would say seven, and most of them are Americans that have cars in the areas that come in. Most students don't get

a license, they don't get a car. They don't want to. And there's plenty of public transportation.

H. THEODORE COHEN: Tom.

TOM SIENIEWICZ: Just a quick question referencing the section relating to Cambridge Rindge and Latin School and the month-long project that was described in the report. Is that an ongoing relationship you have with our high school?

TOM HALL: The Glocal program. Tiffany participates in that program.

TIFFANY CHAN: Hi. Thank you for having me. So, yes, this is a program that we work closely with EF in mentoring Cambridge Rindge and Latin students through the Glocal Challenge. And this is an ongoing thing we hope to sustain year after year. This is maybe the third or fourth Glocal

Challenge that we've had. It's been successful so far and we hope that trend continues.

H. THEODORE COHEN: Thank you.

TIFFANY CHAN: Thank you.

H. THEODORE COHEN: Lou.

LOUIS J. BACCI, JR.: I know this may be small, what percentage of your students remain in the area and work after?

TOM HALL: It's a great question. Nearly, nearly I would say 70 or 80 percent want to, and it's one of the challenges that we have. Because we have a large visa department, we have a large career services and corporate relations department, and their function is to help these students who want to stay in. But it's not easy. And I would say last year we had 280 students. I would say of the non-Americans, probably 30 were

able to get a job and get sponsors so they could stay. They have a program called OPT which is Occupational Practical Training where they can stay for a little while. But if they don't get sponsored and don't get to that level where they get a visa, they leave. I would say maybe 15 percent, maybe 20 percent actually get sponsors.

LOUIS J. BACCI, JR.: Okay.

H. THEODORE COHEN: Does anyone else have any other questions for Hult?

(No Response.)

Well, thank you very much.

TOM HALL: Thank you very much.

H. THEODORE COHEN: I think the next presenter of Town Gown was Harvard.

ALEXANDRA OFFIONG: Shall I come up?

H. THEODORE COHEN: Yes, why don't you come up.

ALEXANDRA OFFIONG: Good evening.

H. THEODORE COHEN: Does anyone have any questions or comments to address to Harvard to start?

Tom, you look expectant.

TOM SIENIEWICZ: Comments, yes.

Thank you so much for the Fogg. You know, I got to -- it's worth a shout out here. I made a note to myself to shout that out. I think it's an amazing asset and I really appreciate getting to go there for free, not because I'm a Planning Board member but because I'm a Cambridge resident. And so, that said, I have a question that will be a reoccurring theme here, your relationship to the high school? You look puzzled.

ALEXANDRA OFFIONG: I'm sorry, probably not the best person to answer some of those questions so I apologize if I'm not

as well informed as I might be.

TOM SIENIEWICZ: So my understanding is that the cream of our graduating class are offered admission to Harvard. That's maybe an urban myth, I don't know. I understood the top ten students in our graduating class --

ALEXANDRA OFFIONG: Okay I'm going to answer based on sort of not an informed position, but I don't think there's any quota system per se, but I do think there are -- there are always a good number of Rindge and Latin students that are accepted in Harvard, but I don't know the -- I'm not familiar with exactly the system.

TOM SIENIEWICZ: Okay, you don't know if there's a quota in place. I know.

I know a number of Rindge and Latin students that understand there to be a quota

and trying to graduate in the top ten.

ALEXANDRA OFFIONG: I apologize that I can't answer that question.

TOM SIENIEWICZ: Okay. Anyway --

HUGH RUSSELL: But it sounds like you have a lot better shot coming from Rindge and Latin than Monroe High School in Rochester, New York.

TOM SIENIEWICZ: I also wanted to point out in Harvard's report something that caught my eye, a number of things caught my eye, but just one last thing. I don't want to monopolize the time here. Your control of waste coming off the campus and a goal actually to achieve 50 percent today but to eventually have zero waste coming off the campus, I think that's an extraordinary thing to try to strive for. I know we're working very hard on NetZero in terms of carbon

emissions, but, hey, wouldn't that be great if we can figure out a way to have an institution of that size actually producing no waste and think about the impact on traffic, think about the impact on the environment, something that I'm going to be asking some other institutions about.

Thank you.

ALEXANDRA OFFIONG: And that's definitely part of our behavior changes because it starts with every individual and it starts with also the facilities, how we provide composting facilities within the building, how we provide recycling facilities, how we get there. So we're on that curve.

CATHERINE PRESTON CONNOLLY: So for my part I really appreciated seeing some of the results of the swing house that you all

have and seeing what has come of being able to do those whole house renovations that Harvard has undertaken. I was sad to lose the Inn at Harvard when it went, but particularly seeing the improvements in not just the space for the students, which is nice and works very well for you and that's good to see, but things like accessibility and the energy improvements and things that really matter a lot to the community, whether or not we ever use the buildings. I was actually really pleased to see that those kinds of things were happening now and that the swing house had allowed that to really happen on a large scale. So I just wanted to share that, having been a skeptic previously, it -- I now see the payoff.

ALEXANDRA OFFIONG: Thank you.

H. THEODORE COHEN: Hugh.

HUGH RUSSELL: I'm looking at the project map and it's extraordinary that there are only five projects in planning that were revealed to us. And although there are perhaps as many as 200 buildings in Cambridge. So I'm wondering if there's another category between recently completed, currently construction, and in planning, there's another -- these are buildings, these are projects we'd like to do but they aren't, haven't reached the, quote, planning stage yet.

ALEXANDRA OFFIONG: It's true that the university does -- I mean, we have many, many buildings. We have deferred maintenance projects going on all the time. And this report captures the projects that are -- that we judge to be of significance that involve significant renovations, changes of use. And

projects that also have, as you say, a -- they're based in reality and not just pure speculative dreams. Which the university is a decentralized place, as you know, and so we do, you know, we do take care to make sure that we're putting forth the vision that is likely to be taking place. But I hear what you're saying about it may be interesting to know what could be, though it may not be projects in the future.

HUGH RUSSELL: Right, I mean I look at the project list, Winthrop House, Kennedy School, Smith Campus Center, Cabots South Library, and Arch Street, and the last two are probably not -- are borderline significant. You might have --

ALEXANDRA OFFIONG: It's more the buildings of great interest I think.

HUGH RUSSELL: Yes. I'm certainly

interested in the science center since I spent four years of my life working on it. But the -- and we knew about -- the house renewal plan is something that I -- we've known about and you've been working on for a few years now and, you know, we -- and so we can kind of imagine that well, maybe you'll do Lowell after you do Winthrop or maybe, you know, whatever. Maybe it's Kirkland's turn or maybe it's Eliot's turn. But 10 years ago there was a plan out there to replace the quad houses with new river houses across in Boston. And so thinking about -- knowing about what thinking there is about the quad, this relates, to some extent, one of the attractive things of that proposal was that we didn't expect you were going to convert the quad houses into condominiums, but those would be opportunities for housing for

affiliates such as grad students. So it's looking in those longer term, farther out is I think of interest to us and that gets a list of priorities rather than a list of projects. You know?

So that's really all I want to say.

H. THEODORE COHEN: Ahmed.

AHMED NUR: Hello, Andrea (sic). I have a couple of questions. One is I recently found out that Winthrop Street, east of JFK where the (inaudible) half of it belongs to you and half of it belongs to I'm not sure.

ALEXANDRA OFFIONG: It's a private way.

AHMED NUR: It's a private way?

ALEXANDRA OFFIONG: Yep.

AHMED NUR: I wondered if there's any plan to continue that pavement on the

west side of Winthrop, that beautiful pavement that just continues, as opposed to the potholes and asphalt deal that we have right now with the towing and everything going on? That was one thing that I wanted to bring it up to your attention. And you don't have to comment on it, obviously. If there's been a plan, I'd like to know about it because you've got that beautiful view of the steeple of the church.

ALEXANDRA OFFIONG: I can speak to that.

AHMED NUR: Please do.

ALEXANDRA OFFIONG: I know the west half of Winthrop Street was an intervention that the city undertook, I think, as the overall Harvard Square improvements and it is a wonderful space. At this time I don't think there are -- I know that that roadway

is in not the best condition. I don't think there are any particular, any specific plans right now to undertake those kinds of improvements on Winthrop Street. I think given the different nature of the space, I don't know that we would be instituting the kind of traffic calming that would be on the other side, but I will certainly note the conditions -- you're not the first one to note that there probably needs to be some --

AHMED NUR: It's a pedestrian -- beautiful, you know, actually, I'd prefer it closed to traffic but that's not my say.

And the second question I have --

HUGH RUSSELL: Can I follow up on that?

AHMED NUR: Please do.

HUGH RUSSELL: There are other streets in that general neighborhood that are

now owned by the university. And, for example, the sidewalk on the east side of Dunster Street by the Malcolm Athletic Center is particularly deplorable and non-accessible. So in a way it might be good to look to, again, have a plan for not just the one street that Ahmed is talking about, but the other streets. Some of them are in fine shape, some of them are not.

ALEXANDRA OFFIONG: And as part of the overall house renewal, we haven't really gotten to that part of the river house district, but certainly that would be part of the improvements as we get to that portion which are abutting Kirkland House and Lowell.

AHMED NUR: Right. And so, my colleague had finished the second part of my question which was I'd like to see going forward, maybe for the next Town Gown if

Harvard maybe could give us a print of what streets they own and see if there's any plan in the near future of improvement.

ALEXANDRA OFFIONG: Sure.

AHMED NUR: And also how are you working with the city traffic, you know, in terms of Harvard Square?

And overall you have a large volume of students and faculties that are going in and out of these buildings, and I am assume that you have a traffic department that works with the city that raises these issues. I'd like to see that in the Town Gown.

ALEXANDRA OFFIONG: Sure, sure.

We -- particularly in the river district we do own a number of streets or private ways, and Harvard does work closely with the city in terms of plowing streets and maintaining them. And there's, there's a very close

relationship there. So we would be happy to explain that more.

AHMED NUR: Yes, plowing is another thing. So much snow everywhere. I was sort of disappointed with what was going on with the piles of snow in Harvard Square. Up to now has not been moved off the sidewalks. And I know that's the city sidewalk, but --

And well, last question, I don't know how many questions I have is the screen house --

H. THEODORE COHEN: Unlimited.

AHMED NUR: -- parking lot, how is that working out?

ALEXANDRA OFFIONG: The Inn at Harvard?

AHMED NUR: Yes.

ALEXANDRA OFFIONG: 1201 Mass. Ave.

Well, as you know, we, we renovated the

building above. It's primarily being used for university use. It is a building that has a commercial permit as we discussed a year or so ago. And for the most part it's, it's being used as sort of a parking lot for faculty and staff during the workday. And hasn't been really used as a public parking lot so far. It's, as I mentioned, when we were here for the Special Permit, it is a very challenging situation because of the entry into the garage is actually directly from the dorm and there's no separation, there's no security separation. So it -- and it's -- the entry into that garage is a very tight turn with low headroom which just makes it -- it's a bit of a tough garage. So we do have the ability to use it as a valet situation from time to time and we do that for events at Loeb House and other university

events, but it's not something that we -- we primarily use it as a university lot.

AHMED NUR: Okay.

And the reason why I'm bringing that up is we have kids doing ballet at the church next-door at Jose Mateo and people from North Cambridge think this is a public parking and they have trouble turning around. Signage may help. There's a change of occupancy, well not in occupancy, but thank you.

ALEXANDRA OFFIONG: Thank you.

H. THEODORE COHEN: Anyone else?

(No Response.)

H. THEODORE COHEN: I have a couple of questions. Why don't we start with the former Inn at Harvard. That's used as a dining hall for the students that live there?

ALEXANDRA OFFIONG: Yes.

H. THEODORE COHEN: Just for those

students?

ALEXANDRA OFFIONG: So the former Inn at Harvard 1201 Mass. Ave. is what we call the hub of the Swing House. So it houses I think about 136 students. It also has all that student life facilities of a typical house. So it has the dining hall, it has music practice room, common rooms, meeting rooms, things like that. But there are other buildings that are affiliated housing buildings, apartment buildings basically that are in close proximity and they utilize that building for their dining and for the student life spaces. So it's a cluster of buildings that form the swing house.

H. THEODORE COHEN: And not having gone to Harvard, I'm fairly ignorant about the dining arrangements. I thought most

students ate at Memorial Hall?

ALEXANDRA OFFIONG: That's freshmen.

H. THEODORE COHEN: Only freshmen?

ALEXANDRA OFFIONG: Yes.

H. THEODORE COHEN: Are freshman housed in the swing house?

ALEXANDRA OFFIONG: The freshmen mostly live in Harvard Yard and sophomores, juniors, and seniors live in each one of the river houses or the quad houses. And as we are renovating right now one river house kind of every year, while that house is under construction, those sophomores, juniors, and seniors, live in the swing house and they eat at the 1201 Mass. Ave.

H. THEODORE COHEN: And students who are living in a sophomores, juniors, and seniors who are not in a house that's being renovated, they eat in their own house?

ALEXANDRA OFFIONG: Yes. Each house has its own dining hall and students typically go back to eat lunch and dinner at their house.

H. THEODORE COHEN: And you intend to keep this arrangement going for the indefinite future while you're renovating the various houses?

ALEXANDRA OFFIONG: Yes.

H. THEODORE COHEN: I'd like to talk about the Smith Center, which I still think of as Holyoke Center. What is the plan for the plaza?

ALEXANDRA OFFIONG: What is -- maybe I should -- no.

HUGH RUSSELL: So, I've actually -- I'm quite familiar with this because Tanya Iatridis asked me to consult on some of the design aspects sort of in an informal

committee that also includes Charles Sullivan, and Stuart attends. And so I was selected because I worked for certain -- for four years and I have some ideas. Other persons have been associated with certain -- anyway, so I've been I guess to three meetings. They're cool meetings because they're intercontinental conference calls that where the technology essentially works flawlessly. And so the proposal on the plaza is to first demolish an Au Bon Pain greenhouse and build a slightly larger greenhouse that's about ten feet farther out on to the plaza and which would function as a welcome center. It wouldn't be open to -- many members of the public come and have Towers of Harvard. And so that would be open to kind of the entire world community in a sense.

Now the most of the plaza, half of the plaza is the private Au Bon Pain seating it's up a couple of stairs, not accessible, kind of dark under the trees. The plan is to make that all at sidewalk grade so it's more open. They have lots of tables and chairs there to put in a different landscape area a little bit further out to maximize that space. That in a nutshell --

H. THEODORE COHEN: So that space would remain as public space?

HUGH RUSSELL: Yes. All publicly accessible.

H. THEODORE COHEN: And so assuming that the Au Bon Pain leaves that particular location, does it and the other restaurants that are in the first floor now, intend to stay or to be relocated someplace else in the building?

ALEXANDRA OFFIONG: So today we have had -- the number of food venues is going to remain essentially the same. There's between five and six today. There will be about the same in the proposed future plan. Right now we're still in distinct and separate lease negotiations with all of the different tenants. So right now there is -- we don't know exactly what the composition will be. It could be that some stay or some come back, but it's not -- we don't know right now.

H. THEODORE COHEN: We don't care about any individual, but the intent is that there will be food venues remaining on the first floor that are remaining on the first floor open to the public and people can take their food and sit outside on the plaza weather accommodating?

ALEXANDRA OFFIONG: Yeah. There

will be roughly the same number of food venues. There will be more space devoted to those venues. Probably about 5,000 more square feet of space devoted to food. And just to add on to the -- what Hugh described in terms of the Forbes Plaza, right now much of that seating is actually technically devoted to Au Bon Pain and not only is all of it going to be publicly accessible and not specifically associated with any food venue, we also have designed so that there will be ample seating within the building that will kind of spill out into Forbes Plaza so that we have full year use for seating because. Just so much of the year is cold and precipitation so it's intended to be an open space that's open for everyone and you don't have to buy something.

H. THEODORE COHEN: And will there

continue to be publicly accessible restrooms there?

ALEXANDRA OFFIONG: Yes.

HUGH RUSSELL: More.

H. THEODORE COHEN: They're one of the very few public restrooms in the entire square and sometimes huge bus loads of tourists come and --

ALEXANDRA OFFIONG: Yes, I work in the building. I have to cut through those lines.

No, the idea is that they're located very close to the entrance, very convenient, easy to find, more fixtures. That's -- we've heard that loud and clear and we experience that so that was a priority.

H. THEODORE COHEN: Okay. That was actually a loss with 1201 Mass. Ave. that there used to be publicly accessible

restrooms at that end of the square which now is a dormitory.

Ash Street. Nine Ash Street, will that ever be open to the public at least for occasional tours?

ALEXANDRA OFFIONG: Well, that's a tricky one. We, we are actually going to begin the full restoration this spring and it will be substantially completed by the summer. But we, we know that we are limited by Zoning for residential use. So it will be used, you know, for that purpose, probably for visiting faculty for the graduate school of design.

H. THEODORE COHEN: I thought it was some sort of facility that was used by the graduate school of design as a --

ALEXANDRA OFFIONG: That was the hope, but that wasn't -- we went through a

Zoning Use Variance process a few years ago and it was not granted.

H. THEODORE COHEN: I see. So now it has to be used for residential use.

Well, I've heard about that building for 45 plus years and have longingly looked over a very high fence, tried to look over the fence, I would love it if it could be open to the public on occasion.

ALEXANDRA OFFIONG: We would love it, too. I mean it was, it was designed by Philip Johnson while he was a graduate student at the GSD. It was, you know, it was something that the GSD thought it was a priority to preserve it, to purchase it, and to restore it. And so it's something that we want our students and faculty and alumni and everyone to enjoy. We know we have to respect the limitations of the use, but we

will -- hopefully we can find a way to invite those who are interested in. But we're being very careful with that.

H. THEODORE COHEN: Okay.

I know it's not a Harvard problem per se and you may have very little control over this, there are a lot of vacant retail stores in Harvard Square now, and to the extent any of them are in the -- Harvard owned or controlled buildings, I would hope the university acts as quickly as possible to get those spaces occupied. I know there's a lot of privately owned property there, too, and you don't have control, but it really is disheartening. There was a period a couple years ago when the vacancy rates seemed very low and that was great. And now it's very high again. And --

ALEXANDRA OFFIONG: I don't know the

exact vacancy rate within Harvard's commercial buildings, but I do believe that they are in fairly good shape. And Harvard does prioritize having sort of locally owned tenants and, you know, the kind of eclectic mix. And so I think probably a lot of the longstanding tenants that you see there are -- tend to be in the Harvard buildings because we make that a priority and don't always seek the highest and best rent. So, but that's -- we also hope that with the renovation of the Smith Campus Center, it will bring new life into the square and hopefully have a spillover effect within other buildings.

HUGH RUSSELL: Ted, I think the buildings are owned by Gerald Chan?

H. THEODORE COHEN: Yeah, I'm of the opinion that's what's happening. But that's

why I said I don't know that Harvard has any control over it.

HUGH RUSSELL: Take away the naming rights on the public health school.

H. THEODORE COHEN: The stores at Mass. Ave. and Everett, they've been closed for a long time. I understand there's a hazardous waste issue, but it's been many years, and I have never seen any indication of any work going on there. What is the plan for those stores?

ALEXANDRA OFFIONG: Well, they're -- there has been a remediation process that has been going on and it isn't something that requires active and lots of people and staff there, but it has been a very complex remediation process. And it has taken a lot longer than we planned. Harvard is -- we know we don't want that site to be vacant and

underutilized. It's an important corner. We know for the community, we know that there's been an expressed desire to maintain retail on the ground floor even though there's limitations in terms of what Zoning would actually allow. We don't have a plan right now, and I know that this is a question that comes up. It's, it's a challenging site. Until we finish the remediation, we can't really do anything, but it's duly noted that it's -- it needs -- something needs to happen.

H. THEODORE COHEN: Do you know what the time scheme is for the remediation?

ALEXANDRA OFFIONG: I mean it has been going on for some years and it's -- I don't know the time scheme, which we should be -- it shouldn't go on forever. I can't give you an exact (inaudible).

H. THEODORE COHEN: Glad to hear that.

HUGH RUSSELL: Next year you can report on that.

H. THEODORE COHEN: Yes, please.

Last question is one of the people who commented on the public was asking about the M2 shuttle to Longwood and that the public should be allowed to ride it.

Is that a possibility?

ALEXANDRA OFFIONG: It, I know that we've always been very careful from a liability perspective of it's been -- it's affiliated shuttle. We can look and see if there's a possibility.

CATHERINE PRESTON CONNOLLY: There are also issues in terms of that with the, getting a jitney license and competing with the MBTA in order to run a bus route along a

route that MBTA already has service on and have it be a fare box open to the public. I mean, we went through this with the EZ Ride shuttle, and it is a very involved process. And the MBTA protects its market share in that regard. So it's not, that one is not just on Harvard, that there are some additional constraints on that.

H. THEODORE COHEN: Well, I don't want to take any revenue from the MBTA.

So that's all I have.

Hugh.

HUGH RUSSELL: There's apparently a bid going in for the Olympics and if we could have a report next year on what Harvard -- if Harvard is involved in using the university facilities for that, we'd be interested in knowing that.

ALEXANDRA OFFIONG: Our executive

Vice President Katie Lapp does sit on advisory board for the Olympic bid. I know that some of the plans have shown use of Harvard facilities, and Harvard of course would cooperate and go along with -- but I don't think there's been -- we haven't done extensive studies and we have only been peripherally involved in the planning at this time. I think it's very, very preliminary.

HUGH RUSSELL: So I guess that goes in my category, my fourth category then.

AHMED NUR: We'll bring it back.

H. THEODORE COHEN: Fine. Any other questions for Harvard?

Tom?

TOM SIENIEWICZ: Just two briefly. I understand the Holyoke Center or whatever it's called now, will be coming before the Planning Board informally. I hope so. I did

get to see the plans because the NetZero meeting was held there the other night and the drawings were up. I -- just a plea for the chess master's table. In all seriousness they kind of vintage, 50s, 60s chess tables are excentric but have a character that is just so much of Harvard Square. It would be an absolute tragedy to see those demolished. So I hope, I plead that the chess master's table and the neighbors' tables are reinstituted or reinstalled or exactly where they are because they're really important.

ALEXANDRA OFFIONG: That's interesting. Because we certainly -- we will be presenting the project in full as an incoming case to the Zoning Board. It's interesting, we have talked to a number of chess players to find out exactly what their needs and desires are in order to make their

chess playing experience the best possible, and they have actually asked -- they have specifications that, you know, in terms of table size and being able to fit their clocks and being -- it's -- they're not, they have -- they haven't expressed pure satisfaction with the chess tables.

TOM SIENIEWICZ: I'm sure. But there's a planning and a cultural concern that might outstrip the actual functional use of those tables. I mean, they've starred in movies, you know, so I'm -- seriously, there's a way in which they are graphic and really need to understand them and more than 50 years ago. So I'll appeal to Charlie Sullivan. Demolition delay.

H. THEODORE COHEN: An example of form over function.

HUGH RUSSELL: It is a neighborhood

conservation district so they're not bound by that.

TOM SIENIEWICZ: They're not. So I'll have to go through -- so -- but I don't mean it to be humorous, I think they are really important. But we'll get a chance to look at the Holyoke Center or Smith Center, whatever it's called, in detail later.

And Garden Street. Yes, I understand there's issues with the neighbors not wanting an institution on Arch Street -- excuse me, Ash Street, Nine Ash Street. I will say I used to walk by that house everyday on my way to work. There was one day when the door to the garden was left open, one day, so I saw, I saw it. And I was thinking, you know, would it be too much to ask to just have a little peek hole, a little window, so you could see what's behind the nine-foot wall?

Because the garden and the house are beautiful. Even if it was only a shutter that was open an hour a day or something respecting the residential privacy. But just having that glimpse in there was really spectacular, because I'll tell you, it's much better on the inside than it is on the outside.

H. THEODORE COHEN: Yes, well, following up on that, I'll just mention that this weekend I had a tour of the FDR dormitory rooms in Adams House which are very beautiful, they're restored by an FDR foundation, but I guess it's a, you know, since it is an active dormitory, it's not open to the public. But I guess there is some way to arrange for infrequent private tours of it. And so something like that could be done for Ash Street, that would be

great.

Anything else?

AHMED NUR: Just one really quick one.

I used to be a big fan of driving over the JFK Bridge before the construction. And I haven't been that route for a long time and I'm assuming it's still going. What I, mean, I don't even know what I'm going to ask you, between Harvard and the City of Cambridge, this bridge happens to be really important to you guys, especially to the business school and all the athletic and even all the new residential and everything, and Allston and Brighton, you know, going forward, there are a couple other bridges that are probably going to come up. I wondered if there's anything that we could help you with to figure out what the City of Cambridge could

do to, you know, if you want to speak about that, I would really appreciate it.

ALEXANDRA OFFIONG: Well, that is the Anderson Bridge is part of the accelerator bridge program that massDOT is overseeing and I know that it's been an incredibly difficult project. And I know, we do coordinate with them a lot, and they just told us they're a year and a half late on their schedule just through permitting delays with other state agencies and some other unanticipated issues. So it's been very challenging just because we have a community that goes back and forth on that bridge everyday. We have shuttles, and not to mention just all the regular traffic. I do know that we -- they did allude to the projects coming down the pike, Western Avenue, River Street, and I do think that

they are probably not going to be as long in duration or extensive. I got the impression. I don't know the full scope of work, but we, I mean, we will be continuing to coordinate. I don't think that -- they've been communicative and we've worked well to make it work as best as possible, but I think it's just given the nature of the construction, it's been very difficult. So if I'm not sure if we can do -- I'm not sure what else we can do in terms of coordination. It's just a very challenging project.

AHMED NUR: Well, just to make perhaps looking in the future construction of other bridges. There's one further down Anderson, I'm not sure this one, that one. Maybe we could have a, you know, language that's clear as of to start date and finish date.

ALEXANDRA OFFIONG: Yes.

AHMED NUR: I know, I know. I get it.

ALEXANDRA OFFIONG: They had one. It's just moved a few times, yeah.

AHMED NUR: But are the same people working there?

ALEXANDRA OFFIONG: I don't know. I'm not sure.

AHMED NUR: Thank you.

H. THEODORE COHEN: Okay, thank you.

ALEXANDRA OFFIONG: Thank you.

H. THEODORE COHEN: MIT was the next presenter.

So does anyone have any questions or comments for MIT?

Ahmed, why don't you start?

AHMED NUR: I only have two, so let me get going.

One was I've been asking for that same plan. What is the plan with the parking lot corner of Mass. Avenue and Albany? If there's any -- next to that power plant?

IRAM FAROOQ: Atomic reactor.

THAYER DONHAM: Thayer Donham. At the moment we had no plans other than keeping that as a parking lot.

AHMED NUR: Okay. I asked -- the reason why I ask is because things are building along the avenue and you can keep it as a parking lot and maybe have other structures, but that was one question that I asked for someone to look into it.

Second is, MIT has a large real estate along the riverfront. As one's coming across the river, you can always see -- I wondered if there is, as we changed -- the K2-C2 up zoned everything around that area, what if

there's any plans in change or change on the view of that riverfront in terms of structures or anything coming up? I would appreciate it that may be brought up at our next meeting.

THAYER DONHAM: I mean at the moment we're continuing to renew the houses, those are mostly dormitories at least from Mass. Ave. towards the Hyatt. And so the work there that we have planned is renovation and renewal of those buildings. Not all of them at once, but hopefully soon start a phase program.

AHMED NUR: Okay.

Thank you.

H. THEODORE COHEN: Thacher, you have questions?

THACHER TIFFANY: Sure. I apologize if you addressed this in your presentation,

it's been a little while. Just looking it over to try to refresh my memory whether you had or not, but what do you have planned -- there's reference in the PowerPoint to, you know, working on building graduate student housing, but I wonder if you could here remind us or fill us in on the details of when and where that additional housing will start?

KELLEY BROWN: My name's Kelley Brown, K-e-l-l-e-y B-r-o-w-n. The -- we're not much passed where we were when we presented. Essentially the -- on the East Campus I think there's plans for a net addition of graduate student housing, that will be part of the East Campus development that you'll be hearing a lot more about as we come forward for Article 19 and other PUD permits.

So the second is I think, I think there will also be additional graduate school housing in the west because we're talking about something on the order of 60 units, beds, and I think there's more room in the west for some of the kind of the facilities that we'll be looking for, that study is really just getting underway. There was a preliminary diagram that was in our presentation. So the -- I unfortunately don't have more, you know, exactly where on campus and exactly how many, but that's the general picture. And I think we'll be following that up pretty soon. I think there will be a lot more news about that next year.

THACHER TIFFANY: It almost goes without saying, but I'll say it anyway so it's said. Obviously it's very important for us to see MIT and other institutions building

housing when they can and have the opportunity to just as a way to alleviate the pressure on the city in general.

KELLEY BROWN: No doubt, and this is what we've heard from our own graduate school population. That's why we've made it a priority of our own as well as to respect, you know, the needs of the city.

H. THEODORE COHEN: Well, let's move to undergraduates. Can all undergraduates who wanted to live in a dormitory setting be accommodated by MIT now?

KELLEY BROWN: Yes.

THAYER DONHAM: Yes.

H. THEODORE COHEN: So they can find a space in the fraternity or sorority?

KELLEY BROWN: We think of fraternity -- probably a third live in, the undergraduates live in fraternities and

sororities. Some are in Boston. We think of those as MIT affiliated housing. They're not in private housing stock that would otherwise be used by residents.

H. THEODORE COHEN: Right, I understand that. But if somebody does not want to live in a fraternity or a sorority as an undergraduate, can they get it -- can they be guaranteed a dormitory space?

KELLEY BROWN: Oh, yeah, yeah, you're guaranteed housing.

THAYER DONHAM: It's sort of a self-selecting system.

H. THEODORE COHEN: I understand that people may wish to do that, that's fine. But people who don't wish to do that.

THAYER DONHAM: I mean, even the dormitories are self-selecting where the -- it's sort of unusual, where we let the

undergraduates pick where they want to live, and so it becomes more self-selecting at the beginning of their experience at MIT.

H. THEODORE COHEN: I'm not sure I understand that.

KELLEY BROWN: They frequently will stay in their same dormitory throughout their career at MIT. People typically don't kind of move around from dormitory. There is no freshman dormitory at this time and there's just a very deep affiliation with one's residence hall.

THAYER DONHAM: You're essentially choosing a living group regardless of whether that living group is a dorm or a fraternity. And so because they do all of that at kind of at once, it's -- you're part of that experience whether or not you're rushing a fraternity per se.

H. THEODORE COHEN: Right. But I understood that the hope designed building by the athletic fields was built in part to guarantee that students who wanted to live in a dormitory would have a facility and did not need to rush a fraternity or a sorority.

KELLEY BROWN: Right. Well, all the freshmen -- there was a specific need to accommodate all the freshmen on campus because that's, that's a requirement now and has been for many years. The rush and pledge starts when you're a sophomore.

H. THEODORE COHEN: Okay, fine.

Are there other questions for MIT? I know we've met with you people an awful lot in the past.

KELLEY BROWN: Oh, we love it.

H. THEODORE COHEN: Couple years.

Tom.

TOM SIENIEWICZ: Just in the interest of symmetry I wanted to ask about Cambridge Rindge and Latin School and what the relationship of the institute was to Cambridge Rindge and Latin, whether -- like the urban myth around Harvard, whether there's such a myth at MIT? How many Rindge and Latin students attend MIT and what's the connection to our one and only important high school?

MICHAEL OWU: Michael Owu, O-w-u. None of us are qualified to answer the question so I'll just preface that to the best of my knowledge.

So MIT admissions is purely based on qualifications. There's no preference given to anybody whether you're a Cambridge resident, whether you're a son or daughter of an alumni, it's a pure, you know, based on

academic capabilities. I know historically that the number of Cambridge Rindge and Latin students attending MIT has been relatively low. I believe it's -- we are finally getting some new students coming from Cambridge Rindge and Latin. I do not know what the numbers are. I know it's slightly better than it was a few years ago, but it's still a relatively low number.

Does that answer your question?

TOM SIENIEWICZ: It answers my question, but I'm not happy with the answer.

LOUIS J. BACCI, JR.: It's always been that same answer, too.

TOM SIENIEWICZ: As a presence in this community obviously and has an impact on this community, and so to the extent means that you feel an obligation to the students here that would be good. You know, I'm not

begging for admission or scholarships, but if there's a way in which a considerable brain power tap end of Mass. Ave. could find its way to be closer to Harvard Square and help our high school, that would be very much appreciated, very much appreciated. And I think you should think about your community relations in that regard. There are so many ways in which you guys could help our public school students who are incredibly talented and diverse and do really actually help you guys, too, I think.

MICHAEL OWU: I was responding from the Cambridge Rindge and Latin coming to getting admitted to MIT. In terms of the programs that MIT has, there are actually a number of programs actually bring Cambridge Rindge and Latin students and students from the elementary schools through the campus.

So, for example, and, again, I wish Sarah was here because she knows all this stuff off her head. The (inaudible) center I think, for example, has almost every third grader comes to the center in the academic year in terms of the reactions and opportunities for Cambridge students and families to come through -- MIT has to offer there are a lot of programs that do that.

TOM SIENIEWICZ: Thank you.

AHMED NUR: Mr. Chairman.

H. THEODORE COHEN: Ahmed.

AHMED NUR: I was just going to say that also. I have a 17-year-old that is going to Rindge and taking classes at MIT, the math, and so they do have a lot of community outreach programs that -- but I also second the notion of would be great to have, for lack of a better word, preference

at the footsteps if they can't afford the qualifications.

One other question from historical side, but this eyesore building on Mass. Avenue that's Metropolitan Storage Warehouse.

H. THEODORE COHEN: Eyesore?

LOUIS J. BACCI, JR.: It's historical.

TOM SIENIEWICZ: It's one of the most beautiful buildings.

AHMED NUR: Did you say it's the beautiful building?

TOM SIENIEWICZ: Yes.

LOUIS J. BACCI, JR.: You're in trouble.

AHMED NUR: Eyesore in terms of writing letters.

TOM SIENIEWICZ: Really?

AHMED NUR: I personally think that

we have signage and other things, is there a fireproofing going on in that building?

MICHAEL OWU: So that building was built in 1901 or thereabouts, designed as a fireproof storage building. It is historical. Charlie Sullivan, whom you all know intimately is very, very much interested in that building. We, a couple years ago we did a complete renovation of the facade, all the masonry, and we repainted the fireproof on the wall because that was part of the historical.

AHMED NUR: You did repaint that?

MICHAEL OWU: Yes, it was a requirement. What you see there is not going away any time soon.

AHMED NUR: Well, you answered my question. I want to know if it was a qualification from Mr. Charlie Sullivan.

It's a beautiful building, I would repaint it. I think that fireproofing sign is ruining the building and that's why I said it was an eyesore.

H. THEODORE COHEN: It's actually quite fabulous inside, too.

TOM SIENIEWICZ: It's amazing.

H. THEODORE COHEN: It's --

AHMED NUR: I haven't been inside. I'm scared of those letters.

H. THEODORE COHEN: There are any number of automobiles inside. It's very interesting. I had a law firm that was moving once and stored all its furniture in it for many months and I went inside. It's very exciting.

AHMED NUR: Okay.

H. THEODORE COHEN: Are there any other --

HUGH RUSSELL: So I guess I would, I asked Harvard to report next year on any Olympic use of facilities for the Olympics and thinking about that. I understand this is very preliminary.

MICHAEL OWU: Our answer is very similar to Harvard's. Israel Ruiz is also on one of the committees. I can't remember which one it is. We were all interested to see the reports because it was like oh, okay, this is what you're planning on campus. I don't think, you know, I think the Olympic committee was really looking to create some opportunities all over. I think MIT's in a similar position of Harvard which is, you know, we would be more than happy to work with the committee if that's what happens. The specifics I think in the case of MIT, there was archery in Killian Court. I, I'm

not sure that's necessarily where we would -- fencing. I'm not sure that's what would happen. But if the Olympics came to Boston, Cambridge, I'm sure MIT would be happy to participate to the extent that we could, if it turns out to be something that's good for the region.

LOUIS J. BACCI, JR.: I got one.

H. THEODORE COHEN: Lou.

LOUIS J. BACCI, JR.: You have ongoing work at the power plant on Vassar Street. Is that going to increase the footprint of the building itself, the power plant itself?

KELLEY BROWN: It will, it will -- the -- basically the parking lot that's adjacent to the Albany Street garage it's in between some existing chiller plant and the Albany Street garage will be where the

addition to the central utility plant will be placed.

LOUIS J. BACCI, JR.: And somebody whispered to me a couple months ago that you were going to do something with the reactor.

KELLEY BROWN: I'm not aware of any changes in the research.

LOUIS J. BACCI, JR.: Not changes. Upgrades, reworking it, something.

KELLEY BROWN: I'm not aware of that. Sorry.

LOUIS J. BACCI, JR.: Okay, good enough. You might need the parking lot.

THAYER DONHAM: So there's a picture in the Town Gown report of sort of the initial proposal for the new CUP.

H. THEODORE COHEN: Any other questions for MIT?

Well, thank you. I will comment on an

irrelevant matter that the Pi day video is quite hilarious. I would recommend it to anybody who wants to have a good laugh. But I did notice that none of the drones are delivering anything in Cambridge to Rindge and Latin students.

THAYER DONHAM: Duly noted.

H. THEODORE COHEN: Perhaps next year.

THAYER DONHAM: Yeah.

H. THEODORE COHEN: All right, and next was Lesley. Thank you very much.

MARYLOU BATT: Good evening.

H. THEODORE COHEN: Good evening. Thank you.

Tom, do you want to start with your question about Cambridge Rindge and Latin?

TOM SIENIEWICZ: We were asked as a Board to come up with categories that might

be included in next year's Town Gown. I think it would be great for comparison purposes to see what everybody's doing from Cambridge College to Hult to Lesley relative to our high school. I know there are great, great stories there, and it would just be great, I think, and also for the institutions to understand what each other is doing for the high school and the city in which they're situated.

Now actually I only had one question about Lesley other than also a shout out about the new art center and moving the church. Extraordinary effort that really helped our city and helped a cultural artifact and we're delighted to have been involved and helped with that. I know it just opened. My question was actually to the antennas that are on the old Sears building.

I still think of it as the Sears building, but on the tower which, it just is a poster child for why the Planning Board comments on antenna installations. And I know that you addressed it here saying you're going to try to rigorously sort that out, but I'd sure like to see that happen in an earnest way. You've got a great fantastic piece of architecture right next-door that you complete. It would be nice to cleanup that tower.

MARYLOU BATT: The University Hall is also a nice piece of architecture that dates back to a whole other period of time. But, George, I don't know if there's anything in particular you want to add since my experience around this is limited.

GEORGE SMITH: George Smith. With regard to the antennas that are on there,

we've got, as you may or may not know, we've got two service providers up there; AT&T and Sprint. And AT&T has been up there since 1996, almost 20 years. And Sprint's been up there since early 2000s. We had MetroPCS on the roof until they got together with T-Mobile and so their antennas are still up on the roof right now. They're decommissioning them. And we've got some ongoing conversations with other service providers to see if we can find somebody to take their place because there is income, you know, from those antennas that are important to the ongoing operation of the building. There's a city process in place for all antennas that go on towers and structures and we're very, very sensitive to trying to make the antennas that are on that tower as inconspicuous as possible. It's not a

perfect thing, although it seems like some of the antennas have been getting smaller over time, which is a good thing.

And then the other thing that may or may not come to pass is Verizon is one of the companies that we're talking to right now. And they're talking about anything that they do up there on the roof might be smaller antennas that would not be up on the tower, but would be focussed more on local use down on the street. So all I can say at this point in time is the income from those antennas are important to us. We're very cognizant of the City's interest in making certain that, you know, that tower as well as other structures, you know, these things just don't, you know, take over. And so I think that's, you know, we're very willing to work with the City and try to keep them as

inconspicuous as possible.

H. THEODORE COHEN: It has been our poster child of our hostility to cell tower antennas. And we know we all have our cellphones and we know that we need them, but we have been -- we, the ZBA, have been pretty successful of late in getting antennas removed or put in faux chimneys or otherwise hidden behind other things. And that tower just is the one that sticks out in most everybody's craw. And so I know you've got leases with people and you don't have total control, but whenever you have an opportunity to ideally remove them from that tower, you would make a lot of friends on the Board.

GEORGE SMITH: I can appreciate that. And one of the additional things I can do is I can have conversations with Sprint and AT&T in terms of, you know, where the,

you know, where the technology is going in terms of those kinds of antennas and talk to them about the possibility of, you know, how -- what other way could they be handled on top of that building rather than just being in the red reveals that are up on the, that are up on the tower.

The other thing I might mention, though, is that we have another cell site that the City has approved that's going up on Doble Campus on Doble Hall which is one of the tall -- it's one of the tall buildings right off the quad on Mellen Street and that the City has approved those antennas and they are going inside of a stealth.

H. THEODORE COHEN: Right, I think that came before us. We comment on the proposals before the ZBA, so you have to get by us first. And so just I want to make sure

you hear what we're saying --

GEORGE SMITH: I hear you.

H. THEODORE COHEN: -- about the tower.

GEORGE SMITH: Okay.

H. THEODORE COHEN: And certainly don't want to see them moved next-door into the art building or on to the art building unless they are hidden in one.

HUGH RUSSELL: The belfry, I mean there are some installations where the antennas are completely invisible in church belfries.

H. THEODORE COHEN: Right.

HUGH RUSSELL: But not that the current carriers want to put in multiple antennas spaced apart and the belfry isn't big enough.

GEORGE SMITH: There is -- in that

belfry there's very limited space in there, too. It's a fairly good size looking belfry from the outside, but when you get inside, it's limited and it still has the bell in it so which we intend to ring.

HUGH RUSSELL: It's send messages with tapping out Morse Code on the bell.

H. THEODORE COHEN: While we're talking about the art center, are there any classes still taking place in Boston or has everything been moved to Cambridge at this point?

GEORGE SMITH: Both the Boston buildings that we have have been totally decommissioned, and 700 Beacon Street was sold to Boston University and the 601 Newbury, which was the other building, was a leased building. We returned that to Boston University. So there are no activities over

in Boston whatsoever. All the art school has moved totally over to the new building.

H. THEODORE COHEN: And are there still any Lesley shuttles going over to Boston?

GEORGE SMITH: No.

H. THEODORE COHEN: Anyone have any other questions?

LOUIS J. BACCI, JR.: Just one question. Have the decommissioned antennas been removed? The decommissioned antennas on your building, on the Sears building have they been --

GEORGE SMITH: They're not removed yet.

LOUIS J. BACCI, JR.: I didn't think so.

GEORGE SMITH: MetroPCS told me they had 120 days to remove them according to the

lease they had. And they contacted me right before all the snow. So up until just like this week it's been, it's been a safety issue getting up on the roof.

LOUIS J. BACCI, JR.: But they are being removed?

GEORGE SMITH: Yeah.

H. THEODORE COHEN: Ahmed.

AHMED NUR: The Oxford, what is it 60 Oxford project, MaryLou, is that finished? With the snow and everything else and everyone parking on each side, how are we doing with that?

MARYLOU BATT: We're getting there. Let's just say it's not been a particularly successful effort between us and the developer. So not that -- the developer, the contractor. Unlike the art school which was fabulous, the this one is really problematic.

And so we have a temporary occupancy. The students were moved in last week finally, five months and 27 days late. They were supposed to move in at the beginning of the semester, of the fall semester, not the spring semester. And we did finally get them in. We still do not have a final occupancy. They're still working in the basement. They're still working on the ramps even though they had the entire fall. They couldn't get any of the outside work done. So we have all kinds of -- we still have some issues.

AHMED NUR: Okay.

MARYLOU BATT: But there are fewer of them. They can't be causing too much traffic because there aren't that many people working. Not that I'm in love with this contractor, but....

AHMED NUR: As you can tell, I needed someone to blame on the traffic. It's unbelievable in that area.

MARYLOU BATT: It's terrible. It's really difficult. And Cambridge actually came through and removed the snow and that was helpful in the street and it's still horrendous because that was only on Oxford but the side streets are all full of snow.

AHMED NUR: You can't drive with the side mirrors up, you just have to fold them.

MARYLOU BATT: Right.

HUGH RUSSELL: So I'm curious, you have a just had a home run with the art school reinvigorating the whole history to the city, you engaged in a strategic alliance to -- with your Brattle campus that preserves a bunch of very important buildings, keeps them in use, what's next?

MARYLOU BATT: We're still looking at this point to figure out what it is we'll do next. We do obviously have some of the buildings on the old Doble Campus clearly need renovation at this point, and so there will be some of that that will go on, but beyond that we're trying to figure out exactly what we will do next. Obviously we have some parking lots, those are the key opportunities, but what happens with them, we don't, we don't really have a plan at this point. We're taking a breather. We're still paying for these home runs that we come up with. And we don't have quite the deep pockets that some of the people who preceded me.

STUART DASH: Perhaps some Olympic participation.

MARYLOU BATT: We'd like to just

have a gym. Any little gym would be good.

H. THEODORE COHEN: Does anyone have any other questions?

The only one I have is the open house for the art center going to be rescheduled?

MARYLOU BATT: It has been rescheduled. It's April 12th and we look forward to everyone joining us and having the ribbon cutting without snow. We might even be able to get the trees in prior to that. So we're pretty excited about it. And we certainly appreciate all of the help of this committee as well as a number of others in Cambridge that have been very helpful to us and we think that, you know, a lot of the effort was really made it a better building. Or buildings.

H. THEODORE COHEN: Well, I do, too, want to congratulate you on the art building.

I mean, when you originally said what your move-in day was, I questioned whether people were out of their minds, but I was astounded that it all got done and it looks terrific.

MARYLOU BATT: Thank you very much.

H. THEODORE COHEN: Thank you.

The last one was Cambridge College.

PHILLIP PAGE: Hi. Phillip Page, director of partnerships.

H. THEODORE COHEN: Thank you.

CATHERINE PRESTON CONNOLLY: Okay, I'll start. So, have you had a chance to talk to the PTDM planner at this point?

PHILLIP PAGE: I have.

AHMED NUR: Good answer.

PHILLIP PAGE: I've talked to the planner, the city planner, I talked to our transportation consultant, and I tried to find out a bit more internally. One thing I

should make a point of I shared this at the end of the meeting, not publicly, but my presentation of the parking was a little bit truncated in terms of the information I had in part because of the director of facilities who would typically have that data had resigned prior to the presentation, so he was not available to be a part of the conversation and so I was sharing only partial information. And so I apologize for that, that I didn't make that clear at the last meeting.

In speaking with the -- or in presenting that information, one of the things I should have made the point of is that for the Town Gown report that we submitted and all the parking transportation -- parking and transportation demand management information that was in

that report, it in fact was completed accurately and portrayed the status of the college in the appropriate fashion which, if you had a chance to look at it, it does comply with all the requirements of Cambridge. And in speaking with Stephanie Groll, we went through line by line or item by item all of the requirements that are part of the transportation report and we've done well in complying and in bringing some of our numbers down in terms of the SOV rate. So in that regard we've done well.

In speaking with her about the plan for using unused parking, we talked through what would be required to make that feasible to accommodate it within the, again, requirements of the transportation report and I've had a subsequent conversation with our transportation consultant, Transaction

Associates, Inc. where I learned that in fact based on some of the calculations that it actually, it was clear to him at this point that we're probably okay, but they want to study it and look at it more closely in terms of the utilization. As I shared it just as a reminder, it was the idea that we were -- because we were consolidating our uses into the two buildings down from the three that we had, we wanted to make sure that in the spirit of the mission of the school that the access issue for our students was something that we at least paid some attention to. And what the director of facilities had done prior to leaving was to assess that, to think about, you know, how it was going to both work within the college, but also how it was going to meet the requirements in the City of Cambridge. And so in my further discussions

internally it's clear to me and clear to the leadership that the plan is more of a pilot, and that when we have the opportunity to go through to make the analysis work, the transaction associates will do, will have a better way of determining whether or not it's appropriate for us to be doing it based on what the city requirements are. But also if it's feasible for the college based on what it requires for us to do that because there are other constraints that we're tied to from a usability standpoint.

CATHERINE PRESTON CONNOLLY: Okay. I'm glad. I'm glad that you've had those conversations and, you know, the thing that kind of alarmed me from your presentation was the kind of joyous emphasis on we're providing more parking and no mention of TDM. And the fact that you're having those

conversations and, you know, looking into making sure that as you provide the access your students need, you're still achieving those goals is exactly what I want to hear.

PHILLIP PAGE: Exactly. Thank you.

H. THEODORE COHEN: Does anyone else have any other questions?

Ahmed.

AHMED NUR: Hugh?

Just a general question, a little concern about the I guess the reduction of enrollment. If I understand, the last two years, and I know that you mentioned that we had moved facilities and so on and so forth, and also I just wondered if there was anything to do with the City of Cambridge generally whether it is real estate or what was the -- if you have any -- you want to speak to that what's the cause?

PHILLIP PAGE: Sure. The City of Cambridge had no impact in enrollment in the sense of reductions. In fact, we've done well with our Cambridge sites and have actually met -- for what you see in the reports, we've met our projections in enrollment and in some cases we exceeded it. The enrollment reduction overall for the college has been greatest in sites outside of Cambridge, and that has had some impact in terms of coordination of efforts for the college overall. But in terms of the Cambridge site there is nothing in Cambridge per se that has impacted -- it really is about the programs we offer and the flexibility of those programs to meet the needs of the students.

One of the things that we've done with the programs this year or this fall and

spring term is to increase the variety of programs that we think meet the needs of students today and give them opportunities for employment when they graduate. So that has helped boost enrollment in that regard.

AHMED NUR: Okay.

H. THEODORE COHEN: Hugh, do you have a question?

HUGH RUSSELL: I just I guess I want to comment that each of the educational institutions in the city serve -- have different roles, and the role that Cambridge College plays is particularly appealing and important because you have highly motivated students who are trying to, as you say, advance in the workforce and get the skills they need and they do have to get to educational facilities and we have to be -- you know, I think if we embrace the mission,

we have to work, we have to also embrace the notion that the mission requires these accessibilities to your students. And now, you know, it's Mass. Ave. and Bay Street is not, you know, not wide open in traffic terms, getting students off of sort of private lots that might be scattered around and to really may be an advantage. And so I just -- there are many goals here, but I think what you do is so important that I really value Cambridge College as an institutional part of our city.

PHILLIP PAGE: Thank you.

H. THEODORE COHEN: Anyone else?

No, well then thank you.

Thank you all for coming. And I just want to say I thought this procedure worked much better than what we've done in the past and we probably would have been more

informative if we had been able to have it as scheduled, the meeting after the Town Gown.

HUGH RUSSELL: It's probably shorter this way.

H. THEODORE COHEN: I thank all the colleges and universities for their participation and for coming and we'll look forward to your report next year.

Thank you.

IRAM FAROOQ: I just have one announcement. So, at the beginning, the one thing that I forgot to mention is that March 25th and 26th will be the jury presentations for the Connect Kendall Square process. And those will be, they will be in the afternoon -- well, the afternoon of the 25th and the morning of the 26th. And the venue has not been pinned down a hundred percent, but most likely they will be in this room.

And then the second --

H. THEODORE COHEN: I'm sorry, Iram, did you say the 24th and 25th?

IRAM FAROOQ: The 25th and 26th. So the 25th, one o'clock to two o'clock is site lab urban studio.

Three o'clock to four-thirty is Michael van Valkenburgh.

And on the 26th, eight-thirty a.m. is Richard Burck Associates.

And then ten-thirty is Framework Cultural Place Making. So those are the four finalists.

And then the second thing I wanted to mention is the reason that -- the March 18th meeting of the Ordinance Committee that was supposed to be in Central Square, the reason that was moved is because there is going to be a public meeting of the Boston 2024

committee which is the Olympics Committee in Cambridge. The City Council had put in a policy order saying they did not support the Olympics in Boston. That was -- I think in January or maybe December. And so we have not been incredibly involved in that planning, and I don't have the location of the public meeting, but I was digging for it as we spoke.

JOHN HAWKINSON: The high school auditorium. Not the Atlas room but the actual auditorium.

IRAM FAROOQ: Thank you so much.

And so --

TOM SIENIEWICZ: Which date?

IRAM FAROOQ: March 18th.

So that's it, thank you.

HUGH RUSSELL: Iram, can I ask you a question about the Connect Kendall Square?

When the jury picks a winner, what does that mean?

IRAM FAROOQ: So I might ask Stuart to add to this, but one of the things that we, we own all four of the proposals. So that was part of the deal. And we will be asking the winner -- well, we are inclined to think that we will be asking the winner or the jury, if the jury has to ask the winner, to take all of the four proposals and create some sort of synthesis that pulls in all the great ideas from the four different plans. Because -- from four different proposals, because if you look at them, they have different strengths and weaknesses and there's much to be gained from not just selecting a winner, but looking at that more comprehensively and pulling in the positives from each. But there will be a follow-up RFP

for the parks that are, for which we have funding which is Rogers Street park, the pork chop at Binney Street, and then the triangle park at First Street. And so that will be going out once the process concludes and the -- what comes out from the Connect Kendall Square process will be used as guidelines by the people who actually do the design. But Stuart might want to add to this.

STUART DASH: And actually I'm not sure that the intent of the question, Hugh, but actually the last piece that Iram mentioned is what I would emphasize, is that the winning proposal and whatever, and the development that they do after they win, they actually are going to do two months of development to get additional \$50,000 to do additional development. And at that time may

integrate any of the design work that's come as part of the four submissions which are all owned by the city. But those are the to be used as guidelines for the framework and design and development of the parks, but there's no specific commitment, literal commitment of the city must build or must build according to their exact dimensions or their exact ideas or concepts there to best -- do their best to inform the guidelines and overall design development of the park system and public and privatization of the city in that area.

HUGH RUSSELL: You mean you're not going to have to build those islands?

STUART DASH: Which some of the things we have to build, but no, we're not on any obligations to build any of it. There are certainly, I think many things -- as

staff as looked through them, there are many things that we look at and say that's so cool we'd love to build them. We look to them to be inspiring our work for years to come. And certainly for the Volpe Center. I think we looked at that very carefully. And as Jeff showed in his presentation a few weeks ago, we looked at that very carefully and, again, these are looked at as guidelines for the Volpe. There's nothing about them that should be taken that that must be literally of what happens, but the concepts are all to be taken as great information and great inspiration for the overall area and for Volpe as well.

HUGH RUSSELL: So, we're the Planning Board, do we have any role in this process?

LOUIS J. BACCI, JR.: None.

HUGH RUSSELL: After the playing out of the additional work.

STUART DASH: Yes. We were actually just talking about that today. And I think that very appropriate -- after the winning team is announced, we actually have plans to have them come to the committee that's -- that was formed over a year ago, the Eastern Cambridge Open Space Committee of representatives of institutions and stakeholders in the area as well as residence and to work with them and work with staff. And I think we've enjoyed having them come to the Planning Board and bring their work to the Planning Board and having the Planning Board discuss it, you know, in a similar way that they've talked about the university work today and give their thoughts and recommendations.

H. THEODORE COHEN: It seems to me, though, that depending upon the, you know, the winner and their synthesis of everything, that could have a very large impact on how the Zoning for Volpe should be developed. So that it's more than just a guideline, but it could, you know --

STUART DASH: It's just a guideline. And whether it has an impact on perception or public perception or desires, you know, I understand that, but the -- it is not the intention that that sort of, that they be following along. So for instance, you may see one of the submissions may say here's a very large space in this location, and that even if that's a winning submission, says there's a very large space in this location, as we have said with the Volpe site from the Kendall Square Planning Study, the intention

is that the open space should be looked at flexibly. So you may look at that and say what is the intent of that? When they get an urban design time on board in Volpe and we say here are the results from the Kendall Square eco study, here's what we're hoping to achieve, here are some plans in hopes to achieve it, you would expect they look at that and have them inform their work but I don't think that must be the actual specific outcome.

IRAM FAROOQ: Stuart, if I may, but the one thing I would say in terms of how we look at the ideas in terms of the land that we own versus the ideas for land that is private and will get developed over time, is a little bit different. So we could in fact look much more to the ideas around Rogers Street Park and even Point Park or the park

chop as actual ideas that we may try to implement. Whereas, when we look at things that have been laid out for Volpe, there has not been that check of is this land really available? Is this the right size? Does this make sense in terms of a future development? How does it gradually play out in a site plan? So I think it has to be thought about as guidelines as opposed to more prescriptively. So that would be just one frame of reference to keep in mind just the difference between what we own versus what we don't. And particularly for Volpe, just because there are so many considerations on that particular site that I would caution against taking this as a very prescriptive proposal.

H. THEODORE COHEN: No, I understand that, but it seems that it goes into the sort

of the basic concept of what Volpe's going to be. I mean, if the winning synthesis is that you want to have, you know, a five acre square right in the center of everything, that would necessitate zoning different from one that says well, we want just sort of meandering walkways through everything.

IRAM FAROOQ: Well, reality check on that is that we, the designers are not actually working on a real project. So they have no obligation to think through is a five acre park really possible and will that be something that is buildable, financeable, and so forth? And so to use that as the guide for the Zoning is a challenging proposition in terms of actual square footage, but in terms of if we think that there are great ideas that say that it's very clear that having a Central Park is a better idea than

having a meandering open space, that is something that can certainly be encapsulated into Zoning. So, again, stepping back from the extremely specific into the broader concepts that can in fact be pulled in to make sure that the principles are on there.

STUART DASH: And that will bring you more description on the next discussion in Volpe. In fact, the current proposal allows for a Central Park. The actual desire, the language that we now use allows a range of things. It allows flexible. You may have a meandering piece or a strong central piece, it doesn't say you have to have a meandering piece. It just says what you must have in terms of a single, in terms of public park.

IRAM FAROOQ: But I mean if you think it makes sense to do a Central Park or

if that's what emerges from this process, that could certainly be part of what we talk about, because we have precedents for that in some of our PUD? And so certainly if it's that clear and obvious, which it hasn't really been to us except for some of the locational suggestions, then I think those are absolutely things that we should pull into, into the Zoning principles.

H. THEODORE COHEN: So looking at the timing, this -- when do they anticipate actually selecting a winner?

IRAM FAROOQ: Do you know when the decision will be made? I think it will be pretty soon after the -- on the --

STUART DASH: About a week after the jury. There's a delay after the jury makes their decision and there are sort of checks that go through the competition coordinator

and things like that.

H. THEODORE COHEN: So we may or may not know by the April 6th roundtable with the City Council.

JOHN HAWKINSON: I think it's unlikely from what's been said. April 10th-ish.

IRAM FAROOQ: Well, I guess again I would urge that we, we think of the good ideas we see in all of these four and not necessarily hang our hat on the winner per se.

H. THEODORE COHEN: No, I understand that.

IRAM FAROOQ: So I think that hat -- knowing that we have all of those designs of the four before us, there are clearly some common themes that are emerging from just looking at those, and we can try to distil

some of those principles for you when we come back next time and it will be after the discussions of the 25th, 26th, but hopefully before the 6th we have an entirely pinned down if that is doable or not, but that will be our goal. So if we can come back to you, then, with what we see as some of the important principles in terms of open space, then we can start that discussion. We don't have to finalize things on that date.

HUGH RUSSELL: And I spent quite a bit of time studying the materials that are out there in the public realm, and it seems like there are three general themes here. There's connections and the -- they place out very differently in some of the Volpe schemes and very much enamored of the one that has multiple significant open spaces rather than one huge one because it seems to get the open

space more adjacent to more functions and to more pathways. There's the kind of programming for the area city open spaces, the pork chop, etcetera, and then there's sort of a theme of the missed opportunity to engage the river which might be called the island scheme, but I mean they all basically hit upon that as an opportunity in their various ideas about how you might do that. I think the Volpe is more about the connections than anything else, and I think -- my own view is that it ought to know -- to me it demonstrates that generating more connections is more important on the site yet than having another destination park.

H. THEODORE COHEN: Well, it's interesting that before Volpe comes up in conversation with someone who's not familiar with Cambridge, they all say, oh, the site's

on the river, isn't it? And everyone out of the area assumes that we're talking about building something on the river. And say no, it's a couple blocks in.

So it's curious the ones that connect the area to the river.

IRAM FAROOQ: I mean two interesting thoughts, I mean one -- the water theme is just really an interesting one because obviously Broad Canal used to run through that site.

LOUIS J. BACCI, JR.: Sixth Street Canal.

IRAM FAROOQ: Right.

And so there's something kind of wonderful about being able to even evoke that. I don't know if that's feasible or not so I don't want to say something here that I'll regret later. But the water theme is

kind of an interesting one. And I think the other one is just how many great ideas there are and that there are different ways to skin the cat and still have good outcome. No, sorry. That is not a good --

STUART DASH: Too much of a mixed metaphor.

IRAM FAROOQ: Not a good metaphor. But many ways to get to a positive solution. So I think that's the other theme that jumped out at me.

STUART DASH: And go see the island and bridges myself.

LOUIS J. BACCI, JR.: One question. Seeing that there's no actual plan for this area or any proposals, do you think that the public is going to take these as interpretations of what to expect there and create a lot of controversy over changing the

Zoning and it doesn't match some of the designs that are -- this is going to create a little bit of a stir here.

IRAM FAROOQ: I think, I think you bring up a really good point and it's, it's probably up to us, all of us collectively, but most especially up to us at CDD to frame this right so that we manage that expectation better.

STUART DASH: We just talked about that as well today.

LOUIS J. BACCI, JR.: A lot of people are talking about this is what's going to be done. And this is a dangerous step. Nothing done.

STUART DASH: Yes.

HUGH RUSSELL: Exciting.

H. THEODORE COHEN: Okay. Thank you very much.

So we are adjourned ten o'clock.

(Whereupon, at 10:00 p.m., the
Planning Board Adjourned.)

* * * * *

ERRATA SHEET AND SIGNATURE INSTRUCTIONS

The original transcript and Errata Sheet has been delivered to Community Development Department electronically.

INSTRUCTIONS

After reading this volume of the Planning Board transcript, note any change or correction and the reason therefor on this sheet. Sign and date this Errata Sheet.

PAGE	LINE	
_____	_____	CHANGE: _____
		REASON: _____
_____	_____	CHANGE: _____
		REASON: _____
_____	_____	CHANGE: _____
		REASON: _____
_____	_____	CHANGE: _____
		REASON: _____
_____	_____	CHANGE: _____
		REASON: _____
_____	_____	CHANGE: _____
		REASON: _____

I have read the foregoing transcript of the Planning Board, and except for any corrections or changes noted above, I hereby subscribe to the transcript as an accurate record of the statement(s) made by me.

C E R T I F I C A T E**COMMONWEALTH OF MASSACHUSETTS
BRISTOL, SS.**

I, Catherine Lawson Zelinski, a
Certified Shorthand Reporter, the undersigned
Notary Public, certify:

That the hearing herein before set
forth is a true and accurate record of the
proceedings.

IN WITNESS WHEREOF, I have hereunto set
my hand this 17th day of April, 2015.

Catherine L. Zelinski
Notary Public
Certified Shorthand Reporter
License No. 147703

My Commission Expires:
April 23, 2015

**THE FOREGOING CERTIFICATION OF THIS
TRANSCRIPT DOES NOT APPLY TO ANY REPRODUCTION
OF THE SAME IN ANY RESPECT UNLESS UNDER THE
DIRECT CONTROL AND/OR DIRECTION OF THE
CERTIFYING REPORTER.**

<p style="text-align: center;">\$</p> <p>\$10 [1] - 50:18 \$10,000 [1] - 50:18 \$12 [1] - 50:16 \$50,000 [1] - 175:18 \$55 [1] - 50:4</p>	<p>172:19 20th [1] - 8:3 213 [2] - 36:13, 41:12 23 [2] - 38:19, 193:14 24/7 [1] - 49:19 24th [2] - 3:14, 172:3 25 [2] - 31:1, 57:15 25,000 [1] - 54:5 25th [7] - 5:18, 171:13, 171:16, 172:3, 172:4, 172:5, 186:3 26th [5] - 171:13, 171:17, 172:4, 172:9, 186:3 27 [1] - 158:3 28 [1] - 74:17 280 [1] - 86:18</p>	<p>639.0396 [1] - 1:18 6th [6] - 6:4, 7:11, 7:14, 8:3, 185:3, 186:4</p> <p style="text-align: center;">7</p> <p>70 [1] - 86:11 700 [1] - 155:15 7:00 [1] - 1:5</p>	<p>accordance [1] - 65:17 according [3] - 17:17, 156:19, 176:8 account [2] - 45:14, 56:11 accounting [1] - 83:10 accurate [2] - 192:16, 193:6 accurately [1] - 164:2 achieve [8] - 13:19, 22:1, 23:1, 28:17, 34:6, 90:15, 180:7, 180:8 achieving [1] - 167:3 achieved [2] - 14:7, 14:17 acre [2] - 182:3, 182:12 act [2] - 24:2, 52:4 Acting [1] - 1:12 acting [1] - 55:18 active [3] - 28:4, 116:15, 124:15 activities [4] - 13:12, 50:11, 84:7, 155:19 acts [1] - 114:11 actual [8] - 20:16, 122:10, 173:12, 180:10, 181:1, 182:16, 183:10, 189:15 Adams [1] - 124:12 add [5] - 47:17, 110:5, 149:16, 174:4, 175:9 addition [6] - 2:6, 20:11, 48:16, 50:14, 131:15, 146:1 additional [9] - 68:16, 75:2, 119:8, 131:8, 132:2, 152:17, 175:18, 175:19, 178:2 address [4] - 36:1, 36:7, 59:8, 88:3 addressed [3] - 69:3, 130:19, 149:5 addressing [1] - 16:3 adjacent [4] - 3:17, 76:3, 145:17, 187:1 adjourned [1] - 191:1 Adjourned [1] - 191:3 adjust [1] - 31:15 administer [1] - 31:9 admission [3] - 58:18, 89:4, 139:1 admissions [1] - 137:15 admitted [1] - 139:15</p>	<p>adopt [1] - 65:11 adopted [1] - 38:18 Adoption [1] - 2:4 advance [1] - 169:16 advantage [2] - 29:14, 170:8 advisors [1] - 59:12 advisory [4] - 11:10, 24:6, 28:18, 120:2 affect [1] - 78:19 affiliated [3] - 104:10, 118:14, 134:2 affiliates [1] - 96:1 affiliation [1] - 135:11 afford [5] - 74:7, 77:7, 78:7, 78:16, 141:1 affordable [1] - 78:4 afternoon [2] - 171:16 age [1] - 74:15 agencies [1] - 126:11 agenda [4] - 3:6, 3:12, 32:3, 67:15 agents [1] - 75:10 ago [13] - 3:16, 38:19, 67:13, 95:10, 102:4, 113:1, 114:16, 122:15, 138:8, 142:8, 146:4, 177:7, 178:8 agree [1] - 48:15 agreed [3] - 29:3, 29:6 agreeing [1] - 60:1 agreement [5] - 4:2, 4:6, 14:8, 14:9, 31:13 agreements [1] - 39:7 ahead [1] - 6:15 AHMED [41] - 48:15, 81:1, 81:3, 83:5, 96:8, 96:16, 96:18, 97:13, 98:11, 98:17, 99:16, 100:5, 101:3, 101:13, 101:17, 103:3, 120:12, 125:3, 127:13, 128:2, 128:6, 128:10, 128:18, 129:9, 130:14, 140:11, 140:13, 141:11, 141:16, 141:19, 142:13, 142:17, 143:9, 143:17, 157:9, 158:14, 159:1, 159:10, 162:15, 167:9, 169:6 ahmed [6] - 48:14, 81:2, 96:7, 140:12, 157:8, 167:8 Ahmed [2] - 99:7, 128:17</p>
<p style="text-align: center;">1</p>				
<p>10 [4] - 1:4, 29:19, 78:17, 95:10 10,000 [3] - 14:14, 30:17, 58:15 101 [2] - 2:11, 10:1 10:00 [1] - 191:2 10th [1] - 185:7 10th-ish [1] - 185:7 12 [2] - 29:18, 84:1 120 [1] - 156:19 1201 [4] - 101:18, 104:3, 105:15, 111:18 121(b) [1] - 26:9 12th [2] - 6:14, 161:7 13.59 [1] - 14:10 136 [1] - 104:5 147703 [1] - 193:13 15 [3] - 15:4, 78:18, 87:7 15th [1] - 5:9 17-year-old [1] - 140:14 17th [2] - 4:14, 193:8 1890s [1] - 12:12 18th [3] - 5:7, 172:15, 173:16 19 [1] - 131:18 1901 [1] - 142:4 1996 [1] - 150:4 19th [1] - 5:11 1st [1] - 6:2</p>	<p style="text-align: center;">3</p> <p>30 [2] - 57:15, 86:19 30(b) [2] - 21:17, 26:10 305 [1] - 4:10 31st [1] - 4:9 344 [1] - 1:7 3rd [1] - 8:4</p>	<p style="text-align: center;">8</p> <p>80 [1] - 86:11 80s [1] - 64:8 820 [1] - 44:18 88 [1] - 3:19</p>	<p style="text-align: center;">9</p> <p>9 [2] - 2:6, 8:17 912 [3] - 71:10, 72:17, 75:1</p>	<p style="text-align: center;">A</p>
<p style="text-align: center;">2</p>	<p style="text-align: center;">4</p>	<p>a.m [1] - 172:9 ability [1] - 102:17 able [11] - 14:3, 26:12, 26:13, 34:6, 57:11, 87:1, 92:1, 122:4, 161:10, 171:1, 188:16 absolute [1] - 121:8 absolutely [1] - 184:8 abutting [1] - 99:15 academic [2] - 138:1, 140:5 accelerator [1] - 126:5 accepted [1] - 89:13 access [3] - 27:15, 165:12, 167:2 accessibilities [1] - 170:3 accessibility [3] - 63:19, 64:1, 92:8 accessible [9] - 13:10, 63:11, 64:2, 99:5, 108:3, 108:13, 110:9, 111:1, 111:19 accommodate [3] - 71:12, 136:9, 164:16 accommodated [1] - 133:12 accommodating [1] - 109:18</p>	<p style="text-align: center;">A</p>	<p style="text-align: center;">9</p>
<p>2.1.10 [1] - 65:17 2.10 [1] - 10:4 2.110 [1] - 2:12 20 [5] - 31:1, 54:5, 57:15, 87:7, 150:4 200 [1] - 93:5 2000s [1] - 150:5 2010 [1] - 37:3 2012 [1] - 14:7 2013 [1] - 15:19 2014 [2] - 38:19, 71:8 2015 [3] - 1:4, 193:8, 193:14 2024 [3] - 71:9, 72:18,</p>	<p style="text-align: center;">5</p> <p>400 [1] - 75:2 45 [1] - 113:6</p>	<p style="text-align: center;">5</p> <p>5 [1] - 29:19 5,000 [1] - 110:3 50 [7] - 28:11, 56:19, 57:13, 59:16, 82:12, 90:15, 122:15 50,000 [1] - 20:6 50s [1] - 121:5 565 [1] - 73:9 57,000 [2] - 12:10, 54:4 579 [4] - 71:8, 72:11, 73:5, 75:1 5:30 [1] - 7:15</p>	<p style="text-align: center;">A</p>	<p style="text-align: center;">9</p>
<p>2.1.10 [1] - 65:17 2.10 [1] - 10:4 2.110 [1] - 2:12 20 [5] - 31:1, 54:5, 57:15, 87:7, 150:4 200 [1] - 93:5 2000s [1] - 150:5 2010 [1] - 37:3 2012 [1] - 14:7 2013 [1] - 15:19 2014 [2] - 38:19, 71:8 2015 [3] - 1:4, 193:8, 193:14 2024 [3] - 71:9, 72:18,</p>	<p style="text-align: center;">6</p> <p>60 [3] - 72:12, 132:4, 157:10 600 [1] - 84:16 601 [1] - 155:16 60s [1] - 121:5 6114-2015 [1] - 2:5 617.786.7783/617.</p>	<p>absolute [1] - 121:8 absolutely [1] - 184:8 abutting [1] - 99:15 academic [2] - 138:1, 140:5 accelerator [1] - 126:5 accepted [1] - 89:13 access [3] - 27:15, 165:12, 167:2 accessibilities [1] - 170:3 accessibility [3] - 63:19, 64:1, 92:8 accessible [9] - 13:10, 63:11, 64:2, 99:5, 108:3, 108:13, 110:9, 111:1, 111:19 accommodate [3] - 71:12, 136:9, 164:16 accommodated [1] - 133:12 accommodating [1] - 109:18</p>	<p style="text-align: center;">A</p>	<p style="text-align: center;">9</p>

<p>aid [1] - 77:9</p> <p>alarmed [1] - 166:16</p> <p>Albany [3] - 129:3, 145:17, 145:19</p> <p>ALEXANDRA [45] - 87:17, 88:1, 88:17, 89:8, 90:2, 91:9, 92:18, 93:13, 94:17, 96:14, 96:17, 97:11, 97:14, 99:10, 100:4, 100:14, 101:15, 101:18, 103:11, 103:18, 104:2, 105:2, 105:4, 105:7, 106:1, 106:9, 106:14, 109:1, 109:19, 111:3, 111:9, 112:6, 112:18, 113:10, 114:19, 116:12, 117:15, 118:11, 119:19, 121:13, 126:3, 128:1, 128:4, 128:8, 128:12</p> <p>Alexandria [4] - 14:8, 37:4, 38:12, 41:15</p> <p>aligned [1] - 39:8</p> <p>alive [1] - 42:5</p> <p>alleviate [1] - 133:2</p> <p>alliance [1] - 159:16</p> <p>allocate [1] - 29:3</p> <p>allocated [1] - 30:4</p> <p>allow [4] - 21:11, 31:8, 32:7, 117:6</p> <p>allowed [2] - 92:14, 118:9</p> <p>allows [5] - 22:2, 23:1, 183:10, 183:11, 183:12</p> <p>Allston [1] - 125:14</p> <p>allude [1] - 126:17</p> <p>almost [4] - 72:12, 132:16, 140:4, 150:4</p> <p>alternatives [1] - 16:10</p> <p>alumni [2] - 113:17, 137:19</p> <p>amazing [2] - 88:10, 143:7</p> <p>amendment [1] - 6:10</p> <p>America [1] - 57:8</p> <p>American [2] - 72:14, 83:15</p> <p>Americans [4] - 83:14, 83:17, 84:18, 86:19</p> <p>Ames [2] - 3:19</p> <p>amount [2] - 23:16, 62:14</p> <p>ample [1] - 110:12</p>	<p>analysis [4] - 22:14, 30:8, 64:14, 166:4</p> <p>AND [1] - 192:1</p> <p>AND/OR [1] - 193:18</p> <p>Anderson [2] - 126:4, 127:16</p> <p>Andrea [1] - 96:8</p> <p>announced [1] - 178:6</p> <p>announcement [1] - 171:11</p> <p>annual [1] - 67:13</p> <p>answer [12] - 35:10, 63:13, 71:5, 88:18, 89:9, 90:3, 137:12, 138:10, 138:12, 138:14, 144:6, 162:15</p> <p>answered [3] - 47:15, 83:5, 142:17</p> <p>answers [1] - 138:11</p> <p>antenna [1] - 149:4</p> <p>antennas [17] - 148:19, 149:19, 150:7, 150:13, 150:16, 150:18, 151:2, 151:9, 151:13, 152:4, 152:7, 153:2, 153:14, 154:12, 154:17, 156:10, 156:11</p> <p>anticipate [3] - 25:12, 65:2, 184:11</p> <p>anticipated [1] - 35:6</p> <p>anxiously [1] - 79:13</p> <p>ANY [2] - 193:17, 193:17</p> <p>anyway [4] - 61:4, 90:4, 107:6, 132:17</p> <p>apart [1] - 154:17</p> <p>apartment [1] - 104:11</p> <p>apartments [3] - 75:11, 78:15</p> <p>apologize [4] - 88:19, 90:2, 130:18, 163:10</p> <p>apparent [1] - 77:16</p> <p>Appeal [2] - 2:5, 8:16</p> <p>appeal [1] - 122:15</p> <p>appealing [1] - 169:13</p> <p>appearing [1] - 44:12</p> <p>application [1] - 3:16</p> <p>applications [1] - 72:19</p> <p>applied [1] - 19:3</p> <p>applies [1] - 19:7</p> <p>APPLY [1] - 193:17</p> <p>appointed [3] - 40:11, 40:16, 40:19</p>	<p>appraisal [7] - 19:7, 19:16, 36:2, 53:9, 53:11, 56:4, 66:3</p> <p>appraisals [2] - 56:3, 56:6</p> <p>appreciate [7] - 48:17, 52:10, 88:11, 126:2, 130:4, 152:16, 161:12</p> <p>appreciated [4] - 49:12, 91:18, 139:6</p> <p>apprenticeship [1] - 39:6</p> <p>approach [5] - 17:19, 20:18, 21:5, 22:16, 23:1</p> <p>appropriate [6] - 20:14, 20:19, 64:15, 164:3, 166:7, 178:5</p> <p>appropriately [1] - 56:1</p> <p>approval [1] - 23:7</p> <p>approvals [1] - 23:5</p> <p>approve [4] - 8:8, 14:4, 32:9, 55:15</p> <p>approved [2] - 153:10, 153:14</p> <p>approving [1] - 8:13</p> <p>April [11] - 5:9, 6:2, 6:4, 6:6, 7:11, 7:14, 38:19, 161:7, 185:3, 185:6, 193:8</p> <p>april [1] - 193:14</p> <p>Arch [2] - 94:14, 123:11</p> <p>archery [1] - 144:19</p> <p>Architects [1] - 15:19</p> <p>architectural [1] - 28:2</p> <p>architecture [2] - 149:9, 149:13</p> <p>area [14] - 71:18, 74:6, 81:11, 86:9, 108:7, 129:19, 159:3, 176:13, 177:14, 178:11, 187:3, 188:2, 188:6, 189:16</p> <p>areas [2] - 54:11, 84:19</p> <p>arguments [1] - 74:9</p> <p>arise [1] - 22:13</p> <p>arm [1] - 26:7</p> <p>arrange [1] - 124:17</p> <p>arrangement [1] - 106:6</p> <p>arrangements [3] - 7:7, 59:5, 104:19</p> <p>art [10] - 50:10, 148:13, 154:8, 155:9, 156:1,</p>	<p>157:18, 159:14, 161:5, 161:19</p> <p>Article [1] - 131:18</p> <p>artifact [1] - 148:16</p> <p>Artisan's [1] - 62:11</p> <p>arts [10] - 37:17, 38:9, 39:2, 40:13, 42:12, 43:6, 43:7, 43:14, 43:15, 49:17</p> <p>Arts [1] - 40:14</p> <p>ash [1] - 112:3</p> <p>Ash [4] - 112:3, 123:12, 124:19</p> <p>aspects [1] - 106:6</p> <p>asphalt [1] - 97:3</p> <p>assess [1] - 165:15</p> <p>assessment [1] - 4:19</p> <p>asset [4] - 27:19, 28:9, 60:7, 88:10</p> <p>Assistant [2] - 1:12, 2:3</p> <p>associated [5] - 16:3, 16:12, 70:14, 107:5, 110:10</p> <p>Associates [2] - 165:1, 172:10</p> <p>associates [1] - 166:5</p> <p>Association [1] - 41:1</p> <p>assume [2] - 9:11, 100:10</p> <p>assumes [1] - 188:2</p> <p>assuming [2] - 108:14, 125:8</p> <p>astounded [1] - 162:3</p> <p>Asylum [1] - 62:11</p> <p>AT&T [3] - 150:2, 150:3, 152:19</p> <p>ate [1] - 105:1</p> <p>Athletic [1] - 99:3</p> <p>athletic [2] - 125:13, 136:3</p> <p>Atlas [1] - 173:11</p> <p>atomic [1] - 129:5</p> <p>attainable [1] - 42:18</p> <p>attend [3] - 5:5, 73:10, 137:8</p> <p>attending [1] - 138:3</p> <p>attends [1] - 107:2</p> <p>attention [2] - 97:6, 165:13</p> <p>Attles [1] - 7:15</p> <p>attractive [1] - 95:16</p> <p>attrition [1] - 73:8</p> <p>Au [4] - 107:11, 108:2, 108:15, 110:8</p> <p>AUDIENCE [1] - 6:12</p> <p>audience [1] - 39:16</p> <p>auditorium [2] - 173:11, 173:12</p> <p>Authority [12] - 2:11, 6:9, 10:3, 12:4,</p>	<p>12:7, 13:16, 15:9, 16:14, 17:12, 25:8, 25:11, 25:15</p> <p>authorize [1] - 18:18</p> <p>automobiles [1] - 143:12</p> <p>available [5] - 39:13, 45:7, 46:16, 163:8, 181:5</p> <p>Ave [8] - 101:18, 104:3, 105:15, 111:18, 116:6, 130:9, 139:3, 170:4</p> <p>Avenue [6] - 4:10, 44:19, 126:19, 129:3, 141:5</p> <p>avenue [1] - 129:11</p> <p>average [1] - 74:15</p> <p>aware [4] - 61:12, 61:19, 146:6, 146:10</p> <p>awareness [1] - 72:19</p> <p>awful [1] - 136:15</p>
B				
<p>B-r-o-w-n [1] - 131:11</p> <p>Bacci [1] - 1:10</p> <p>BACCI [24] - 9:16, 53:16, 54:7, 54:16, 55:2, 55:8, 57:5, 86:7, 87:9, 138:13, 141:7, 141:14, 145:8, 145:10, 146:3, 146:8, 146:12, 156:9, 156:16, 157:5, 177:19, 188:12, 189:14, 190:12</p> <p>background [2] - 10:17, 25:17</p> <p>backgrounds [1] - 76:18</p> <p>backstop [1] - 29:11</p> <p>balanced [1] - 39:2</p> <p>ballet [1] - 103:5</p> <p>base [1] - 29:18</p> <p>based [9] - 19:5, 63:14, 89:9, 94:2, 137:15, 137:19, 165:2, 166:7, 166:9</p> <p>basement [1] - 158:8</p> <p>basic [1] - 182:1</p> <p>basis [1] - 24:10</p> <p>basketball [2] - 49:18, 50:2</p> <p>BATT [10] - 147:13, 149:12, 157:14, 158:15, 159:4, 159:12, 160:1, 160:19, 161:6,</p>				

<p>162:5 Bay [2] - 76:10, 170:4 Beacon [1] - 155:15 beautiful [8] - 97:1, 97:9, 98:12, 124:2, 124:13, 141:10, 141:12, 143:1 become [2] - 43:16, 44:3 becomes [1] - 135:2 beds [1] - 132:5 begging [1] - 139:1 begin [1] - 112:8 beginning [5] - 24:16, 68:19, 135:3, 158:4, 171:11 begun [1] - 47:1 behalf [1] - 24:3 behavior [1] - 91:10 behind [4] - 76:2, 78:1, 123:19, 152:9 belfries [1] - 154:13 belfry [4] - 154:10, 154:17, 155:1, 155:2 bell [2] - 155:4, 155:7 belongs [2] - 96:12 below [2] - 30:15, 54:6 benefit [2] - 37:18, 68:3 Benefits [1] - 37:6 benefits [4] - 6:17, 24:4, 27:16, 34:7 best [10] - 21:1, 43:4, 88:18, 98:1, 115:10, 122:1, 127:7, 137:14, 176:9, 176:10 better [16] - 16:6, 25:19, 28:11, 28:12, 41:18, 53:4, 53:14, 90:6, 124:7, 138:8, 140:19, 161:16, 166:6, 170:18, 182:19, 190:9 between [10] - 13:15, 54:13, 57:18, 70:15, 93:7, 109:3, 125:10, 145:18, 157:16, 181:12 beyond [2] - 71:2, 160:7 bid [2] - 119:14, 120:2 big [5] - 32:14, 43:8, 51:1, 125:5, 154:18 bigger [1] - 74:1 biggest [1] - 55:12 Bigolin [1] - 1:15 Binney [1] - 175:3 biotech [1] - 40:18</p>	<p>bit [13] - 19:16, 25:9, 25:10, 49:7, 62:13, 74:18, 102:16, 108:8, 162:19, 163:3, 180:17, 186:12, 190:3 blame [1] - 159:2 block [1] - 3:17 blocks [1] - 188:4 Board [36] - 2:5, 2:16, 3:11, 4:3, 4:15, 7:1, 8:16, 11:6, 11:10, 11:11, 14:3, 15:7, 18:12, 23:7, 29:6, 34:13, 34:17, 35:14, 42:15, 47:9, 67:10, 68:1, 69:17, 88:12, 120:19, 121:16, 147:19, 149:3, 152:15, 177:17, 178:14, 178:15, 178:16, 191:3, 192:6, 192:15 board [3] - 26:1, 120:2, 180:4 BOARD [1] - 1:2 Board's [2] - 3:4, 11:9 body [2] - 40:9, 71:19 Bon [4] - 107:11, 108:2, 108:15, 110:8 boost [1] - 169:5 border [1] - 39:19 borderline [1] - 94:15 Boston [15] - 72:15, 74:6, 76:10, 81:4, 95:13, 134:1, 145:3, 155:10, 155:13, 155:16, 155:18, 156:1, 156:5, 172:19, 173:4 bound [1] - 123:1 box [1] - 119:2 bracketed [2] - 51:17, 51:18 brain [1] - 139:2 branch [2] - 57:8, 75:4 Brattle [1] - 159:17 breaking [3] - 42:1, 80:14, 80:17 breather [1] - 160:12 Bridge [2] - 125:6, 126:4 bridge [3] - 125:11, 126:5, 126:14 bridges [3] - 125:16, 127:15, 189:13 briefly [2] - 10:19, 120:16 Brighton [1] - 125:15</p>	<p>bring [11] - 26:14, 27:15, 29:16, 30:10, 97:6, 115:13, 120:12, 139:17, 178:14, 183:7, 190:5 bringing [2] - 103:4, 164:10 BRISTOL [1] - 193:3 Broad [1] - 188:10 broader [2] - 22:1, 183:4 Broadway [1] - 1:7 broke [1] - 42:6 brought [1] - 130:4 Brown [1] - 131:11 BROWN [11] - 131:10, 133:4, 133:13, 133:17, 134:10, 135:6, 136:7, 136:17, 145:15, 146:6, 146:10 BU [1] - 82:5 build [12] - 31:4, 40:5, 42:9, 75:12, 76:4, 107:12, 176:7, 176:8, 176:15, 176:17, 176:18, 177:3 buildable [1] - 182:13 building [103] - 2:6, 12:16, 13:8, 13:9, 14:15, 14:18, 15:1, 16:2, 16:5, 16:17, 17:14, 17:16, 18:1, 20:4, 20:6, 20:13, 20:17, 21:6, 21:9, 21:14, 22:7, 22:9, 22:18, 23:17, 24:11, 26:18, 27:17, 29:19, 31:2, 31:8, 31:9, 33:17, 34:15, 34:16, 42:2, 48:3, 48:8, 49:4, 50:8, 51:1, 52:8, 52:16, 52:18, 53:5, 53:17, 54:2, 55:17, 56:13, 56:16, 62:6, 62:19, 63:2, 63:10, 63:14, 63:18, 64:2, 64:6, 64:16, 67:2, 70:13, 70:15, 70:16, 70:17, 71:2, 73:1, 78:11, 91:14, 102:1, 102:2, 104:13, 108:19, 110:12, 111:10, 113:5, 129:11, 131:5, 132:19, 136:2, 141:4, 141:12, 142:2, 142:3, 142:5, 142:8, 143:1, 143:3,</p>	<p>145:13, 148:19, 149:1, 150:14, 153:5, 154:8, 155:17, 155:18, 156:2, 156:12, 161:16, 161:19, 188:3 Building [8] - 12:6, 12:8, 12:18, 14:5, 17:11, 38:15, 45:3, 45:19 building's [1] - 14:12 buildings [24] - 71:13, 92:11, 93:5, 93:9, 93:15, 94:18, 100:10, 104:10, 104:11, 104:15, 114:10, 115:2, 115:8, 115:15, 115:17, 130:11, 141:10, 153:12, 155:14, 159:18, 160:4, 161:17, 165:9 built [6] - 12:11, 31:13, 70:13, 136:3, 142:4 bunch [2] - 83:16, 159:18 Burck [1] - 172:10 burden [2] - 23:3, 31:18 burdensome [1] - 19:5 bus [2] - 111:7, 118:19 business [1] - 125:12 BUSINESS [2] - 2:2, 2:15 Business [1] - 67:9 but... [1] - 158:19 buy [1] - 110:18</p>	<p>39:10, 40:12, 40:13, 40:15, 40:16, 40:17, 42:11, 43:13, 44:2, 71:18, 75:1, 75:4, 75:7, 78:3, 81:6, 81:12, 83:16, 85:7, 85:16, 88:13, 93:6, 103:7, 125:10, 125:19, 137:3, 137:5, 137:17, 138:2, 138:6, 139:14, 139:17, 140:7, 145:4, 147:5, 147:17, 148:4, 155:11, 159:5, 161:14, 162:7, 164:6, 165:19, 167:16, 168:2, 168:4, 168:10, 168:13, 169:12, 170:11, 173:2, 178:9, 187:19 Campus [6] - 94:13, 115:12, 131:14, 131:16, 153:11, 160:4 campus [14] - 72:3, 72:6, 73:15, 73:18, 81:13, 82:7, 82:16, 90:14, 90:17, 132:12, 136:9, 139:19, 144:11, 159:17 campuses [4] - 72:15, 81:14, 82:8, 84:1 Canal [2] - 188:10, 188:13 cannot [1] - 57:19 capabilities [1] - 138:1 capital [7] - 22:11, 24:12, 29:2, 29:4, 29:9, 31:7, 60:7 captures [1] - 93:17 CAPTURING [1] - 1:18 car [1] - 85:1 carbon [1] - 90:19 care [5] - 38:6, 38:7, 94:5, 109:12 career [3] - 81:9, 86:14, 135:8 careful [2] - 114:3, 118:12 carefully [3] - 51:17, 177:6, 177:8 carelessly [1] - 45:3 carriers [1] - 154:16 cars [2] - 84:15, 84:18 case [4] - 8:16, 76:11, 121:16, 144:18</p>
C		<p>Cabots [1] - 94:13 cafe [1] - 63:3 calculate [1] - 62:13 calculations [1] - 165:2 calming [1] - 98:7 CAMBRIDGE [1] - 1:2 Cambridge [80] - 1:7, 2:10, 2:11, 2:13, 6:8, 10:2, 10:4, 12:1, 12:3, 12:6, 12:10, 13:15, 13:16, 15:9, 16:13, 17:11, 19:17, 19:19, 25:7, 25:11, 25:14, 27:14, 36:14, 37:1, 38:13,</p>		

<p>cases [1] - 168:7 cat [1] - 189:4 categories [1] - 147:19 category [3] - 93:7, 120:11 Catherine [4] - 1:9, 52:13, 193:4, 193:11 CATHERINE [13] - 8:11, 52:14, 66:5, 73:3, 73:11, 73:19, 75:16, 80:5, 80:13, 91:17, 118:16, 162:11, 166:13 caught [2] - 90:11 causing [1] - 158:16 caution [1] - 181:15 CDD [2] - 3:7, 190:7 cell [2] - 152:3, 153:9 cellphones [1] - 152:5 Center [10] - 5:2, 94:13, 99:3, 106:11, 106:12, 115:12, 120:17, 123:7, 177:5 center [9] - 13:6, 95:1, 107:15, 140:3, 140:5, 148:13, 155:9, 161:5, 182:4 central [3] - 26:4, 146:1, 183:14 Central [4] - 172:17, 182:19, 183:10, 183:19 certain [5] - 23:16, 46:13, 107:3, 107:5, 151:15 certainly [15] - 9:13, 28:12, 36:10, 76:12, 94:19, 98:8, 99:13, 121:14, 154:6, 161:12, 176:19, 177:5, 183:2, 184:2, 184:4 CERTIFICATION [1] - 193:16 certified [1] - 8:5 Certified [2] - 193:4, 193:12 certify [1] - 193:5 CERTIFYING [1] - 193:18 chair [1] - 3:9 Chair [5] - 1:8, 1:9, 14:2, 18:2, 41:3 chaired [1] - 38:13 Chairman [3] - 79:4, 81:1, 140:11 chairs [1] - 108:6 Challenge [2] - 85:17,</p>	<p>86:1 challenge [1] - 82:18 challenges [2] - 16:7, 86:12 challenging [5] - 102:10, 117:8, 126:13, 127:12, 182:15 Chan [2] - 72:4, 115:17 CHAN [2] - 85:13, 86:5 chance [3] - 123:6, 162:12, 164:4 change [5] - 4:18, 103:9, 130:1, 192:6 CHANGE [6] - 192:8, 192:9, 192:10, 192:11, 192:12, 192:13 changed [1] - 129:18 changes [6] - 24:12, 91:10, 93:19, 146:7, 146:8, 192:16 changing [2] - 72:1, 189:19 Chapter [1] - 21:17 Chapters [1] - 26:9 character [2] - 21:13, 121:6 charged [1] - 58:18 charges [2] - 58:18, 62:12 Charles [1] - 107:1 Charlie [3] - 122:15, 142:6, 142:19 cheap [1] - 78:12 check [2] - 181:4, 182:8 checks [1] - 184:18 chess [6] - 121:4, 121:5, 121:9, 121:18, 122:1, 122:7 Cheung [1] - 42:6 child [2] - 149:3, 152:3 chiller [1] - 145:18 chimneys [1] - 152:8 Chinese [1] - 82:11 choosing [1] - 135:14 chop [3] - 175:3, 181:1, 187:4 church [4] - 97:10, 103:5, 148:14, 154:12 churn [1] - 84:4 CIA [1] - 57:2 circumvent [1] - 45:15 circumventing [1] -</p>	<p>46:8 citizens [2] - 58:19, 59:2 city [53] - 4:17, 5:14, 10:5, 14:7, 14:17, 16:5, 17:10, 18:4, 21:11, 22:1, 23:18, 26:4, 26:7, 28:9, 28:17, 31:19, 37:10, 37:11, 37:17, 38:3, 41:15, 42:3, 43:5, 45:7, 46:17, 54:17, 56:17, 57:18, 62:2, 70:12, 75:17, 75:19, 82:6, 82:19, 97:16, 100:6, 100:12, 100:17, 101:8, 133:3, 133:8, 148:9, 148:15, 150:15, 159:16, 162:17, 166:8, 169:11, 170:12, 176:3, 176:7, 176:12, 187:3 CITY [1] - 1:2 City [49] - 1:12, 2:3, 2:10, 2:13, 5:7, 5:10, 7:6, 10:9, 10:10, 10:12, 11:1, 11:7, 12:1, 13:15, 14:4, 15:6, 18:10, 18:12, 18:15, 18:18, 19:11, 19:17, 21:5, 21:8, 23:10, 23:12, 29:3, 32:4, 39:10, 41:19, 42:4, 43:12, 43:13, 49:9, 52:3, 65:8, 65:10, 65:18, 125:10, 125:19, 151:19, 153:10, 153:14, 165:18, 167:16, 168:1, 173:2, 185:4 City's [4] - 9:18, 21:1, 45:1, 151:14 city's [1] - 79:10 city-owned [1] - 45:7 citywide [1] - 13:13 civic [1] - 39:13 class [5] - 77:4, 83:10, 89:3, 89:7 classes [4] - 73:10, 84:6, 140:15, 155:10 claw [1] - 61:4 cleanup [1] - 149:10 clear [8] - 111:15, 127:18, 163:11, 165:3, 166:1, 182:18, 184:5 clearing [1] - 63:16 clearly [3] - 49:9,</p>	<p>160:4, 185:17 Cliff [2] - 68:10, 69:1 climate [1] - 4:18 clocks [1] - 122:4 close [7] - 68:4, 68:5, 74:17, 81:18, 100:19, 104:12, 111:13 closed [2] - 98:13, 116:6 closely [3] - 85:15, 100:17, 165:5 closer [1] - 139:4 club [3] - 82:4, 82:5, 82:9 clubs [1] - 82:3 cluster [1] - 104:15 Code [4] - 2:13, 10:5, 65:18, 155:7 cogent [1] - 3:10 cognizant [1] - 151:14 Cohen [1] - 1:8 COHEN [137] - 3:3, 6:19, 7:5, 7:12, 7:18, 8:6, 8:10, 8:12, 8:15, 9:2, 9:17, 11:16, 35:13, 35:17, 36:4, 41:6, 41:8, 44:7, 44:11, 44:15, 46:3, 46:6, 47:4, 47:8, 48:12, 51:8, 52:13, 53:15, 55:9, 57:7, 58:12, 60:10, 64:9, 65:4, 65:7, 65:15, 66:8, 66:12, 66:15, 66:18, 67:6, 69:7, 69:13, 69:18, 70:3, 70:8, 71:6, 76:14, 77:19, 79:7, 80:1, 81:2, 84:9, 85:4, 86:4, 86:6, 87:10, 87:15, 87:18, 88:2, 92:19, 96:7, 101:12, 103:12, 103:14, 103:19, 104:17, 105:3, 105:5, 105:16, 106:5, 106:10, 108:10, 108:14, 109:12, 110:19, 111:5, 111:17, 112:15, 113:3, 114:4, 115:18, 116:5, 117:13, 118:1, 118:5, 119:9, 120:13, 122:17, 124:9, 128:11, 128:13, 130:16, 133:9, 133:15, 134:5, 134:14, 135:4, 136:1,</p>	<p>136:13, 136:18, 140:12, 141:6, 143:5, 143:8, 143:11, 143:18, 145:9, 146:17, 147:8, 147:11, 147:14, 152:2, 153:16, 154:3, 154:6, 154:14, 155:8, 156:3, 156:7, 157:8, 161:2, 161:18, 162:6, 162:10, 167:6, 169:7, 170:14, 171:5, 172:2, 179:1, 181:18, 184:10, 185:2, 185:13, 187:16, 190:18 cold [1] - 110:15 collaboration [1] - 13:15 collaborative [2] - 13:7, 27:11 colleague [1] - 99:17 colleagues [2] - 52:15, 72:4 collectively [1] - 190:6 college [6] - 81:16, 164:3, 165:17, 166:9, 168:9, 168:12 College [4] - 148:4, 162:7, 169:13, 170:11 colleges [6] - 67:11, 81:4, 82:15, 82:19, 83:4, 171:6 coming [17] - 3:13, 4:1, 4:11, 70:9, 74:19, 83:15, 90:6, 90:14, 90:16, 120:18, 126:18, 129:16, 130:3, 138:5, 139:14, 170:16, 171:7 comment [5] - 48:16, 97:7, 146:19, 153:17, 169:10 commented [1] - 118:7 commenting [1] - 71:7 comments [10] - 11:12, 47:10, 48:13, 60:2, 67:10, 70:2, 88:3, 88:6, 128:16, 149:3 commercial [4] - 12:14, 43:19, 102:3, 115:2 Commission [1] -</p>
--	---	--	---	---

<p>193:14 commitment [2] - 176:6, 176:7 committed [2] - 58:15, 60:5 Committee [5] - 5:12, 5:19, 172:16, 173:1, 178:9 committee [10] - 24:7, 28:18, 38:14, 52:8, 107:1, 144:13, 144:17, 161:13, 173:1, 178:7 committees [1] - 144:8 common [2] - 104:8, 185:18 COMMONWEALTH [1] - 193:2 communicative [1] - 127:6 communities [2] - 44:3, 51:4 community [41] - 6:16, 12:19, 14:13, 14:19, 15:12, 20:3, 21:3, 21:10, 27:1, 27:4, 30:15, 30:18, 37:11, 39:13, 39:18, 40:13, 40:15, 40:18, 42:11, 42:12, 43:6, 43:7, 43:14, 44:4, 44:5, 48:5, 49:4, 49:17, 54:6, 54:14, 58:16, 62:3, 62:15, 92:10, 107:18, 117:2, 126:13, 138:16, 138:17, 139:7, 140:17 Community [6] - 1:12, 1:13, 2:3, 37:6, 40:17, 192:3 community's [1] - 15:2 companies [3] - 12:14, 77:14, 151:6 company [1] - 22:16 comparison [1] - 148:2 competing [1] - 118:18 competition [2] - 33:8, 184:19 complete [3] - 17:14, 142:9, 149:10 completed [4] - 20:9, 93:7, 112:9, 164:1 completely [1] - 154:12 complex [1] - 116:16 compliance [1] -</p>	<p>46:13 compliances [1] - 45:11 complicated [1] - 26:7 comply [1] - 164:5 complying [1] - 164:10 composing [1] - 91:13 composition [1] - 109:9 comprehensively [1] - 174:18 comrades [1] - 82:14 con [1] - 46:10 concept [2] - 54:13, 182:1 concepts [4] - 16:19, 176:9, 177:12, 183:5 concern [6] - 50:7, 58:5, 58:6, 78:2, 122:9, 167:11 concerned [2] - 60:6, 60:18 concerns [1] - 55:12 concludes [1] - 175:5 condition [1] - 98:1 conditions [2] - 51:12, 98:9 condominiums [1] - 95:18 conducted [2] - 15:19, 19:10 conference [1] - 107:8 confirm [1] - 64:11 conforming [1] - 2:6 confused [2] - 49:7, 50:15 congratulate [1] - 161:19 Connect [3] - 171:14, 173:19, 175:6 connect [5] - 37:13, 82:4, 82:13, 82:15, 188:5 connected [1] - 75:10 connection [1] - 137:9 connections [4] - 81:9, 186:15, 187:10, 187:13 CONNOLLY [13] - 8:11, 52:14, 66:5, 73:3, 73:11, 73:19, 75:16, 80:5, 80:13, 91:17, 118:16, 162:11, 166:13 Connolly [1] - 1:9</p>	<p>conservation [1] - 123:1 considerable [1] - 139:2 considerations [1] - 181:14 considered [2] - 11:13, 19:4 considers [1] - 18:8 consolidated [2] - 45:6, 45:13 consolidating [1] - 165:8 constraints [2] - 119:8, 166:11 construction [10] - 33:4, 33:16, 50:19, 63:12, 63:13, 93:8, 105:13, 125:6, 127:8, 127:14 consult [1] - 106:18 consultant [3] - 22:15, 162:18, 164:19 contacted [1] - 157:1 contain [1] - 39:15 continue [7] - 17:2, 28:16, 31:6, 38:7, 84:10, 96:19, 111:1 continues [2] - 86:3, 97:2 continuing [2] - 127:4, 130:7 contractor [2] - 157:18, 158:19 control [7] - 21:12, 47:13, 90:13, 114:6, 114:14, 116:2, 152:13 CONTROL [1] - 193:18 controlled [1] - 114:10 controversy [1] - 189:19 convenient [1] - 111:13 conveniently [1] - 74:11 conversation [4] - 79:16, 163:9, 164:18, 187:18 conversations [4] - 150:10, 152:18, 166:15, 167:1 convert [1] - 95:17 convinced [1] - 53:8 Cook [1] - 68:10 cool [2] - 107:7, 177:2 cooperate [1] - 120:5 coordinate [2] -</p>	<p>126:8, 127:4 coordinates [1] - 68:12 coordination [2] - 127:11, 168:11 coordinator [1] - 184:19 corner [2] - 117:1, 129:3 corporate [1] - 86:15 correct [1] - 62:7 correction [1] - 192:7 corrections [1] - 192:16 corridor [1] - 6:1 cost [1] - 39:14 costs [5] - 16:3, 57:11, 57:12, 59:1, 63:13 Council [23] - 5:7, 5:11, 7:6, 10:11, 10:12, 11:7, 11:13, 14:4, 15:6, 18:10, 18:13, 18:15, 18:18, 19:11, 23:12, 29:3, 40:14, 42:8, 49:9, 52:3, 65:11, 173:2, 185:4 Council's [1] - 32:4 Councillors [2] - 42:5, 42:6 count [1] - 73:14 countries [4] - 72:13, 82:12, 82:14, 83:13 couple [14] - 3:5, 21:3, 35:18, 73:4, 84:15, 96:9, 103:14, 108:3, 114:15, 125:16, 136:18, 142:8, 146:4, 188:4 course [1] - 120:4 Court [3] - 2:6, 8:17, 144:19 covered [1] - 15:14 CRA [21] - 6:8, 11:2, 17:12, 18:1, 21:8, 21:16, 22:8, 24:1, 26:2, 29:6, 32:8, 33:7, 45:18, 54:17, 54:19, 56:10, 57:2, 57:10, 57:19, 59:6, 62:3 CRA's [1] - 64:11 CRA [1] - 2:11 craw [1] - 152:11 cream [1] - 89:3 create [5] - 44:4, 144:13, 174:10, 189:19, 190:2 creates [1] - 63:5 creating [1] - 23:2</p>	<p>creative [2] - 13:6, 34:1 crisis [1] - 77:13 criteria [2] - 17:1, 22:5 cross [1] - 31:3 crucial [1] - 16:1 Culinary [1] - 57:8 cultural [4] - 13:11, 14:16, 122:9, 148:15 Cultural [1] - 172:12 CUP [1] - 146:16 curious [2] - 159:13, 188:5 current [4] - 42:8, 56:5, 154:16, 183:9 curve [1] - 91:16 cut [1] - 111:10 cutting [1] - 161:9</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>daddy [2] - 50:1 dance [1] - 62:10 Dance [1] - 43:11 dancing [2] - 49:18, 50:11 dangerous [1] - 190:14 dark [1] - 108:4 DASH [11] - 160:17, 175:11, 176:16, 178:3, 179:8, 183:7, 184:16, 189:6, 189:12, 190:10, 190:16 data [1] - 163:6 date [7] - 7:9, 56:9, 127:18, 127:19, 173:15, 186:10, 192:7 dates [1] - 149:14 daughter [2] - 49:19, 137:18 days [2] - 156:19, 158:3 dead [1] - 9:10 deal [4] - 37:4, 50:15, 97:3, 174:6 Debbie [1] - 43:10 decades [1] - 5:4 December [2] - 29:7, 173:5 decentralized [1] - 94:4 deciding [1] - 42:19 decision [2] - 184:14, 184:18 decommissioned [3]</p>
---	--	--	---	---

<p>- 155:15, 156:10, 156:11</p> <p>decommissioning [1] - 150:9</p> <p>decreasing [1] - 70:18</p> <p>dedicated [1] - 14:15</p> <p>deep [2] - 135:11, 160:14</p> <p>defeated [1] - 43:1</p> <p>deferred [1] - 93:15</p> <p>definitely [4] - 34:12, 50:9, 76:8, 91:10</p> <p>delay [3] - 53:8, 122:16, 184:17</p> <p>delays [1] - 126:10</p> <p>deliberations [1] - 11:14</p> <p>delighted [2] - 36:16, 148:16</p> <p>deliver [1] - 24:3</p> <p>delivered [1] - 192:3</p> <p>delivering [1] - 147:5</p> <p>demand [1] - 163:19</p> <p>demo [1] - 50:16</p> <p>demolish [1] - 107:11</p> <p>demolished [1] - 121:8</p> <p>demolition [2] - 63:15, 122:16</p> <p>demonstrated [1] - 38:5</p> <p>demonstrates [1] - 187:13</p> <p>demonstration [4] - 17:7, 24:18, 27:7, 61:13</p> <p>department [3] - 86:14, 86:15, 100:11</p> <p>Department [4] - 2:3, 4:8, 39:11, 192:4</p> <p>deplorable [1] - 99:4</p> <p>described [4] - 73:12, 74:4, 85:8, 110:5</p> <p>description [1] - 183:8</p> <p>design [8] - 106:19, 112:14, 112:17, 175:9, 176:1, 176:5, 176:11, 180:4</p> <p>designate [1] - 45:17</p> <p>designed [6] - 13:8, 21:19, 110:11, 113:11, 136:2, 142:4</p> <p>designers [1] - 182:9</p> <p>designs [2] - 185:16, 190:2</p> <p>desire [3] - 42:7, 117:3, 183:11</p>	<p>desires [3] - 42:16, 121:19, 179:10</p> <p>destination [2] - 63:6, 187:15</p> <p>detail [4] - 11:3, 25:2, 29:1, 123:8</p> <p>details [1] - 131:7</p> <p>determination [1] - 10:13</p> <p>determine [3] - 14:19, 56:7, 64:15</p> <p>determining [1] - 166:6</p> <p>develop [1] - 34:16</p> <p>developed [2] - 179:5, 180:16</p> <p>developer [8] - 32:10, 53:19, 55:1, 56:12, 58:13, 76:3, 157:17</p> <p>Development [4] - 1:12, 1:13, 2:3, 192:4</p> <p>development [23] - 6:18, 16:10, 17:13, 20:8, 22:4, 22:6, 25:13, 27:18, 29:15, 31:5, 32:19, 41:18, 54:1, 57:12, 58:1, 60:4, 131:16, 175:16, 175:18, 175:19, 176:5, 176:11, 181:7</p> <p>devoted [3] - 110:2, 110:4, 110:8</p> <p>diagram [1] - 132:9</p> <p>dictates [1] - 45:17</p> <p>difference [1] - 181:12</p> <p>differences [1] - 74:6</p> <p>different [19] - 12:13, 16:10, 24:15, 27:10, 33:19, 59:5, 72:12, 82:12, 98:5, 108:7, 109:7, 169:12, 174:12, 174:13, 174:15, 180:17, 182:5, 189:3</p> <p>differently [1] - 186:16</p> <p>difficult [5] - 59:13, 71:4, 126:7, 127:9, 159:5</p> <p>digging [1] - 173:8</p> <p>dimensions [1] - 176:8</p> <p>diminution [6] - 18:19, 19:2, 23:8, 51:11, 52:1, 52:19</p> <p>dining [5] - 103:17, 104:7, 104:13, 104:19, 106:2</p>	<p>dinner [1] - 106:3</p> <p>Dinsmore [2] - 2:6, 8:17</p> <p>DIRECT [1] - 193:18</p> <p>direction [1] - 49:1</p> <p>DIRECTION [1] - 193:18</p> <p>directly [1] - 102:11</p> <p>director [4] - 72:3, 162:9, 163:5, 165:14</p> <p>Director [1] - 25:7</p> <p>disappointed [1] - 101:5</p> <p>discuss [7] - 6:10, 11:12, 12:4, 32:5, 68:6, 68:13, 178:16</p> <p>discussed [3] - 5:15, 16:11, 102:3</p> <p>discussion [5] - 2:16, 6:16, 66:10, 183:8, 186:9</p> <p>discussions [6] - 15:8, 15:14, 16:13, 17:3, 165:19, 186:3</p> <p>disheartening [1] - 114:15</p> <p>disposal [1] - 65:9</p> <p>dispose [5] - 2:10, 9:19, 10:14, 18:16, 45:2</p> <p>disposing [1] - 34:11</p> <p>disposition [24] - 10:5, 10:8, 10:11, 11:4, 12:5, 13:17, 14:5, 17:6, 18:4, 18:5, 18:7, 18:17, 18:19, 19:4, 19:8, 23:4, 23:8, 23:11, 27:7, 55:15, 65:11, 65:13, 66:1</p> <p>Disposition [1] - 2:13</p> <p>distal [1] - 67:3</p> <p>distil [1] - 185:19</p> <p>distinct [1] - 109:6</p> <p>district [3] - 99:13, 100:15, 123:1</p> <p>diverse [1] - 139:11</p> <p>doable [1] - 186:5</p> <p>Doble [3] - 153:11, 160:4</p> <p>Doctoral [1] - 76:17</p> <p>documents [2] - 17:4, 27:6</p> <p>DOES [1] - 193:17</p> <p>dollars [1] - 22:19</p> <p>done [16] - 5:14, 48:7, 52:11, 56:7, 120:6, 124:19, 158:11, 162:4, 164:9, 164:12, 165:14,</p>	<p>168:3, 168:18, 170:18, 190:14, 190:15</p> <p>DONHAM [9] - 129:6, 130:6, 133:14, 134:12, 134:17, 135:13, 146:14, 147:7, 147:10</p> <p>Donham [1] - 129:6</p> <p>door [4] - 103:6, 123:14, 149:9, 154:7</p> <p>dorm [2] - 102:12, 135:15</p> <p>dormitories [2] - 130:8, 134:18</p> <p>dormitory [10] - 74:10, 112:2, 124:12, 124:15, 133:11, 134:9, 135:7, 135:9, 135:10, 136:5</p> <p>dorms [1] - 76:9</p> <p>doubt [1] - 133:4</p> <p>down [9] - 37:13, 56:14, 126:18, 127:15, 151:10, 164:11, 165:9, 171:18, 186:5</p> <p>draft [2] - 46:12, 47:1</p> <p>drawings [1] - 121:3</p> <p>dreamed [1] - 43:17</p> <p>dreams [2] - 42:19, 94:3</p> <p>drive [1] - 159:10</p> <p>driving [1] - 125:5</p> <p>drones [1] - 147:4</p> <p>drowning [1] - 52:6</p> <p>Dubai [2] - 84:2, 84:3</p> <p>duly [2] - 117:10, 147:7</p> <p>Dunster [1] - 99:3</p> <p>duration [1] - 127:2</p> <p>during [5] - 15:15, 27:10, 32:17, 56:9, 102:6</p> <p>dying [1] - 37:18</p>	<p>Eastern [1] - 178:8</p> <p>eastern [1] - 39:19</p> <p>easy [3] - 66:7, 86:17, 111:14</p> <p>eat [3] - 105:14, 105:19, 106:3</p> <p>eclectic [1] - 115:5</p> <p>eco [1] - 180:6</p> <p>Education [1] - 70:14</p> <p>education [2] - 38:1, 39:9</p> <p>educational [3] - 14:15, 169:10, 169:18</p> <p>EF [3] - 70:14, 70:19, 85:15</p> <p>effect [2] - 78:8, 115:14</p> <p>effort [3] - 148:14, 157:16, 161:16</p> <p>efforts [1] - 168:11</p> <p>eight [2] - 5:1, 172:9</p> <p>eight-thirty [2] - 5:1, 172:9</p> <p>either [1] - 56:4</p> <p>electronically [1] - 192:4</p> <p>element [1] - 5:15</p> <p>elementary [1] - 139:19</p> <p>elements [3] - 4:6, 28:3, 46:13</p> <p>Eliot's [1] - 95:10</p> <p>embodied [1] - 27:5</p> <p>embrace [2] - 169:19, 170:1</p> <p>emerges [1] - 184:1</p> <p>emerging [1] - 185:18</p> <p>emissions [1] - 91:1</p> <p>emphasis [1] - 166:17</p> <p>emphasize [1] - 175:14</p> <p>employment [1] - 169:4</p> <p>enamored [1] - 186:17</p> <p>encapsulated [1] - 183:2</p> <p>encourage [1] - 71:3</p> <p>encouragement [2] - 47:17, 48:10</p> <p>end [8] - 9:10, 20:17, 34:10, 34:12, 34:13, 112:1, 139:3, 163:2</p> <p>energy [1] - 92:9</p> <p>engage [4] - 82:2, 83:2, 83:3, 187:6</p> <p>engaged [1] - 159:16</p> <p>engaging [1] - 84:6</p> <p>enjoy [1] - 113:18</p> <p>enjoyed [1] - 178:13</p>
		E		
		<p>early [1] - 150:5</p> <p>earnest [1] - 149:7</p> <p>easier [1] - 9:11</p> <p>easiest [1] - 69:14</p> <p>easing [1] - 45:8</p> <p>East [9] - 12:10, 36:14, 37:1, 38:13, 40:12, 42:11, 78:3, 131:13, 131:16</p> <p>east [2] - 96:10, 99:2</p>		

<p>enjoyment [1] - 40:2 enrollment [5] - 167:12, 168:2, 168:7, 168:8, 169:5 ensure [1] - 47:13 enterprise [1] - 43:19 entire [3] - 107:18, 111:6, 158:10 entirely [1] - 186:4 entity [11] - 17:14, 19:19, 20:8, 22:4, 22:6, 31:5, 32:19, 40:6, 57:12, 58:1, 60:5 entrance [1] - 111:13 entry [2] - 102:11, 102:14 environment [2] - 13:7, 91:6 envision [2] - 56:8, 71:19 envisioned [1] - 58:16 equal [1] - 74:10 equity [1] - 29:16 eradicating [1] - 45:9 ERRATA [1] - 192:1 Errata [2] - 192:2, 192:7 escaping [1] - 61:5 especially [4] - 27:13, 42:5, 125:12, 190:7 essentially [5] - 23:9, 107:9, 109:3, 131:13, 135:13 estate [9] - 19:7, 19:16, 26:6, 26:11, 30:7, 59:11, 75:10, 129:15, 167:17 Estate [1] - 14:9 esteem [1] - 39:9 estimates [1] - 29:18 etcetera [2] - 45:7, 187:4 evaluate [2] - 24:9, 55:7 evaluating [1] - 56:10 evaluation [2] - 17:1, 24:14 Evans [2] - 25:6, 36:17 EVANS [5] - 54:10, 61:6, 64:4, 64:17, 66:17 evening [9] - 3:3, 3:6, 3:8, 11:19, 25:5, 36:11, 88:1, 147:13, 147:14 event [1] - 57:19 events [5] - 82:7, 82:8, 82:16, 102:19, 103:1</p>	<p>eventual [1] - 20:8 eventually [2] - 34:16, 90:16 Everett [1] - 116:6 everyday [3] - 73:10, 123:13, 126:15 everywhere [1] - 101:4 evoke [1] - 188:16 evolved [1] - 15:15 exact [4] - 115:1, 117:19, 176:8, 176:9 exactly [11] - 55:16, 79:15, 89:15, 109:9, 121:11, 121:18, 132:11, 132:12, 160:8, 167:4, 167:5 example [9] - 15:18, 49:13, 76:10, 78:12, 82:18, 99:2, 122:17, 140:1, 140:4 exceeded [1] - 168:7 eccentric [1] - 121:6 except [2] - 184:6, 192:15 exchange [1] - 77:12 excited [3] - 36:15, 48:6, 161:11 excitement [1] - 4:17 exciting [10] - 12:18, 34:18, 35:3, 36:19, 37:10, 52:17, 52:18, 66:19, 143:16, 190:17 excuse [3] - 80:7, 80:17, 123:11 executive [1] - 119:19 Executive [1] - 25:7 exempt [1] - 21:16 existing [4] - 71:13, 73:1, 84:11, 145:18 expand [2] - 19:15, 84:9 expect [5] - 65:2, 95:17, 180:8, 189:18 expectant [1] - 88:5 expectation [1] - 190:8 expected [1] - 49:8 expeditiously [1] - 19:14 expensive [1] - 56:3 experience [8] - 74:11, 83:11, 84:5, 111:15, 122:1, 135:3, 135:18, 149:17 Expires [1] - 193:14 explain [1] - 101:2</p>	<p>explore [1] - 76:7 expressed [3] - 19:12, 117:3, 122:6 extensive [3] - 12:19, 120:7, 127:2 extent [6] - 37:14, 63:2, 95:15, 114:8, 138:17, 145:5 exterior [1] - 51:2 extraordinary [3] - 90:17, 93:2, 148:14 extremely [1] - 183:4 eye [2] - 90:11, 90:12 eyesore [4] - 141:4, 141:6, 141:16, 143:4 EZ [1] - 119:3</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>fabulous [2] - 143:6, 157:19 facade [1] - 142:9 facilitate [2] - 17:16, 22:11 facilities [13] - 46:16, 91:12, 91:13, 91:15, 104:6, 119:17, 120:4, 132:6, 144:3, 163:5, 165:14, 167:14, 169:18 facility [3] - 83:1, 112:16, 136:5 fact [9] - 52:7, 56:11, 164:1, 165:1, 166:19, 168:3, 180:17, 183:5, 183:9 factor [1] - 43:8 factories [1] - 100:9 faculty [3] - 102:6, 112:13, 113:17 fairly [3] - 104:18, 115:3, 155:2 fall [4] - 68:19, 158:5, 158:10, 168:19 familiar [3] - 89:14, 106:17, 187:18 families [1] - 140:8 family [1] - 50:10 fan [1] - 125:5 fantastic [1] - 149:8 far [2] - 86:2, 102:8 fare [1] - 119:2 Farooq [1] - 1:12 FAROOQ [24] - 3:8, 6:13, 7:3, 7:7, 7:11, 7:14, 41:4, 60:11, 129:5, 171:10, 172:4, 173:13,</p>	<p>173:16, 174:3, 180:12, 182:8, 183:18, 184:13, 185:8, 185:15, 188:7, 188:14, 189:8, 190:4 fashion [1] - 164:3 fast [1] - 42:8 faux [1] - 152:8 favor [4] - 8:13, 9:5, 49:10, 66:13 FDR [2] - 124:11, 124:13 feasibility [1] - 16:11 feasible [4] - 20:14, 164:15, 166:9, 188:17 February [3] - 8:4, 32:12, 32:14 federal [5] - 45:12, 45:15, 45:16, 46:8, 46:10 feedback [1] - 69:5 fees [1] - 62:12 feet [8] - 12:11, 14:14, 20:6, 53:17, 54:1, 58:15, 107:13, 110:4 felt [2] - 59:12, 68:2 fence [2] - 113:7, 113:8 fencing [1] - 145:2 Fens [1] - 76:11 few [8] - 3:16, 73:8, 95:6, 111:6, 113:1, 128:5, 138:8, 177:7 fewer [1] - 158:15 fields [1] - 136:3 figure [4] - 91:2, 125:19, 160:2, 160:7 fill [2] - 81:13, 131:7 final [10] - 4:2, 10:13, 20:12, 32:8, 47:2, 51:14, 53:19, 158:7 finalists [1] - 172:13 finalize [1] - 186:10 finally [5] - 18:14, 22:14, 138:4, 158:2, 158:6 finance [1] - 59:11 financeable [1] - 182:13 financial [4] - 22:15, 29:2, 30:16, 77:9 financially [8] - 13:12, 20:3, 22:17, 28:6, 30:13, 31:17, 34:5, 40:5 financing [3] - 29:16, 59:15, 60:3</p>	<p>fine [5] - 70:3, 99:9, 120:13, 134:15, 136:13 finish [2] - 117:9, 127:18 finished [2] - 99:17, 157:10 fireproof [2] - 142:5, 142:10 fireproofing [2] - 142:2, 143:2 firm [1] - 143:13 First [2] - 3:13, 175:4 first [14] - 33:10, 36:8, 50:6, 50:9, 56:18, 70:5, 70:15, 81:13, 98:9, 107:11, 108:17, 109:15, 153:19 firsthand [1] - 16:7 fit [4] - 17:14, 30:1, 56:13, 122:4 fit-outs [1] - 30:1 five [12] - 45:5, 45:12, 45:15, 72:13, 72:15, 81:14, 83:14, 93:3, 109:4, 158:3, 182:3, 182:11 five-year [3] - 45:5, 45:12, 45:15 fixtures [1] - 111:14 flavor [1] - 69:16 flawlessly [1] - 107:10 flexibility [5] - 13:9, 22:2, 26:11, 55:3, 168:16 flexible [1] - 183:12 flexibly [1] - 180:2 Floor [1] - 1:6 floor [8] - 3:18, 50:9, 50:13, 51:1, 108:17, 109:15, 109:16, 117:4 focussed [2] - 15:10, 151:10 Fogg [1] - 88:7 fold [1] - 159:11 follow [3] - 73:4, 98:15, 174:19 follow-up [1] - 174:19 follow-ups [1] - 73:4 following [4] - 76:15, 124:10, 132:14, 179:13 follows [1] - 38:19 food [6] - 109:2, 109:14, 109:17, 110:1, 110:4, 110:10 foot [1] - 123:19</p>
--	--	---	---	--

<p>footage [1] - 182:16 footprint [1] - 145:13 footsteps [1] - 141:1 FOR [1] - 1:2 for-profit [2] - 58:13, 59:14 Forbes [2] - 110:6, 110:13 forcing [1] - 78:8 foregoing [1] - 192:15 FOREGOING [1] - 193:16 forever [2] - 40:1, 117:18 forgot [1] - 171:12 form [4] - 15:5, 33:15, 104:15, 122:18 forma [1] - 62:5 formal [2] - 7:8, 60:14 formally [1] - 7:6 formed [3] - 24:7, 52:8, 178:8 former [2] - 103:16, 104:2 forth [6] - 68:15, 94:6, 126:14, 167:14, 182:14, 193:6 forthwith [1] - 52:4 forward [22] - 10:12, 15:3, 17:10, 18:15, 19:14, 23:11, 25:3, 25:13, 32:15, 32:16, 33:1, 35:5, 48:11, 49:11, 52:2, 67:1, 99:19, 125:15, 131:18, 161:8, 171:8 forwarded [1] - 10:9 Foundation [1] - 40:17 foundation [1] - 124:14 Foundry [17] - 2:10, 10:1, 12:6, 12:8, 12:18, 13:5, 13:18, 14:5, 14:7, 17:11, 38:15, 39:1, 39:12, 39:15, 40:4, 45:3, 45:19 foundry [1] - 39:5 Foundry's [1] - 40:9 four [12] - 72:16, 95:2, 107:4, 172:7, 172:12, 174:5, 174:10, 174:12, 174:13, 176:2, 185:10, 185:17 four-thirty [1] - 172:7 fourth [2] - 85:19, 120:11 frame [2] - 181:11,</p>	<p>190:7 Framework [1] - 172:11 framework [1] - 176:4 fraternities [1] - 133:19 fraternity [6] - 133:16, 133:18, 134:7, 135:15, 135:19, 136:6 free [3] - 38:1, 70:2, 88:11 frequently [1] - 135:6 freshman [2] - 105:5, 135:10 freshmen [5] - 105:2, 105:3, 105:7, 136:8, 136:9 friends [1] - 152:15 FROM [1] - 6:12 front [2] - 2:7, 9:6 fulfilling [2] - 84:5, 84:8 fulfills [1] - 47:18 full [8] - 18:19, 19:3, 62:8, 110:14, 112:8, 121:15, 127:3, 159:9 function [3] - 86:16, 107:14, 122:18 functional [1] - 122:10 functions [1] - 187:1 fund [4] - 29:8, 29:9, 29:10, 31:6 funding [3] - 22:12, 26:15, 175:2 funds [1] - 31:7 funny [2] - 64:6, 64:7 furniture [1] - 143:14 future [10] - 38:15, 51:16, 67:3, 74:2, 94:10, 100:3, 106:7, 109:5, 127:14, 181:6</p> <p style="text-align: center;">G</p> <p>gained [1] - 174:16 gaps [1] - 16:16 garage [5] - 102:11, 102:14, 102:16, 145:17, 145:19 Garden [1] - 123:9 garden [2] - 123:15, 124:1 GENERAL [3] - 1:3, 2:2, 2:15 general [8] - 26:13, 62:16, 70:2, 98:19,</p>	<p>132:13, 133:3, 167:10, 186:14 General [1] - 67:9 generally [2] - 9:5, 167:17 generating [1] - 187:13 generational [1] - 13:11 George [2] - 149:15, 149:18 GEORGE [10] - 149:18, 152:16, 154:2, 154:5, 154:19, 155:13, 156:6, 156:14, 156:18, 157:7 Gerald [1] - 115:17 given [7] - 53:2, 73:12, 73:15, 98:5, 127:8, 137:16 Glad [1] - 118:1 glad [3] - 47:16, 166:14 glimpse [1] - 124:5 global [1] - 81:14 globally [1] - 74:14 Glocal [3] - 85:11, 85:17, 85:19 goal [5] - 26:5, 31:17, 32:15, 90:14, 186:6 goals [5] - 21:3, 22:1, 39:9, 167:4, 170:9 gonna [1] - 33:3 governing [2] - 40:9, 52:9 government [3] - 51:13, 51:14, 77:13 governmental [1] - 19:19 Gown [13] - 2:16, 67:13, 68:1, 68:12, 68:17, 69:4, 87:16, 99:19, 100:13, 146:15, 148:1, 163:16, 171:2 grad [1] - 96:1 grade [1] - 108:5 grader [1] - 140:5 gradually [1] - 181:7 graduate [10] - 74:15, 90:1, 112:13, 112:17, 113:12, 131:5, 131:15, 132:2, 133:5, 169:4 graduating [2] - 89:3, 89:6 Grand [1] - 6:1 granted [1] - 113:2 graphic [1] - 122:13 great [27] - 7:3, 8:6,</p>	<p>25:18, 27:19, 37:9, 37:17, 38:8, 43:11, 44:4, 81:17, 83:2, 86:10, 91:1, 94:18, 114:17, 125:1, 140:18, 148:2, 148:5, 148:6, 148:7, 149:8, 174:12, 177:13, 182:17, 189:2 greater [1] - 74:5 greatest [1] - 168:9 greatly [1] - 37:19 green [2] - 72:7, 72:9 greenhouse [2] - 107:12, 107:13 Groll [1] - 164:7 ground [3] - 3:18, 31:6, 117:4 group [2] - 135:14, 135:15 groups [1] - 37:11 grow [1] - 75:1 growth [1] - 74:2 GSD [2] - 113:13, 113:14 guarantee [1] - 136:4 guaranteed [2] - 134:9, 134:11 guess [15] - 53:11, 67:12, 70:10, 71:11, 73:19, 78:17, 82:14, 107:6, 120:10, 124:14, 124:16, 144:1, 167:11, 169:9, 185:8 guests [1] - 11:15 guide [1] - 182:14 guideline [2] - 179:6, 179:8 guidelines [5] - 175:8, 176:4, 176:10, 177:9, 181:9 guys [4] - 55:11, 125:12, 139:9, 139:12 gym [2] - 161:1</p> <p style="text-align: center;">H</p> <p>half [11] - 27:3, 31:1, 32:16, 54:7, 54:8, 78:14, 96:11, 96:12, 97:15, 108:1, 126:9 HALL [14] - 72:2, 72:9, 73:7, 73:17, 74:13, 76:8, 77:1, 78:10, 81:12, 83:7, 84:13, 85:11, 86:10, 87:14 hall [4] - 103:17,</p>	<p>104:7, 106:2, 135:12 Hall [4] - 72:2, 105:1, 149:12, 153:11 hand [1] - 193:8 handled [1] - 53:4 handles [2] - 8:14, 66:14 hang [1] - 185:11 happy [4] - 101:1, 138:12, 144:16, 145:4 hard [3] - 47:19, 48:19, 90:19 harder [1] - 62:13 Harvard [38] - 81:18, 82:5, 87:16, 88:4, 89:4, 89:13, 92:3, 92:4, 97:17, 100:1, 100:7, 100:17, 101:6, 101:16, 103:16, 104:3, 104:18, 105:8, 107:17, 114:5, 114:8, 114:9, 115:3, 115:8, 116:1, 116:18, 119:7, 119:15, 119:16, 120:4, 120:14, 121:7, 125:10, 137:6, 139:4, 144:2, 144:15 Harvard's [3] - 90:10, 115:1, 144:7 HASSON [4] - 44:13, 44:16, 46:5, 46:9 Hasson [2] - 44:18, 46:2 hasty [2] - 45:17, 47:3 hat [2] - 185:11, 185:15 HAWKINSON [3] - 72:7, 173:10, 185:5 hazardous [1] - 116:8 head [2] - 64:10, 140:3 headed [1] - 49:1 headroom [1] - 102:15 health [1] - 116:4 hear [7] - 60:12, 72:10, 94:7, 118:1, 154:1, 154:2, 167:4 heard [5] - 19:12, 37:8, 111:15, 113:5, 133:5 hearing [15] - 2:12, 3:13, 4:12, 5:8, 5:19, 6:2, 9:18, 10:8, 11:6, 18:11,</p>
--	--	--	---	---

<p>23:14, 32:5, 67:8, 131:17, 193:6</p> <p>HEARING [2] - 1:3, 2:9</p> <p>hearings [2] - 3:12, 15:6</p> <p>Heather [3] - 41:10, 41:12, 48:17</p> <p>HEATHER [1] - 41:11</p> <p>held [3] - 2:12, 10:3, 121:2</p> <p>hello [1] - 96:8</p> <p>help [13] - 22:11, 24:3, 38:11, 43:16, 45:8, 77:18, 86:16, 103:9, 125:18, 139:4, 139:9, 139:11, 161:12</p> <p>helped [4] - 148:15, 148:17, 169:5</p> <p>helpful [3] - 69:6, 159:7, 161:14</p> <p>helps [1] - 72:6</p> <p>Henrietta [1] - 7:15</p> <p>hereby [1] - 192:16</p> <p>herein [1] - 193:6</p> <p>hereunto [1] - 193:8</p> <p>hi [3] - 41:11, 85:13, 162:8</p> <p>hidden [2] - 152:9, 154:9</p> <p>High [1] - 90:7</p> <p>high [14] - 7:16, 42:16, 46:17, 49:19, 50:3, 85:10, 88:16, 113:7, 114:18, 137:9, 139:5, 148:5, 148:9, 173:10</p> <p>higher [2] - 73:14, 78:7</p> <p>highest [2] - 20:2, 115:10</p> <p>highlighting [1] - 28:2</p> <p>highlights [1] - 28:19</p> <p>highly [1] - 169:14</p> <p>hilarious [1] - 147:2</p> <p>historical [4] - 141:3, 141:8, 142:6, 142:12</p> <p>historically [1] - 138:1</p> <p>history [1] - 159:15</p> <p>hit [1] - 187:8</p> <p>HMFH [1] - 63:14</p> <p>HMH [1] - 15:19</p> <p>HOFFMAN [1] - 41:11</p> <p>Hoffman [1] - 41:12</p> <p>Hoffman's [1] - 48:17</p> <p>hold [6] - 10:8, 11:6, 12:5, 24:2, 82:6, 82:16</p>	<p>holding [1] - 8:17</p> <p>hole [1] - 123:18</p> <p>Holyoke [3] - 106:12, 120:17, 123:7</p> <p>home [2] - 159:14, 160:13</p> <p>homeless [1] - 45:4</p> <p>homelessness [5] - 45:9, 45:11, 46:14, 46:15, 46:18</p> <p>hope [13] - 28:14, 31:5, 37:5, 42:15, 43:3, 85:18, 86:2, 112:19, 114:10, 115:11, 120:19, 121:9, 136:2</p> <p>hopefully [6] - 34:18, 63:4, 114:1, 115:14, 130:12, 186:3</p> <p>hopes [2] - 42:18, 180:7</p> <p>hoping [3] - 35:4, 38:10, 180:6</p> <p>horrendous [1] - 159:8</p> <p>host [1] - 37:17</p> <p>hostility [1] - 152:3</p> <p>hour [1] - 124:3</p> <p>house [20] - 91:19, 92:2, 92:14, 95:3, 99:11, 99:12, 101:11, 104:7, 104:16, 105:6, 105:11, 105:12, 105:14, 105:18, 105:19, 106:1, 106:4, 123:13, 124:1, 161:4</p> <p>House [5] - 94:12, 99:15, 102:19, 104:4, 124:12</p> <p>housed [2] - 12:12, 105:6</p> <p>houses [8] - 95:12, 95:18, 104:5, 105:10, 106:8, 130:7</p> <p>housing [22] - 74:3, 74:9, 74:14, 75:3, 75:5, 75:8, 75:12, 75:19, 76:5, 78:2, 79:10, 95:19, 104:11, 131:6, 131:8, 131:15, 132:3, 133:1, 134:2, 134:3, 134:11</p> <p>Housing [1] - 5:12</p> <p>HRH/RNA [1] - 65:1</p> <p>HRNA [2] - 59:11, 62:4</p> <p>hub [1] - 104:4</p>	<p>huge [2] - 111:7, 186:19</p> <p>Hugh [10] - 1:9, 25:16, 48:12, 66:9, 92:19, 110:5, 119:12, 167:9, 169:7, 175:12</p> <p>HUGH [36] - 8:9, 65:13, 70:1, 70:10, 75:14, 75:17, 80:3, 80:12, 90:5, 93:1, 94:11, 94:19, 98:15, 98:18, 106:16, 108:12, 111:4, 115:16, 116:3, 118:3, 119:13, 120:10, 122:19, 144:1, 154:10, 154:15, 155:6, 159:13, 169:9, 171:3, 173:18, 176:14, 177:16, 178:1, 186:11, 190:17</p> <p>Hult [5] - 70:6, 70:11, 70:19, 87:11, 148:4</p> <p>humorous [1] - 123:5</p> <p>hundred [2] - 39:17, 171:18</p> <p>Hurley [2] - 36:13, 41:12</p> <p>Hyatt [1] - 130:9</p> <p>HYM [2] - 79:11, 80:11</p> <hr/> <p>I</p> <hr/> <p>latridis [1] - 106:18</p> <p>idea [3] - 111:12, 165:7, 182:19</p> <p>ideally [1] - 152:14</p> <p>ideas [14] - 33:9, 34:19, 55:5, 107:4, 174:12, 176:9, 180:14, 180:15, 180:18, 181:1, 182:18, 185:10, 187:9, 189:2</p> <p>ifs [2] - 61:3, 62:1</p> <p>ignorant [1] - 104:18</p> <p>imagine [3] - 51:5, 62:10, 95:7</p> <p>impact [2] - 20:15, 35:2, 36:2, 65:19, 79:9, 91:4, 91:5, 138:16, 168:2, 168:10, 179:4, 179:9</p> <p>impacted [1] - 168:14</p> <p>implement [2] - 34:4, 181:2</p>	<p>important [18] - 5:2, 13:1, 21:9, 23:16, 28:6, 117:1, 121:12, 123:6, 125:11, 132:18, 137:9, 150:13, 151:13, 159:18, 169:14, 170:10, 186:8, 187:14</p> <p>importantly [1] - 21:4</p> <p>impression [1] - 127:2</p> <p>improved [1] - 40:2</p> <p>improvement [1] - 100:3</p> <p>improvements [6] - 17:15, 92:5, 92:9, 97:17, 98:4, 99:14</p> <p>IN [2] - 193:8, 193:17</p> <p>inaudible [2] - 96:11, 140:3</p> <p>inaudible [1] - 117:19</p> <p>Inc [1] - 165:1</p> <p>INC [1] - 1:17</p> <p>Incentive [1] - 5:13</p> <p>incentive [1] - 5:16</p> <p>inclined [1] - 174:7</p> <p>include [2] - 40:10, 68:17</p> <p>included [3] - 22:15, 69:5, 148:1</p> <p>includes [3] - 24:7, 46:15, 107:1</p> <p>including [3] - 12:13, 17:6, 65:18</p> <p>inclusive [1] - 13:9</p> <p>income [2] - 150:12, 151:12</p> <p>incoming [1] - 121:16</p> <p>inconspicuous [2] - 150:19, 152:1</p> <p>incorporated [1] - 14:10</p> <p>increase [2] - 145:12, 169:1</p> <p>incredible [1] - 43:3</p> <p>incredibly [3] - 126:7, 139:10, 173:6</p> <p>indeed [1] - 51:1</p> <p>indefinite [1] - 106:7</p> <p>Index [1] - 2:18</p> <p>Indian [1] - 82:11</p> <p>indication [1] - 116:9</p> <p>individual [2] - 91:11, 109:13</p> <p>infancy [1] - 46:11</p> <p>influx [1] - 78:6</p> <p>inform [2] - 176:10, 180:9</p> <p>informal [1] - 106:19</p>	<p>informally [1] - 120:19</p> <p>information [11] - 14:2, 16:1, 33:12, 53:12, 68:11, 68:16, 163:4, 163:10, 163:14, 163:19, 177:13</p> <p>informative [1] - 171:1</p> <p>informed [2] - 89:1, 89:9</p> <p>infrequent [1] - 124:17</p> <p>initial [2] - 40:4, 146:16</p> <p>Inn [4] - 92:4, 101:15, 103:16, 104:3</p> <p>innovation [3] - 27:15, 30:11, 38:4</p> <p>innovative [3] - 13:6, 27:9, 29:12</p> <p>input [1] - 14:19</p> <p>inside [8] - 34:19, 124:7, 143:6, 143:9, 143:12, 143:15, 153:15, 155:3</p> <p>inspiration [1] - 177:14</p> <p>inspiring [1] - 177:4</p> <p>installations [2] - 149:4, 154:11</p> <p>instance [3] - 9:7, 19:3, 179:13</p> <p>Institute [1] - 57:8</p> <p>institute [1] - 137:4</p> <p>instituting [1] - 98:6</p> <p>institution [4] - 68:15, 69:12, 91:3, 123:11</p> <p>institution's [1] - 69:4</p> <p>institutional [3] - 14:16, 76:1, 170:12</p> <p>institutions [9] - 68:8, 68:9, 69:11, 81:10, 91:7, 132:19, 148:7, 169:11, 178:10</p> <p>INSTRUCTIONS [2] - 192:1, 192:5</p> <p>integrate [1] - 176:1</p> <p>intend [4] - 64:13, 106:5, 108:17, 155:5</p> <p>intended [3] - 26:6, 71:13, 110:16</p> <p>intensive [1] - 83:12</p> <p>intent [5] - 58:7, 64:11, 109:13, 175:12, 180:3</p> <p>intention [2] - 179:12, 179:19</p> <p>interact [1] - 30:14</p>
--	---	---	--	--

<p>intercontinental [1] - 107:8</p> <p>interest [12] - 2:10, 5:10, 10:1, 10:14, 12:5, 13:18, 19:13, 21:16, 94:18, 96:3, 137:2, 151:14</p> <p>interested [8] - 33:14, 70:11, 70:19, 95:1, 114:2, 119:17, 142:7, 144:9</p> <p>interesting [10] - 77:1, 78:10, 94:8, 121:14, 121:17, 143:13, 187:17, 188:7, 188:9, 189:1</p> <p>interior [3] - 16:8, 50:17, 50:19</p> <p>internally [2] - 162:19, 166:1</p> <p>International [1] - 70:6</p> <p>international [1] - 76:16</p> <p>interpretations [1] - 189:18</p> <p>intervention [1] - 97:15</p> <p>intimately [1] - 142:7</p> <p>inviolate [1] - 59:1</p> <p>invisible [1] - 154:12</p> <p>invitation [1] - 7:8</p> <p>invite [1] - 114:1</p> <p>invited [1] - 7:6</p> <p>involve [3] - 6:16, 23:9, 93:18</p> <p>involved [6] - 55:14, 119:4, 119:16, 120:8, 148:17, 173:6</p> <p>involvement [1] - 34:14</p> <p>involves [2] - 17:19, 45:10</p> <p>IRAM [24] - 3:8, 6:13, 7:3, 7:7, 7:11, 7:14, 41:4, 60:11, 129:5, 171:10, 172:4, 173:13, 173:16, 174:3, 180:12, 182:8, 183:18, 184:13, 185:8, 185:15, 188:7, 188:14, 189:8, 190:4</p> <p>Iram [5] - 1:12, 6:19, 172:2, 173:18, 175:13</p> <p>irrelevant [1] - 147:1</p> <p>ish [1] - 185:7</p> <p>island [2] - 187:7,</p>	<p>189:12</p> <p>islands [1] - 176:15</p> <p>Israel [1] - 144:7</p> <p>issue [10] - 17:13, 23:13, 32:10, 37:2, 55:19, 57:17, 79:9, 116:8, 157:3, 165:12</p> <p>issues [9] - 18:8, 31:10, 56:13, 68:6, 100:12, 118:17, 123:10, 126:12, 158:13</p> <p>item [2] - 164:7, 164:8</p> <p>items [2] - 3:6, 5:10</p> <p>itself [6] - 23:4, 38:6, 38:7, 145:13, 145:14</p>	<p>146:8, 146:12, 156:9, 156:16, 157:5, 177:19, 188:12, 189:14, 190:12</p> <p>Jr [1] - 1:10</p> <p>judge [1] - 93:18</p> <p>jumped [1] - 189:10</p> <p>Junction [1] - 6:1</p> <p>junior [1] - 50:3</p> <p>juniors [3] - 105:9, 105:13, 105:17</p> <p>jury [6] - 171:13, 174:1, 174:9, 184:17</p>	<p>33:14, 37:19, 45:16, 48:4, 54:12, 63:7, 63:8, 82:8, 95:7, 98:7, 105:11, 107:18, 108:3, 110:13, 115:5, 121:5, 132:6, 135:8, 135:16, 166:16, 166:17, 187:2, 188:15, 189:1</p> <p>kinds [6] - 21:13, 38:1, 92:13, 98:3, 153:2, 158:12</p> <p>Kirkland [1] - 99:15</p> <p>Kirkland's [1] - 95:9</p> <p>knowing [3] - 95:13, 119:18, 185:16</p> <p>knowledge [1] - 137:14</p> <p>known [1] - 95:5</p> <p>knows [1] - 140:2</p>	<p>layers [1] - 23:5</p> <p>layout [2] - 16:6, 34:19</p> <p>leadership [1] - 166:2</p> <p>learned [1] - 165:1</p> <p>lease [27] - 9:19, 12:5, 13:17, 13:18, 17:7, 17:10, 24:2, 24:12, 24:17, 31:15, 32:8, 39:7, 55:13, 56:14, 56:19, 57:18, 58:1, 58:3, 59:10, 59:18, 59:19, 60:15, 60:16, 61:2, 76:2, 109:6, 157:1</p> <p>leased [1] - 155:18</p> <p>leasehold [3] - 2:10, 21:16, 45:2</p> <p>leases [3] - 57:15, 76:2, 152:12</p> <p>leasing [2] - 18:1, 21:7</p> <p>least [6] - 7:19, 14:14, 15:4, 112:4, 130:8, 165:13</p> <p>leave [2] - 52:9, 87:6</p> <p>leaves [1] - 108:15</p> <p>leaving [1] - 165:15</p> <p>led [1] - 15:16</p> <p>left [2] - 25:10, 123:15</p> <p>legislative [1] - 26:9</p> <p>length [1] - 56:19</p> <p>Lesley [4] - 147:12, 148:4, 148:12, 156:4</p> <p>less [2] - 59:4, 59:16</p> <p>letters [2] - 141:17, 143:10</p> <p>level [3] - 21:12, 24:1, 87:6</p> <p>leverage [1] - 22:10</p> <p>liability [1] - 118:13</p> <p>Library [1] - 94:14</p> <p>license [2] - 85:1, 118:18</p> <p>License [1] - 193:13</p> <p>lies [1] - 40:11</p> <p>life [4] - 95:2, 104:6, 104:14, 115:13</p> <p>light [2] - 72:7, 72:9</p> <p>likely [4] - 20:7, 58:8, 94:7, 171:19</p> <p>limitations [2] - 113:19, 117:5</p> <p>limited [4] - 112:10, 149:17, 155:1, 155:4</p> <p>line [2] - 164:7</p> <p>LINE [1] - 192:8</p> <p>lines [1] - 111:11</p> <p>list [5] - 36:9, 69:2,</p>
	<p style="text-align: center;">J</p> <p>J-a-q-u-i-t-h [1] - 36:13</p> <p>January [5] - 8:3, 25:16, 32:18, 173:5</p> <p>Jaquith [2] - 36:10, 36:12</p> <p>JAQUITH [2] - 36:11, 41:7</p> <p>JEFF [2] - 10:18, 67:17</p> <p>Jeff [5] - 1:14, 10:16, 41:5, 67:15, 177:6</p> <p>Jen [1] - 72:5</p> <p>Jennifer [1] - 72:4</p> <p>JENNINGS [4] - 11:18, 34:10, 36:3, 63:19</p> <p>Jennings [2] - 11:19, 36:17</p> <p>JFK [2] - 96:11, 125:6</p> <p>jitney [1] - 118:18</p> <p>JLL [1] - 80:18</p> <p>job [1] - 87:1</p> <p>jobs [1] - 27:15</p> <p>JOHN [3] - 72:7, 173:10, 185:5</p> <p>Johnson [2] - 79:12, 113:12</p> <p>join [1] - 50:4</p> <p>joined [1] - 12:2</p> <p>joining [1] - 161:8</p> <p>Jose [1] - 103:6</p> <p>joyous [1] - 166:17</p> <p>JR [24] - 9:16, 53:16, 54:7, 54:16, 55:2, 55:8, 57:5, 86:7, 87:9, 138:13, 141:7, 141:14, 145:8, 145:10, 146:3,</p>	<p style="text-align: center;">K</p> <p>K2-C2 [2] - 5:8, 129:18</p> <p>Kathryn [4] - 25:1, 25:5, 35:5, 60:11</p> <p>KATHRYN [14] - 25:4, 54:4, 54:8, 54:19, 55:4, 58:10, 59:9, 60:13, 61:8, 64:1, 64:5, 64:19, 66:16, 67:4</p> <p>Katie [1] - 120:1</p> <p>keep [9] - 37:5, 42:2, 42:16, 60:8, 60:9, 106:6, 129:11, 151:19, 181:11</p> <p>keeping [2] - 38:1, 129:7</p> <p>keeps [1] - 159:18</p> <p>KELLEY [12] - 131:10, 131:11, 133:4, 133:13, 133:17, 134:10, 135:6, 136:7, 136:17, 145:15, 146:6, 146:10</p> <p>Kelley [1] - 131:10</p> <p>Kendall [13] - 6:10, 6:17, 27:16, 30:8, 37:13, 40:19, 78:2, 79:1, 171:14, 173:19, 175:7, 179:19, 180:5</p> <p>Kennedy [1] - 94:12</p> <p>kept [1] - 42:5</p> <p>key [5] - 18:8, 21:4, 37:5, 43:6, 160:9</p> <p>KeyWord [1] - 2:18</p> <p>kicked [1] - 43:7</p> <p>kids [3] - 37:12, 38:2, 103:5</p> <p>Killian [1] - 144:19</p> <p>kind [29] - 26:6, 32:13, 33:10, 33:13,</p>	<p style="text-align: center;">L</p> <p>lab [1] - 172:6</p> <p>lack [1] - 140:19</p> <p>laid [5] - 17:3, 17:18, 21:3, 35:6, 181:3</p> <p>land [3] - 180:14, 180:15, 181:4</p> <p>landowner [1] - 80:3</p> <p>landscape [1] - 108:7</p> <p>language [5] - 61:4, 61:14, 62:1, 127:17, 183:11</p> <p>Lapp [1] - 120:1</p> <p>large [9] - 82:12, 86:13, 86:14, 92:15, 100:8, 129:15, 179:4, 179:15, 179:17</p> <p>larger [3] - 37:14, 39:18, 107:12</p> <p>last [17] - 4:13, 5:6, 6:7, 27:2, 28:5, 68:2, 83:19, 86:18, 90:12, 94:14, 101:9, 118:6, 158:2, 162:7, 163:12, 167:12, 175:13</p> <p>late [3] - 126:9, 152:7, 158:3</p> <p>Latin [14] - 85:7, 85:16, 89:13, 89:18, 90:7, 137:3, 137:5, 137:8, 138:2, 138:6, 139:14, 139:18, 147:6, 147:17</p> <p>laugh [1] - 147:3</p> <p>law [2] - 64:18, 143:13</p> <p>Lawson [1] - 193:4</p>	

<p>94:12, 96:4 literal [1] - 176:6 literally [1] - 177:11 live [13] - 41:12, 44:5, 79:3, 103:17, 105:8, 105:9, 105:14, 133:11, 133:18, 133:19, 134:7, 135:1, 136:4 lived [1] - 78:5 lives [2] - 43:15, 83:9 living [4] - 74:5, 105:17, 135:14, 135:15 LIZA [2] - 8:1, 9:15 Liza [1] - 1:14 loads [1] - 111:7 lobby [1] - 63:7 local [2] - 78:8, 151:10 locally [1] - 115:4 located [3] - 12:9, 74:12, 111:12 location [6] - 9:8, 71:16, 108:16, 173:7, 179:15, 179:17 locational [1] - 184:7 Loeb [1] - 102:19 lone [1] - 43:6 long-term [6] - 2:10, 9:19, 13:17, 22:9, 24:2, 45:2 longingly [1] - 113:6 longstanding [1] - 115:7 Longwood [1] - 118:8 look [25] - 30:9, 48:11, 67:1, 76:9, 76:12, 88:5, 88:16, 94:11, 99:6, 113:7, 118:14, 123:7, 129:14, 161:7, 164:4, 165:5, 171:7, 174:14, 177:2, 177:3, 180:2, 180:8, 180:14, 180:18, 181:2 looked [9] - 9:3, 76:11, 113:6, 177:1, 177:6, 177:8, 177:9, 180:1 looking [17] - 27:1, 34:3, 34:7, 54:5, 74:1, 93:1, 96:2, 127:14, 131:1, 132:7, 144:13, 155:2, 160:1, 167:1, 174:17, 184:10, 185:19 looks [2] - 48:19,</p>	<p>162:4 lose [1] - 92:3 loss [1] - 111:18 lost [5] - 32:12, 43:9, 43:10, 73:8 Lou [3] - 53:15, 86:6, 145:9 loud [1] - 111:15 Louis [1] - 1:10 LOUIS [24] - 9:16, 53:16, 54:7, 54:16, 55:2, 55:8, 57:5, 86:7, 87:9, 138:13, 141:7, 141:14, 145:8, 145:10, 146:3, 146:8, 146:12, 156:9, 156:16, 157:5, 177:19, 188:12, 189:14, 190:12 love [6] - 83:7, 113:8, 113:10, 136:17, 158:18, 177:3 low [4] - 102:15, 114:17, 138:4, 138:9 Lowell [2] - 95:8, 99:15 luck [1] - 37:12 lunch [1] - 106:3 luxury [1] - 78:14</p>	<p>12:2 mandated [1] - 45:11 manufacturing [1] - 12:14 map [1] - 93:2 March [11] - 1:4, 3:14, 4:9, 4:14, 5:6, 5:11, 5:18, 6:6, 171:12, 172:15, 173:16 Mark [3] - 36:10, 36:12, 43:9 MARK [2] - 36:11, 41:7 market [13] - 30:12, 30:15, 31:16, 54:6, 54:15, 59:3, 62:8, 63:3, 64:14, 79:12, 80:16, 80:18, 119:5 marketing [2] - 82:4, 82:5 Martin [1] - 72:4 MARYLOU [10] - 147:13, 149:12, 157:14, 158:15, 159:4, 159:12, 160:1, 160:19, 161:6, 162:5 MaryLou [1] - 157:10 Mason [1] - 43:10 masonry [1] - 142:10 Mass [11] - 82:18, 101:18, 104:3, 105:15, 111:18, 116:6, 129:3, 130:8, 139:3, 141:4, 170:4 MASSACHUSETTS [1] - 193:2 Massachusetts [2] - 1:7, 44:18 massDOT [1] - 126:5 master [1] - 76:2 master's [2] - 121:4, 121:9 Master's [2] - 74:18, 76:16 match [1] - 190:1 matched [1] - 33:15 Mateo [1] - 103:6 materials [1] - 186:12 math [1] - 140:16 matter [5] - 8:19, 46:12, 72:19, 92:10, 147:1 maximize [1] - 108:8 maximizing [2] - 20:2, 49:3 MBA [1] - 74:16 MBTA [4] - 118:19, 119:1, 119:5, 119:10 McKINNON [6] - 70:7,</p>	<p>79:4, 79:8, 80:7, 80:10, 80:15 mean [30] - 25:18, 57:14, 58:7, 59:2, 59:7, 59:12, 60:16, 77:2, 77:13, 83:8, 93:14, 94:11, 113:11, 117:15, 119:3, 122:11, 123:5, 125:8, 127:4, 130:6, 134:17, 154:10, 162:1, 174:2, 176:14, 182:2, 183:18, 187:7, 188:7, 188:8 meandering [4] - 182:7, 183:1, 183:13, 183:15 means [3] - 45:15, 77:6, 138:17 measures [1] - 35:3 mechanisms [1] - 23:17 Medford [1] - 75:8 meet [4] - 4:4, 165:18, 168:16, 169:2 Meeting [2] - 1:6, 2:4 meeting [19] - 3:5, 3:14, 4:19, 5:12, 6:9, 7:15, 21:2, 29:7, 39:12, 54:12, 104:9, 121:2, 130:5, 163:2, 163:12, 171:2, 172:16, 172:19, 173:8 meetings [8] - 15:4, 15:13, 15:15, 27:5, 31:11, 39:18, 107:7 meets [1] - 15:1 Mellen [1] - 153:13 member [3] - 40:16, 40:19, 88:12 Member [3] - 1:9, 1:10, 1:10 members [5] - 7:1, 37:1, 40:10, 42:11, 107:16 Members [3] - 35:14, 47:9, 68:2 membership [1] - 62:12 memo [1] - 4:7 Memorial [1] - 105:1 memory [1] - 131:2 mention [6] - 124:10, 126:16, 153:8, 166:18, 171:12, 172:15 mentioned [9] - 4:13, 5:6, 18:2, 23:18, 30:7, 84:7, 102:8,</p>	<p>167:13, 175:14 mentoring [2] - 39:5, 85:15 messages [1] - 155:6 met [4] - 4:13, 136:15, 168:5, 168:6 metaphor [2] - 189:7, 189:8 metroPCS [1] - 156:18 MetroPCS [1] - 150:5 Metropolitan [1] - 141:5 mic [2] - 60:12, 72:8 MICHAEL [5] - 137:11, 139:13, 142:3, 142:14, 144:6 Michael [2] - 137:11, 172:7 middle [2] - 77:4 might [30] - 11:13, 16:16, 19:4, 27:10, 42:17, 54:13, 58:4, 58:9, 58:12, 58:17, 62:10, 69:5, 73:14, 76:5, 79:5, 79:10, 89:1, 94:16, 99:5, 122:10, 146:13, 147:19, 151:8, 153:8, 161:9, 170:7, 174:3, 175:9, 187:6, 187:9 mile [1] - 78:14 million [6] - 29:4, 29:8, 29:18, 29:19, 50:16, 50:18 millions [1] - 22:19 mind [3] - 37:5, 60:12, 181:11 minds [1] - 162:3 minimum [2] - 30:17, 51:3 mirrors [1] - 159:11 missed [1] - 187:5 mission [3] - 165:11, 169:19, 170:2 MIT [22] - 81:19, 82:5, 128:13, 128:16, 129:15, 132:19, 133:12, 134:2, 135:3, 135:8, 136:14, 137:7, 137:8, 137:15, 138:3, 139:15, 139:16, 140:8, 140:15, 144:18, 145:4, 146:18 MIT's [1] - 144:14 mitigation [1] - 35:2 Mitigation [1] - 37:6</p>
M		<p>M2 [1] - 118:8 Madden [2] - 25:1, 25:5 MADDEN [14] - 25:4, 54:4, 54:8, 54:19, 55:4, 58:10, 59:9, 60:13, 61:8, 64:1, 64:5, 64:19, 66:16, 67:4 maintain [4] - 21:12, 31:8, 47:13, 117:3 maintained [1] - 28:9 maintaining [2] - 60:6, 100:18 maintenance [1] - 93:15 major [1] - 3:5 Malcolm [1] - 99:3 manage [1] - 190:8 management [4] - 16:17, 22:9, 40:6, 163:19 manager [1] - 68:11 Manager [6] - 1:12, 2:3, 10:9, 23:10, 41:19, 65:9 Manager's [2] - 11:2,</p>	<p>79:4, 79:8, 80:7, 80:10, 80:15 mean [30] - 25:18, 57:14, 58:7, 59:2, 59:7, 59:12, 60:16, 77:2, 77:13, 83:8, 93:14, 94:11, 113:11, 117:15, 119:3, 122:11, 123:5, 125:8, 127:4, 130:6, 134:17, 154:10, 162:1, 174:2, 176:14, 182:2, 183:18, 187:7, 188:7, 188:8 meandering [4] - 182:7, 183:1, 183:13, 183:15 means [3] - 45:15, 77:6, 138:17 measures [1] - 35:3 mechanisms [1] - 23:17 Medford [1] - 75:8 meet [4] - 4:4, 165:18, 168:16, 169:2 Meeting [2] - 1:6, 2:4 meeting [19] - 3:5, 3:14, 4:19, 5:12, 6:9, 7:15, 21:2, 29:7, 39:12, 54:12, 104:9, 121:2, 130:5, 163:2, 163:12, 171:2, 172:16, 172:19, 173:8 meetings [8] - 15:4, 15:13, 15:15, 27:5, 31:11, 39:18, 107:7 meets [1] - 15:1 Mellen [1] - 153:13 member [3] - 40:16, 40:19, 88:12 Member [3] - 1:9, 1:10, 1:10 members [5] - 7:1, 37:1, 40:10, 42:11, 107:16 Members [3] - 35:14, 47:9, 68:2 membership [1] - 62:12 memo [1] - 4:7 Memorial [1] - 105:1 memory [1] - 131:2 mention [6] - 124:10, 126:16, 153:8, 166:18, 171:12, 172:15 mentioned [9] - 4:13, 5:6, 18:2, 23:18, 30:7, 84:7, 102:8,</p>	<p>167:13, 175:14 mentoring [2] - 39:5, 85:15 messages [1] - 155:6 met [4] - 4:13, 136:15, 168:5, 168:6 metaphor [2] - 189:7, 189:8 metroPCS [1] - 156:18 MetroPCS [1] - 150:5 Metropolitan [1] - 141:5 mic [2] - 60:12, 72:8 MICHAEL [5] - 137:11, 139:13, 142:3, 142:14, 144:6 Michael [2] - 137:11, 172:7 middle [2] - 77:4 might [30] - 11:13, 16:16, 19:4, 27:10, 42:17, 54:13, 58:4, 58:9, 58:12, 58:17, 62:10, 69:5, 73:14, 76:5, 79:5, 79:10, 89:1, 94:16, 99:5, 122:10, 146:13, 147:19, 151:8, 153:8, 161:9, 170:7, 174:3, 175:9, 187:6, 187:9 mile [1] - 78:14 million [6] - 29:4, 29:8, 29:18, 29:19, 50:16, 50:18 millions [1] - 22:19 mind [3] - 37:5, 60:12, 181:11 minds [1] - 162:3 minimum [2] - 30:17, 51:3 mirrors [1] - 159:11 missed [1] - 187:5 mission [3] - 165:11, 169:19, 170:2 MIT [22] - 81:19, 82:5, 128:13, 128:16, 129:15, 132:19, 133:12, 134:2, 135:3, 135:8, 136:14, 137:7, 137:8, 137:15, 138:3, 139:15, 139:16, 140:8, 140:15, 144:18, 145:4, 146:18 MIT's [1] - 144:14 mitigation [1] - 35:2 Mitigation [1] - 37:6</p>

<p>mix [4] - 13:7, 39:2, 77:2, 115:6 mixed [1] - 189:6 Mobile [1] - 150:7 model [2] - 74:13, 83:18 modelling [1] - 62:8 moment [3] - 79:5, 129:7, 130:6 money [5] - 49:5, 50:15, 51:5, 77:15, 79:2 moneymaking [1] - 43:18 monopolize [1] - 90:13 Monroe [1] - 90:7 month [4] - 32:12, 32:13, 67:13, 85:8 month-long [1] - 85:8 months [5] - 84:1, 143:15, 146:4, 158:3, 175:17 morning [2] - 6:15, 171:17 Morse [1] - 155:7 mosaic [1] - 45:5 most [11] - 21:4, 71:15, 84:17, 84:19, 102:4, 104:19, 108:1, 141:10, 152:10, 171:19, 190:7 mostly [2] - 105:8, 130:8 motion [2] - 8:8, 65:8 motivated [1] - 169:14 move [11] - 18:15, 23:6, 23:10, 26:12, 32:15, 32:16, 35:5, 133:9, 135:9, 158:4, 162:2 move-in [1] - 162:2 moved [11] - 8:9, 32:13, 66:6, 101:7, 128:5, 154:7, 155:11, 156:2, 158:2, 167:14, 172:18 movies [1] - 122:12 moving [7] - 15:3, 17:10, 19:13, 25:2, 52:2, 143:14, 148:13 multi [2] - 13:11 multi-cultural [1] - 13:11 multi-generational [1] - 13:11 multiple [2] - 154:16,</p>	<p>186:18 multipurpose [1] - 13:8 municipal [3] - 11:4, 11:5, 14:13 Municipal [2] - 2:13, 10:4 music [1] - 104:8 must [5] - 176:7, 177:11, 180:10, 183:16 myth [3] - 89:5, 137:6, 137:7</p> <p style="text-align: center;">N</p> <p>name [4] - 11:19, 36:12, 41:11, 72:2 name's [1] - 131:10 naming [1] - 116:3 nationality [1] - 82:10 nature [3] - 19:5, 98:5, 127:8 near [2] - 76:10, 100:3 nearly [3] - 84:16, 86:11 necessarily [3] - 20:14, 145:1, 185:11 necessary [2] - 17:15, 57:13 necessitate [1] - 182:5 need [17] - 4:17, 20:9, 53:11, 57:5, 57:10, 75:11, 75:14, 75:15, 75:18, 122:14, 136:6, 136:8, 146:13, 152:5, 160:5, 167:3, 169:17 needed [3] - 20:7, 50:16, 159:2 needs [13] - 16:2, 16:3, 29:4, 57:1, 58:13, 61:11, 98:10, 117:11, 121:19, 133:8, 168:17, 169:2 negotiations [1] - 109:7 neighbor [3] - 41:17, 79:14, 79:18 neighborhood [9] - 13:13, 15:12, 24:8, 28:4, 40:10, 41:17, 78:9, 98:19, 122:19 neighborhoods [2] - 27:17, 42:13 neighbors [2] - 37:1, 123:10</p>	<p>neighbors' [1] - 121:10 net [1] - 131:14 network [2] - 81:14, 82:9 networks [1] - 82:10 NetZero [2] - 90:19, 121:1 never [2] - 43:17, 116:9 new [12] - 5:14, 26:1, 70:12, 79:14, 95:12, 115:13, 125:13, 138:5, 146:16, 148:13, 156:2 New [1] - 90:8 Newbury [1] - 155:17 news [3] - 80:14, 80:17, 132:15 next [27] - 3:14, 48:11, 68:17, 69:6, 78:11, 79:14, 87:15, 99:19, 103:6, 118:3, 119:15, 128:13, 129:4, 130:5, 132:15, 144:2, 147:8, 147:12, 148:1, 149:9, 154:7, 159:19, 160:3, 160:8, 171:8, 183:8, 186:2 next-door [3] - 103:6, 149:9, 154:7 Nexus [1] - 5:14 nice [6] - 31:2, 78:15, 79:3, 92:7, 149:10, 149:13 night [4] - 4:16, 4:18, 121:2 Nine [1] - 123:12 nine [2] - 112:3, 123:19 nine-foot [1] - 123:19 non [11] - 2:6, 26:15, 39:3, 39:13, 40:15, 54:14, 58:9, 59:15, 62:9, 86:19, 99:5 non-accessible [1] - 99:5 non-Americans [1] - 86:19 non-conforming [1] - 2:6 non-profit [8] - 26:15, 39:3, 39:13, 40:15, 54:14, 58:9, 59:15, 62:9 none [3] - 137:12, 147:4, 177:19 Normandy [1] - 6:3 North [3] - 76:4, 80:4,</p>	<p>103:6 NOT [1] - 193:17 Notary [2] - 193:5, 193:12 note [4] - 88:9, 98:8, 98:10, 192:6 noted [3] - 117:10, 147:7, 192:16 nothing [3] - 168:13, 177:10, 190:15 notice [1] - 147:4 noticed [1] - 71:7 notion [6] - 27:8, 59:17, 60:3, 62:14, 140:18, 170:2 number [14] - 18:5, 55:11, 89:12, 89:18, 90:11, 100:16, 109:2, 110:1, 121:17, 138:2, 138:9, 139:17, 143:12, 161:13 numbers [2] - 138:7, 164:11 NUR [41] - 48:15, 81:1, 81:3, 83:5, 96:8, 96:16, 96:18, 97:13, 98:11, 98:17, 99:16, 100:5, 101:3, 101:13, 101:17, 103:3, 120:12, 125:3, 127:13, 128:2, 128:6, 128:10, 128:18, 129:9, 130:14, 140:11, 140:13, 141:11, 141:16, 141:19, 142:13, 142:17, 143:9, 143:17, 157:9, 158:14, 159:1, 159:10, 162:15, 167:9, 169:6 nutshell [1] - 108:9</p> <p style="text-align: center;">O</p> <p>o'clock [4] - 172:5, 172:7, 191:1 O-w-u [1] - 137:11 objectives [6] - 15:2, 17:1, 17:17, 22:1, 27:4, 28:18 obligation [2] - 138:18, 182:11 obligations [1] - 176:18 obvious [1] - 184:5 obviously [8] - 23:7, 81:18, 97:7, 132:18, 138:16, 160:3,</p>	<p>160:8, 188:10 occasion [1] - 113:9 occasional [1] - 112:5 occupancy [9] - 49:13, 49:14, 49:16, 50:8, 53:5, 103:9, 103:10, 158:1, 158:7 occupant [1] - 9:12 Occupational [1] - 87:3 occupied [1] - 114:12 occur [2] - 58:5, 76:5 occurring [1] - 21:14 OF [5] - 1:2, 193:2, 193:16, 193:17, 193:18 offer [2] - 140:8, 168:15 offered [1] - 89:4 office [8] - 11:2, 12:2, 12:14, 48:3, 48:8, 54:15, 57:6, 68:10 offices [1] - 50:12 OFFICIAL [1] - 1:18 OFFIONG [45] - 87:17, 88:1, 88:17, 89:8, 90:2, 91:9, 92:18, 93:13, 94:17, 96:14, 96:17, 97:11, 97:14, 99:10, 100:4, 100:14, 101:15, 101:18, 103:11, 103:18, 104:2, 105:2, 105:4, 105:7, 106:1, 106:9, 106:14, 109:1, 109:19, 111:3, 111:9, 112:6, 112:18, 113:10, 114:19, 116:12, 117:15, 118:11, 119:19, 121:13, 126:3, 128:1, 128:4, 128:8, 128:12 old [2] - 148:19, 160:4 Olympic [4] - 120:2, 144:3, 144:12, 160:17 Olympics [5] - 119:14, 144:3, 145:3, 173:1, 173:4 once [7] - 30:1, 60:19, 73:6, 130:12, 135:17, 143:14, 175:5 one [80] - 5:4, 6:7, 7:19, 8:3, 8:15, 16:12, 31:10, 36:7, 38:10, 43:4, 44:11, 51:19, 52:5, 62:17,</p>
--	--	--	---	--

<p>65:16, 69:12, 70:1, 72:16, 74:16, 81:13, 83:11, 86:12, 90:12, 95:15, 96:9, 97:5, 98:9, 99:7, 105:9, 105:11, 111:5, 112:7, 118:6, 119:6, 123:14, 123:15, 125:3, 125:4, 127:15, 127:16, 128:4, 129:1, 129:13, 137:9, 141:3, 141:9, 144:8, 144:9, 145:8, 148:11, 151:5, 152:10, 152:17, 153:11, 153:12, 154:9, 156:9, 157:19, 161:4, 162:7, 162:19, 163:14, 168:18, 171:10, 171:11, 172:5, 174:4, 179:14, 180:13, 181:11, 182:6, 186:17, 186:19, 188:8, 188:9, 189:1, 189:2, 189:14</p> <p>one's [2] - 129:16, 135:11</p> <p>ones [2] - 28:5, 188:5</p> <p>ongoing [8] - 17:2, 24:10, 30:6, 85:9, 85:17, 145:11, 150:10, 150:14</p> <p>Open [1] - 178:9</p> <p>open [30] - 33:3, 33:11, 33:13, 39:19, 40:1, 49:19, 51:2, 54:12, 62:15, 63:8, 107:15, 107:17, 108:5, 109:16, 110:16, 110:17, 112:4, 113:9, 119:2, 123:15, 124:3, 124:16, 161:4, 170:5, 180:1, 183:1, 186:8, 186:18, 186:19, 187:3</p> <p>opened [1] - 148:18</p> <p>operate [1] - 33:19</p> <p>operated [1] - 40:6</p> <p>operation [1] - 150:14</p> <p>operations [4] - 16:18, 22:10, 29:10, 30:6</p> <p>opinion [1] - 115:19</p> <p>opinions [1] - 69:19</p> <p>opportunities [7] - 16:9, 22:13, 95:19, 140:7, 144:14, 160:10, 169:3</p>	<p>opportunity [11] - 27:12, 30:5, 30:9, 31:2, 43:3, 43:18, 133:2, 152:13, 166:3, 187:5, 187:8</p> <p>opposed [2] - 97:2, 181:9</p> <p>opposition [1] - 9:14</p> <p>OPT [1] - 87:2</p> <p>order [6] - 68:6, 70:4, 118:19, 121:19, 132:4, 173:3</p> <p>ordinance [2] - 11:5, 19:9</p> <p>Ordinance [5] - 5:17, 10:7, 14:11, 18:3, 172:16</p> <p>organization [1] - 16:15</p> <p>organizations [3] - 37:17, 39:3, 39:14</p> <p>original [1] - 192:2</p> <p>originally [1] - 162:1</p> <p>otherwise [4] - 16:16, 55:5, 134:3, 152:8</p> <p>ought [1] - 187:12</p> <p>ourselves [3] - 52:6, 62:2</p> <p>outcome [3] - 21:19, 180:11, 189:4</p> <p>outlined [1] - 52:16</p> <p>outreach [1] - 140:17</p> <p>outs [2] - 30:1, 48:18</p> <p>outside [5] - 109:17, 124:8, 155:3, 158:11, 168:9</p> <p>outstrip [1] - 122:10</p> <p>overall [7] - 97:17, 99:11, 100:8, 168:8, 168:12, 176:11, 177:14</p> <p>overlapped [1] - 54:13</p> <p>overlapping [1] - 27:12</p> <p>overlook [1] - 45:4</p> <p>overseas [1] - 77:3</p> <p>overseeing [1] - 126:6</p> <p>overseer's [1] - 45:18</p> <p>overseers [1] - 45:18</p> <p>oversight [3] - 23:17, 24:1, 24:14</p> <p>own [12] - 21:8, 54:18, 100:2, 100:16, 105:19, 106:2, 133:5, 133:7, 174:5, 180:15, 181:12, 187:11</p> <p>owned [8] - 45:7, 46:17, 99:1, 114:9,</p>	<p>114:13, 115:4, 115:17, 176:3</p> <p>owners [1] - 79:17</p> <p>ownership [3] - 21:6, 21:11, 23:19</p> <p>OWU [5] - 137:11, 139:13, 142:3, 142:14, 144:6</p> <p>Owu [1] - 137:11</p> <p>Oxford [3] - 157:9, 157:10, 159:8</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>p.m [3] - 1:5, 7:15, 191:2</p> <p>packages [1] - 29:1</p> <p>PADEN [2] - 8:1, 9:15</p> <p>Paden [1] - 1:14</p> <p>Page [1] - 162:8</p> <p>PAGE [8] - 2:1, 162:8, 162:14, 162:16, 167:5, 168:1, 170:13, 192:8</p> <p>paid [1] - 165:13</p> <p>Pain [4] - 107:11, 108:2, 108:15, 110:8</p> <p>panic [1] - 4:16</p> <p>park [7] - 40:2, 175:2, 175:4, 176:11, 182:12, 183:17, 187:15</p> <p>Park [5] - 180:19, 182:19, 183:10, 183:19</p> <p>parking [22] - 2:6, 2:7, 9:5, 9:10, 55:19, 84:11, 101:13, 102:5, 102:7, 103:7, 129:2, 129:8, 129:12, 145:16, 146:13, 157:12, 160:9, 163:3, 163:17, 163:18, 164:14, 166:18</p> <p>Parking [1] - 4:7</p> <p>parks [2] - 175:1, 176:5</p> <p>part [34] - 14:8, 17:2, 17:5, 18:17, 20:10, 24:5, 28:4, 29:9, 37:3, 37:11, 39:7, 63:15, 64:19, 67:1, 91:10, 91:18, 99:10, 99:12, 99:13, 99:17, 102:4, 126:4, 131:16, 135:17, 136:3, 142:11, 163:5, 163:8, 164:8, 170:12, 174:6,</p>	<p>176:2, 184:2</p> <p>partial [2] - 73:13, 163:10</p> <p>participate [2] - 79:15, 145:5</p> <p>participates [1] - 85:12</p> <p>participation [2] - 160:18, 171:7</p> <p>particular [10] - 9:7, 26:12, 33:14, 51:12, 67:15, 69:8, 98:2, 108:15, 149:16, 181:15</p> <p>particularly [7] - 77:10, 92:5, 99:4, 100:15, 157:15, 169:13, 181:13</p> <p>partition [2] - 50:17, 51:3</p> <p>partitions [1] - 63:16</p> <p>partner [2] - 29:15, 76:1</p> <p>partnership [3] - 26:3, 30:5, 61:10</p> <p>partnerships [1] - 162:9</p> <p>parts [1] - 71:17</p> <p>party [1] - 22:12</p> <p>pass [1] - 151:5</p> <p>passed [1] - 131:12</p> <p>past [4] - 12:15, 37:15, 136:16, 170:18</p> <p>path [1] - 15:3</p> <p>pathways [1] - 187:2</p> <p>pavement [2] - 96:19, 97:2</p> <p>pay [3] - 31:6, 62:10, 77:17</p> <p>payers [1] - 49:6</p> <p>paying [1] - 160:13</p> <p>payment [1] - 5:16</p> <p>payoff [1] - 92:17</p> <p>pays [1] - 63:4</p> <p>peace [2] - 44:17, 46:2</p> <p>pedestrian [1] - 98:11</p> <p>peek [1] - 123:18</p> <p>people [22] - 28:1, 42:12, 48:18, 60:12, 64:10, 78:4, 78:8, 103:6, 109:16, 116:15, 118:6, 128:6, 134:15, 134:16, 135:8, 136:15, 152:12, 158:17, 160:15, 162:2, 175:8, 190:13</p> <p>per [5] - 89:11, 114:5,</p>	<p>135:19, 168:14, 185:11</p> <p>percent [8] - 72:13, 78:18, 83:15, 86:11, 87:7, 87:8, 90:15, 171:18</p> <p>percentage [1] - 86:8</p> <p>perception [2] - 179:9, 179:10</p> <p>perfect [2] - 30:4, 151:1</p> <p>perfectly [2] - 9:8, 53:13</p> <p>performance [2] - 39:16, 63:8</p> <p>perhaps [8] - 40:11, 40:12, 40:15, 40:18, 93:5, 127:14, 147:8, 160:17</p> <p>period [4] - 57:2, 57:14, 114:15, 149:14</p> <p>peripherally [1] - 120:8</p> <p>permanently [1] - 71:18</p> <p>Permit [4] - 20:7, 20:10, 53:3, 102:9</p> <p>permit [2] - 2:7, 102:3</p> <p>permits [1] - 131:19</p> <p>permitting [1] - 126:10</p> <p>person [2] - 36:8, 88:18</p> <p>personally [1] - 141:19</p> <p>persons [1] - 107:5</p> <p>perspective [1] - 118:13</p> <p>pertain [1] - 46:14</p> <p>PetCo [1] - 3:17</p> <p>Petition [3] - 6:3, 11:8, 11:11</p> <p>phase [1] - 130:12</p> <p>Philip [1] - 113:12</p> <p>PHILLIP [6] - 162:8, 162:14, 162:16, 167:5, 168:1, 170:13</p> <p>Phillip [1] - 162:8</p> <p>physical [1] - 16:2</p> <p>Pi [1] - 147:1</p> <p>pick [1] - 135:1</p> <p>picking [1] - 25:9</p> <p>picks [1] - 174:1</p> <p>picture [3] - 32:14, 132:13, 146:14</p> <p>pictures [1] - 64:7</p> <p>piece [6] - 149:8, 149:13, 175:13, 183:13, 183:14,</p>
--	--	---	--	--

<p>183:15 pike [1] - 126:18 piles [1] - 101:6 pilot [1] - 166:2 pinned [2] - 171:18, 186:4 place [12] - 32:19, 41:18, 44:1, 50:3, 52:18, 89:17, 94:4, 94:7, 150:12, 150:15, 155:10, 186:15 Place [1] - 172:12 placed [1] - 146:2 places [3] - 28:16, 43:10, 79:3 plan [32] - 5:8, 6:11, 17:7, 24:18, 27:7, 43:4, 45:6, 45:13, 45:16, 46:10, 61:13, 66:19, 84:10, 95:4, 95:11, 96:19, 97:8, 99:6, 100:2, 106:12, 108:4, 109:5, 116:10, 117:6, 129:2, 160:11, 164:13, 166:2, 181:8, 189:15 planned [4] - 47:14, 116:18, 130:10, 131:3 planner [4] - 25:6, 162:13, 162:17 Planner [1] - 1:15 Planning [29] - 2:16, 3:4, 3:11, 4:3, 4:15, 7:1, 11:6, 11:9, 11:10, 11:11, 15:7, 18:12, 23:7, 34:13, 37:2, 38:13, 40:12, 42:15, 88:12, 120:19, 149:3, 177:17, 178:14, 178:15, 179:19, 191:3, 192:6, 192:15 PLANNING [1] - 1:2 planning [8] - 68:11, 93:3, 93:8, 93:11, 120:8, 122:9, 144:11, 173:7 plans [11] - 5:5, 9:3, 98:2, 120:3, 121:1, 129:7, 130:1, 131:14, 174:12, 178:6, 180:7 plant [5] - 129:4, 145:11, 145:14, 145:18, 146:1 plate [1] - 51:1 play [3] - 28:15, 50:2,</p>	<p>181:7 players [1] - 121:18 playing [2] - 122:1, 178:1 plays [2] - 49:19, 169:13 plaza [6] - 106:13, 107:10, 107:14, 108:1, 108:2, 109:17 Plaza [2] - 110:6, 110:13 plea [1] - 121:3 plead [1] - 121:9 pleased [1] - 92:12 pledge [1] - 136:11 plenty [1] - 85:2 plowing [2] - 100:18, 101:3 plus [1] - 113:6 pockets [1] - 160:15 point [21] - 13:4, 18:9, 21:9, 35:9, 48:1, 53:4, 53:5, 60:16, 66:1, 83:2, 90:10, 151:12, 155:12, 160:2, 160:5, 160:12, 162:13, 163:1, 163:15, 165:3, 190:5 Point [3] - 76:4, 80:4, 180:19 points [1] - 24:15 policy [2] - 84:11, 173:3 poorer [1] - 78:8 population [2] - 74:3, 133:6 populations [1] - 82:13 pork [3] - 175:2, 180:19, 187:4 portion [2] - 5:7, 99:14 portrayed [1] - 164:2 pose [2] - 68:7, 68:14 position [4] - 22:8, 24:9, 89:10, 144:15 positive [3] - 14:3, 35:4, 189:9 positives [1] - 174:18 possibility [3] - 118:10, 118:15, 153:3 possible [8] - 19:14, 42:8, 114:11, 122:1, 127:7, 150:19, 152:1, 182:12 possibly [2] - 16:15, 35:2 poster [2] - 149:2,</p>	<p>152:3 postgraduate [1] - 75:12 postponed [1] - 5:9 potential [1] - 54:11 potentially [1] - 52:19 potholes [1] - 97:3 power [5] - 26:9, 129:4, 139:3, 145:11, 145:13 PowerPoint [1] - 131:4 powers [1] - 26:16 Practical [1] - 87:3 practice [1] - 104:8 pre [1] - 3:16 pre-application [1] - 3:16 preceded [1] - 160:15 precedents [1] - 184:3 precipitation [1] - 110:16 predecessor [1] - 42:1 predict [1] - 61:9 preface [1] - 137:13 prefer [1] - 98:12 preference [3] - 14:12, 137:16, 140:19 preliminary [3] - 120:9, 132:9, 144:5 prepared [3] - 21:18, 44:16, 53:13 preponderance [1] - 56:12 prescriptive [1] - 181:16 prescriptively [1] - 181:10 presence [1] - 138:15 presentation [10] - 13:2, 51:18, 70:5, 83:19, 130:19, 132:10, 163:3, 163:7, 166:16, 177:7 presentations [10] - 15:7, 15:8, 47:15, 67:12, 68:1, 68:2, 68:4, 68:5, 70:5, 171:13 presented [1] - 131:13 presenter [2] - 87:16, 128:14 presenting [4] - 11:17, 34:18, 121:15, 163:14 presently [1] - 72:11</p>	<p>preserve [1] - 113:15 preserves [1] - 159:17 President [1] - 120:1 pressure [2] - 77:11, 133:3 Preston [1] - 1:9 PRESTON [13] - 8:11, 52:14, 66:5, 73:3, 73:11, 73:19, 75:16, 80:5, 80:13, 91:17, 118:16, 162:11, 166:13 pretty [8] - 37:9, 47:15, 51:17, 75:5, 132:14, 152:6, 161:11, 184:15 previous [2] - 42:7, 51:19 previously [1] - 92:16 price [2] - 20:2, 79:1 primarily [3] - 69:1, 102:1, 103:2 principal [1] - 5:15 principles [4] - 183:6, 184:9, 186:1, 186:8 print [1] - 100:1 priorities [1] - 96:4 prioritize [1] - 115:4 priority [5] - 46:18, 111:16, 113:15, 115:9, 133:7 privacy [1] - 124:4 private [14] - 26:14, 26:15, 29:16, 59:14, 96:14, 96:16, 100:16, 108:2, 124:17, 134:3, 170:7, 180:16 privately [1] - 114:13 privatization [1] - 176:12 pro [1] - 62:5 problem [1] - 114:5 problematic [1] - 157:19 procedure [1] - 170:17 proceed [1] - 65:9 proceedings [1] - 193:7 process [47] - 11:3, 13:1, 14:19, 17:6, 18:5, 18:7, 18:17, 18:19, 19:2, 19:4, 19:11, 21:10, 21:18, 22:3, 23:4, 23:6, 23:9, 23:11, 24:6, 25:12, 27:1, 32:17, 33:16, 34:13, 35:4, 45:13, 45:16, 46:19, 48:2, 51:11, 52:6,</p>	<p>55:6, 55:13, 56:9, 59:19, 65:10, 66:2, 113:1, 116:13, 116:17, 119:4, 150:15, 171:14, 175:5, 175:7, 177:18, 184:1 procurement [2] - 26:11, 55:5 producing [1] - 91:3 productive [1] - 38:2 professional [1] - 40:6 profit [10] - 26:15, 39:3, 39:13, 40:15, 54:14, 58:9, 58:13, 59:14, 59:15, 62:9 program [11] - 16:19, 43:7, 52:15, 74:16, 83:12, 85:11, 85:12, 85:14, 87:2, 126:5, 130:13 programmatically [1] - 30:14 programming [1] - 187:3 programs [16] - 24:10, 29:12, 33:18, 34:1, 39:9, 74:17, 76:17, 82:17, 139:16, 139:17, 140:9, 140:17, 168:15, 168:16, 168:19, 169:2 progressed [1] - 16:13 Project [1] - 1:15 project [22] - 3:13, 3:15, 3:18, 4:1, 4:3, 4:10, 19:13, 20:6, 24:5, 26:17, 29:5, 55:10, 57:4, 71:9, 85:8, 93:2, 94:12, 121:15, 126:7, 127:12, 157:10, 182:10 projecting [2] - 72:17, 74:2 projection [1] - 71:8 projections [2] - 71:2, 168:6 projects [9] - 26:8, 93:3, 93:10, 93:16, 93:17, 94:1, 94:10, 96:5, 126:18 properties [5] - 45:3, 45:7, 45:19, 46:16, 76:3 property [17] - 9:4, 9:9, 10:6, 10:14, 11:4, 18:4, 18:16,</p>
--	--	---	---	--

<p>19:18, 34:11, 40:1, 46:17, 56:5, 56:8, 59:3, 66:4, 80:18, 114:13</p> <p>Property [3] - 2:11, 2:13, 10:1</p> <p>proponent [1] - 4:5</p> <p>proposal [11] - 2:10, 9:19, 10:17, 45:1, 65:12, 95:16, 107:10, 146:16, 175:15, 181:17, 183:9</p> <p>proposals [7] - 30:2, 56:10, 153:18, 174:5, 174:10, 174:13, 189:16</p> <p>propose [1] - 24:16</p> <p>proposed [5] - 10:8, 32:1, 55:15, 70:17, 109:5</p> <p>proposing [1] - 24:5</p> <p>proposition [2] - 65:14, 182:15</p> <p>protect [1] - 62:1</p> <p>protects [1] - 119:5</p> <p>provide [10] - 11:2, 14:1, 23:16, 58:2, 74:14, 75:9, 77:9, 91:13, 91:14, 167:2</p> <p>provided [1] - 16:1</p> <p>providers [2] - 150:2, 150:11</p> <p>providing [4] - 13:13, 46:15, 84:11, 166:18</p> <p>proximity [1] - 104:12</p> <p>PTDM [1] - 162:13</p> <p>Public [4] - 5:19, 39:10, 193:5, 193:12</p> <p>PUBLIC [1] - 2:9</p> <p>public [49] - 2:12, 4:11, 4:19, 6:9, 9:18, 11:6, 13:10, 15:4, 15:6, 16:15, 18:7, 18:11, 19:12, 21:1, 23:14, 24:4, 26:14, 26:15, 30:3, 31:10, 32:5, 34:6, 35:8, 36:6, 40:3, 52:18, 67:8, 85:2, 102:7, 103:7, 107:16, 108:11, 109:16, 111:6, 112:4, 113:9, 116:4, 118:7, 118:8, 119:2, 124:16, 139:9, 172:19, 173:8, 176:12, 179:10, 183:17, 186:13,</p>	<p>189:17</p> <p>public's [1] - 24:3</p> <p>public/private [1] - 30:5</p> <p>publicly [5] - 108:12, 110:9, 111:1, 111:19, 163:2</p> <p>PUD [2] - 131:18, 184:4</p> <p>pull [1] - 184:8</p> <p>pulled [1] - 183:5</p> <p>pulling [1] - 174:18</p> <p>pulls [1] - 174:11</p> <p>purchase [1] - 113:15</p> <p>pure [3] - 94:2, 122:6, 137:19</p> <p>purely [1] - 137:15</p> <p>purpose [2] - 21:2, 112:12</p> <p>purposes [1] - 148:3</p> <p>pursuant [2] - 2:12, 10:3</p> <p>purview [1] - 59:6</p> <p>put [9] - 27:3, 29:8, 47:19, 61:14, 68:15, 108:7, 152:8, 154:16, 173:2</p> <p>puts [1] - 69:1</p> <p>putting [3] - 40:7, 59:18, 94:6</p> <p>puzzled [1] - 88:16</p>	<p>37:19, 64:5, 80:16, 84:8, 106:17, 143:6, 147:2, 160:14, 186:11</p> <p>quota [3] - 89:10, 89:17, 89:19</p> <p>quote [1] - 93:11</p>	<p>92:14, 96:6, 99:11, 102:7, 114:14, 117:10, 121:12, 122:14, 123:6, 124:5, 125:3, 125:11, 126:2, 132:8, 139:11, 141:18, 144:13, 148:14, 157:19, 159:5, 160:11, 161:16, 168:14, 170:8, 170:11, 181:4, 182:12, 184:6, 188:9, 190:5</p> <p>realm [1] - 186:13</p> <p>reason [9] - 33:6, 54:16, 81:15, 82:1, 103:4, 129:10, 172:15, 172:17, 192:7</p> <p>REASON [6] - 192:9, 192:10, 192:11, 192:12, 192:13, 192:14</p> <p>reasonable [1] - 9:8</p> <p>reasons [1] - 21:4</p> <p>recalculate [1] - 31:16</p> <p>receive [1] - 7:8</p> <p>recently [3] - 38:12, 93:7, 96:10</p> <p>recognize [1] - 23:15</p> <p>recognized [1] - 16:14</p> <p>recommend [6] - 49:15, 51:10, 52:3, 65:8, 65:10, 147:2</p> <p>recommendation [8] - 10:10, 11:7, 14:4, 23:10, 32:4, 35:5, 35:19, 49:16</p> <p>recommendations [2] - 38:14, 178:19</p> <p>recommending [2] - 49:9, 49:10</p> <p>record [5] - 27:2, 36:12, 38:17, 192:17, 193:6</p> <p>RECORD [1] - 1:18</p> <p>recoup [2] - 57:11, 57:12</p> <p>recycling [1] - 91:14</p> <p>red [1] - 153:6</p> <p>redevelop [1] - 22:6</p> <p>Redevelopment [12] - 2:11, 6:8, 10:2, 12:4, 12:7, 13:16, 15:9, 16:14, 17:12, 25:8, 25:11, 25:14</p> <p>redevelopment [4] - 17:5, 21:18, 22:3, 24:6</p>	<p>reduction [2] - 167:11, 168:8</p> <p>reductions [1] - 168:3</p> <p>reevaluating [1] - 5:16</p> <p>reference [3] - 45:6, 131:4, 181:11</p> <p>referencing [1] - 85:6</p> <p>refresh [1] - 131:2</p> <p>regard [6] - 56:15, 119:6, 139:8, 149:19, 164:12, 169:5</p> <p>regarding [4] - 2:13, 18:3, 19:7, 19:16</p> <p>regardless [1] - 135:14</p> <p>regards [3] - 20:5, 45:1, 53:1</p> <p>Regatta [1] - 78:11</p> <p>region [1] - 145:7</p> <p>regret [1] - 188:19</p> <p>regroup [1] - 61:18</p> <p>regular [1] - 126:16</p> <p>rehab [1] - 64:7</p> <p>reinstalled [1] - 121:11</p> <p>reinstated [1] - 121:11</p> <p>reinvesting [1] - 60:7</p> <p>reinvigorating [1] - 159:15</p> <p>reinvigoration [1] - 26:2</p> <p>reissue [1] - 61:18</p> <p>reiterating [1] - 34:11</p> <p>related [3] - 6:17, 8:17, 45:16</p> <p>relates [1] - 95:15</p> <p>relating [2] - 10:5, 85:6</p> <p>relations [2] - 86:15, 139:8</p> <p>relationship [6] - 81:8, 81:11, 85:9, 88:15, 101:1, 137:4</p> <p>relative [1] - 148:4</p> <p>relatively [4] - 39:2, 70:12, 138:3, 138:9</p> <p>relocated [1] - 108:18</p> <p>remain [4] - 78:3, 86:9, 108:11, 109:3</p> <p>remaining [3] - 67:7, 109:14, 109:15</p> <p>remediation [4] - 116:13, 116:17, 117:9, 117:14</p> <p>remediations [2] - 60:19, 61:5</p> <p>remedies [2] - 61:6, 61:8</p>
Q	<p>quad [5] - 95:12, 95:14, 95:18, 105:10, 153:13</p> <p>qualification [1] - 142:19</p> <p>qualifications [2] - 137:16, 141:2</p> <p>qualified [1] - 137:12</p> <p>quams [1] - 56:2</p> <p>questioned [1] - 162:2</p> <p>questions [26] - 8:18, 35:11, 35:15, 36:5, 45:17, 47:9, 55:11, 59:7, 65:5, 68:7, 68:14, 69:2, 87:11, 88:3, 88:19, 96:9, 101:10, 103:15, 120:14, 128:15, 130:17, 136:14, 146:18, 156:8, 161:3, 167:7</p> <p>quick [2] - 85:5, 125:3</p> <p>quickly [3] - 26:12, 76:6, 114:11</p> <p>quite [10] - 37:9,</p>	<p>R</p> <p>raises [1] - 100:12</p> <p>ramble [1] - 69:11</p> <p>ramps [1] - 158:9</p> <p>range [1] - 183:12</p> <p>RASHID [4] - 44:13, 44:16, 46:5, 46:9</p> <p>Rashid [2] - 44:18, 46:3</p> <p>rate [8] - 5:17, 54:6, 54:15, 59:3, 63:4, 77:12, 115:1, 164:11</p> <p>rates [1] - 114:16</p> <p>rather [4] - 20:2, 96:4, 153:5, 186:18</p> <p>rationale [1] - 77:19</p> <p>re [1] - 61:17</p> <p>reach [1] - 5:17</p> <p>reached [2] - 4:5, 93:11</p> <p>reactions [1] - 140:6</p> <p>reactor [2] - 129:5, 146:5</p> <p>read [2] - 38:16, 192:15</p> <p>readily [1] - 77:16</p> <p>reading [1] - 192:6</p> <p>ready [2] - 32:18, 33:1</p> <p>real [12] - 19:7, 19:16, 26:6, 26:11, 30:7, 43:8, 59:11, 75:10, 129:15, 167:17, 182:10</p> <p>Real [1] - 14:9</p> <p>reality [2] - 94:2, 182:8</p> <p>realize [2] - 59:2, 80:17</p> <p>really [67] - 12:19, 13:3, 13:13, 13:18, 14:18, 16:14, 19:6, 20:1, 20:12, 20:18, 22:2, 26:5, 27:2, 27:18, 28:3, 32:13, 33:8, 33:10, 34:18, 42:3, 44:4, 47:17, 48:5, 55:13, 55:18, 56:14, 56:18, 59:12, 71:17, 78:15, 83:2, 83:4, 84:5, 88:10, 91:18, 92:10, 92:12,</p>		

<p>remember [1] - 144:8 remind [1] - 131:7 reminder [1] - 165:7 remove [2] - 152:14, 156:19 removed [5] - 152:8, 156:11, 156:14, 157:6, 159:6 renegotiate [1] - 31:14 renew [1] - 130:7 renewal [4] - 6:11, 95:4, 99:11, 130:11 renovate [2] - 29:18, 33:17 renovated [2] - 101:19, 105:19 renovating [2] - 105:11, 106:7 renovation [4] - 115:12, 130:10, 142:9, 160:5 renovations [2] - 92:2, 93:19 rent [9] - 31:6, 58:17, 62:4, 62:9, 64:15, 78:7, 115:10 rental [2] - 39:7, 56:7 rents [2] - 31:11, 39:4 reoccurring [1] - 88:15 repaint [2] - 142:13, 143:1 repainted [1] - 142:10 replace [1] - 95:11 replacing [1] - 63:17 Report [1] - 2:16 report [16] - 17:7, 18:8, 67:14, 69:4, 85:9, 90:10, 93:17, 118:4, 119:15, 144:2, 146:15, 163:16, 164:1, 164:9, 164:17, 171:8 Reporter [2] - 193:4, 193:12 REPORTER [1] - 193:18 REPORTERS [1] - 1:17 reports [4] - 68:12, 68:18, 144:10, 168:6 representation [1] - 24:8 representatives [6] - 12:3, 67:11, 68:8, 68:9, 68:15, 178:10 REPRODUCTION [1] - 193:17</p>	<p>request [3] - 33:12, 45:13, 51:10 requests [2] - 36:1, 68:16 require [1] - 22:18 required [6] - 2:7, 10:7, 23:5, 32:4, 64:17, 164:15 requirement [8] - 14:14, 30:17, 39:6, 39:8, 65:19, 66:3, 136:10, 142:15 requirements [9] - 2:12, 21:17, 46:8, 69:2, 164:5, 164:8, 164:17, 165:18, 166:8 requires [7] - 11:5, 18:5, 18:11, 24:14, 116:15, 166:10, 170:2 reschedule [1] - 161:7 rescheduled [1] - 161:5 research [1] - 146:7 reserve [2] - 29:9, 31:7 reserved [1] - 67:19 reserves [1] - 22:11 reside [1] - 36:13 residence [2] - 135:12, 178:11 resident [2] - 88:13, 137:18 residential [7] - 3:18, 4:1, 4:9, 112:11, 113:4, 124:4, 125:14 residents [4] - 16:5, 23:3, 27:14, 134:4 resigned [1] - 163:7 resource [2] - 13:14, 54:11 resources [1] - 30:3 respect [2] - 113:19, 133:7 RESPECT [1] - 193:17 respecting [1] - 124:4 responding [1] - 139:13 Response [8] - 9:1, 35:16, 44:10, 47:7, 65:6, 66:11, 87:12, 103:13 responses [1] - 61:16 restaurants [1] - 108:16 restoration [1] - 112:8 restore [1] - 113:16</p>	<p>restored [1] - 124:13 restrooms [3] - 111:1, 111:6, 112:1 results [2] - 91:19, 180:5 retail [3] - 3:18, 114:7, 117:3 retain [1] - 23:19 retains [1] - 21:6 return [1] - 58:14 returned [1] - 155:18 reuse [3] - 15:1, 15:18, 17:16 revealed [1] - 93:4 reveals [1] - 153:6 revenue [1] - 119:10 review [1] - 20:7 revisit [1] - 21:14 reworking [1] - 146:9 rezoning [1] - 37:4 RFP [6] - 17:13, 32:10, 34:2, 56:9, 61:15, 174:19 RFP/RFQ [1] - 32:17 RFPs [1] - 64:13 RFQ [2] - 33:10, 61:15 RFQ/RFQ [2] - 29:15, 33:8 RFQs [1] - 64:13 ribbon [1] - 161:9 Rich [2] - 72:5, 72:6 Richard [1] - 172:10 RICHARD [6] - 70:7, 79:4, 79:8, 80:7, 80:10, 80:15 rid [1] - 42:7 ride [1] - 118:9 Ride [1] - 119:3 rights [3] - 45:4, 45:18, 116:4 rigorously [1] - 149:6 Rindge [15] - 85:7, 85:16, 89:12, 89:18, 90:6, 137:3, 137:5, 137:7, 138:2, 138:6, 139:14, 139:18, 140:15, 147:5, 147:17 ring [1] - 155:5 river [10] - 95:12, 99:12, 100:15, 105:10, 105:11, 129:17, 187:6, 188:1, 188:3, 188:6 River [1] - 126:19 riverfront [2] - 129:16, 130:2 roadway [1] - 97:19 Roberts [1] - 1:14 ROBERTS [2] - 10:18, 67:17</p>	<p>Rochester [1] - 90:8 Rogers [5] - 2:11, 10:2, 12:9, 175:2, 180:18 role [4] - 11:9, 28:14, 169:12, 177:17 roles [1] - 169:12 roof [4] - 150:6, 150:8, 151:8, 157:4 room [5] - 7:16, 104:8, 132:5, 171:19, 173:11 Room [1] - 1:6 rooms [4] - 54:12, 104:8, 104:9, 124:12 rotate [1] - 83:19 roughly [4] - 31:1, 32:11, 54:8, 110:1 round [3] - 6:4, 7:1, 68:17 roundtable [1] - 185:3 route [3] - 118:19, 119:1, 125:7 ruining [1] - 143:3 Ruiz [1] - 144:7 run [3] - 118:19, 159:14, 188:10 running [1] - 50:12 runs [1] - 160:13 rush [2] - 136:6, 136:11 rushing [1] - 135:18 RUSSELL [36] - 8:9, 65:13, 70:1, 70:10, 75:14, 75:17, 80:3, 80:12, 90:5, 93:1, 94:11, 94:19, 98:15, 98:18, 106:16, 108:12, 111:4, 115:16, 116:3, 118:3, 119:13, 120:10, 122:19, 144:1, 154:10, 154:15, 155:6, 159:13, 169:9, 171:3, 173:18, 176:14, 177:16, 178:1, 186:11, 190:17 Russell [2] - 1:9, 79:6</p>	<p>122:7 satisfactory [1] - 61:16 save [2] - 36:5, 49:5 saw [4] - 3:15, 64:9, 123:15, 123:16 scale [2] - 39:4, 92:15 scared [1] - 143:10 scattered [1] - 170:7 schedule [6] - 25:2, 32:1, 32:11, 35:6, 35:7, 126:10 scheduled [1] - 171:2 scheme [3] - 117:14, 117:17, 187:7 schemes [1] - 186:16 scholarship [1] - 39:6 scholarships [1] - 139:1 school [21] - 7:16, 50:1, 83:16, 85:10, 88:16, 112:13, 112:17, 116:4, 125:12, 132:2, 133:5, 137:10, 139:5, 139:10, 148:5, 148:9, 156:1, 157:18, 159:15, 165:11, 173:10 School [6] - 39:11, 70:11, 85:7, 90:7, 94:13, 137:3 schools [1] - 139:19 science [1] - 95:1 scope [1] - 127:3 screen [1] - 101:10 scrutiny [1] - 34:3 se [5] - 89:11, 114:6, 135:19, 168:14, 185:12 Sears [3] - 148:19, 149:1, 156:12 seating [5] - 39:16, 108:2, 110:7, 110:12, 110:14 Second [1] - 1:6 second [14] - 8:10, 8:11, 50:9, 66:8, 70:16, 83:6, 98:14, 99:17, 129:15, 132:1, 140:18, 172:1, 172:14 Section [4] - 2:12, 10:4, 14:10, 65:17 section [3] - 11:5, 18:3, 85:6 sector [3] - 38:4, 39:3, 45:4 securing [1] - 22:11 security [1] - 102:13 see [39] - 16:6, 17:9,</p>
S				
			<p>sad [1] - 92:3 safety [1] - 157:3 sale [3] - 56:5, 56:15, 80:9 SAME [1] - 193:17 Sarah [1] - 140:2 satisfaction [1] -</p>	

<p>24:4, 24:15, 29:17, 30:2, 35:7, 46:12, 46:13, 47:16, 50:5, 52:6, 59:9, 64:7, 92:8, 92:12, 92:17, 99:18, 100:2, 100:13, 113:3, 115:7, 118:14, 121:1, 121:8, 123:19, 129:17, 132:19, 142:15, 144:10, 148:3, 149:7, 150:11, 154:7, 168:5, 179:14, 185:10, 186:7, 189:12</p> <p>seeing [5] - 48:11, 91:18, 92:1, 92:5, 189:15</p> <p>seek [1] - 115:10</p> <p>select [1] - 22:5</p> <p>selected [2] - 34:15, 107:3</p> <p>selecting [6] - 22:4, 134:13, 134:18, 135:2, 174:17, 184:12</p> <p>self [4] - 44:1, 134:13, 134:18, 135:2</p> <p>self-selecting [3] - 134:13, 134:18, 135:2</p> <p>self-sustaining [1] - 44:1</p> <p>sell [1] - 48:9</p> <p>selling [1] - 83:2</p> <p>selves [1] - 82:3</p> <p>semester [3] - 158:5, 158:6</p> <p>send [1] - 155:6</p> <p>seniors [3] - 105:9, 105:14, 105:18</p> <p>sense [7] - 51:12, 53:2, 62:5, 107:19, 168:3, 181:6, 183:19</p> <p>sensitive [1] - 150:17</p> <p>separate [2] - 17:13, 109:6</p> <p>separation [2] - 102:12, 102:13</p> <p>seriously [1] - 122:12</p> <p>seriousness [1] - 121:4</p> <p>serve [4] - 21:1, 26:5, 27:13, 169:11</p> <p>service [3] - 119:1, 150:2, 150:10</p> <p>services [1] - 86:14</p> <p>set [2] - 193:6, 193:8</p> <p>setback [3] - 2:7, 9:6</p>	<p>setbacks [1] - 2:7</p> <p>setting [1] - 133:11</p> <p>settle [1] - 71:18</p> <p>seven [1] - 84:17</p> <p>several [5] - 12:13, 12:15, 16:4, 18:8, 23:5</p> <p>shall [1] - 87:17</p> <p>Shanghai [2] - 84:2, 84:3</p> <p>shape [4] - 28:11, 28:12, 99:9, 115:3</p> <p>share [3] - 27:10, 92:16, 119:5</p> <p>shared [2] - 163:1, 165:6</p> <p>sharing [2] - 54:11, 163:9</p> <p>sheet [3] - 17:8, 24:17, 192:7</p> <p>SHEET [1] - 192:1</p> <p>Sheet [2] - 192:3, 192:7</p> <p>shorter [1] - 171:3</p> <p>Shorthand [2] - 193:4, 193:12</p> <p>shot [1] - 90:6</p> <p>shout [4] - 48:18, 88:8, 88:9, 148:12</p> <p>show [3] - 8:14, 77:5, 77:7</p> <p>Show [1] - 66:14</p> <p>showed [2] - 30:16, 177:7</p> <p>shown [2] - 51:19, 120:3</p> <p>shows [1] - 22:16</p> <p>shutter [1] - 124:2</p> <p>shuttle [3] - 118:8, 118:14, 119:4</p> <p>shuttles [2] - 126:15, 156:4</p> <p>sic [1] - 96:8</p> <p>side [8] - 5:7, 97:1, 98:8, 99:2, 141:4, 157:12, 159:9, 159:11</p> <p>sidewalk [3] - 99:2, 101:8, 108:5</p> <p>sidewalks [1] - 101:7</p> <p>SIENIEWICZ [23] - 51:9, 69:10, 69:16, 80:8, 85:5, 88:6, 89:2, 89:16, 90:4, 90:9, 120:16, 122:8, 123:3, 137:1, 138:11, 138:15, 140:10, 141:9, 141:13, 141:18, 143:7, 147:18, 173:15</p>	<p>Siengewicz [1] - 1:10</p> <p>Sign [1] - 192:7</p> <p>sign [2] - 4:2, 143:2</p> <p>signage [2] - 103:8, 142:1</p> <p>SIGNATURE [1] - 192:1</p> <p>significance [1] - 93:18</p> <p>significant [5] - 23:2, 24:12, 93:19, 94:16, 186:18</p> <p>similar [4] - 9:9, 144:7, 144:15, 178:16</p> <p>simple [1] - 54:18</p> <p>single [1] - 183:16</p> <p>sit [2] - 109:17, 120:1</p> <p>site [15] - 6:5, 27:18, 34:16, 79:12, 80:9, 116:19, 117:8, 153:9, 168:13, 172:5, 179:18, 181:8, 181:15, 187:14, 188:11</p> <p>site's [1] - 187:19</p> <p>sites [2] - 168:4, 168:9</p> <p>situated [1] - 148:10</p> <p>situation [7] - 19:2, 19:17, 20:19, 49:6, 58:4, 102:10, 102:18</p> <p>six [4] - 5:1, 29:4, 32:3, 109:4</p> <p>sixth [1] - 188:12</p> <p>size [5] - 34:15, 91:3, 122:4, 155:2, 181:5</p> <p>skeptic [1] - 92:16</p> <p>skills [1] - 169:16</p> <p>skin [1] - 189:3</p> <p>sliding [1] - 39:4</p> <p>slightly [2] - 107:12, 138:7</p> <p>small [3] - 57:6, 63:15, 86:8</p> <p>smaller [2] - 151:2, 151:8</p> <p>SMITH [10] - 149:18, 152:16, 154:2, 154:5, 154:19, 155:13, 156:6, 156:14, 156:18, 157:7</p> <p>Smith [5] - 94:13, 106:11, 115:12, 123:7, 149:18</p> <p>snow [7] - 101:4, 101:6, 157:2, 157:11, 159:6, 159:9, 161:9</p>	<p>sold [1] - 155:16</p> <p>solution [1] - 189:9</p> <p>someone [4] - 48:9, 129:14, 159:2, 187:18</p> <p>someplace [1] - 108:18</p> <p>Somerville [2] - 43:12, 75:7</p> <p>sometime [1] - 80:16</p> <p>sometimes [4] - 82:6, 82:7, 82:15, 111:7</p> <p>somewhat [1] - 19:10</p> <p>son [1] - 137:18</p> <p>soon [5] - 7:8, 130:12, 132:14, 142:16, 184:15</p> <p>sooner [1] - 72:18</p> <p>sophomore [1] - 136:12</p> <p>sophomores [3] - 105:8, 105:13, 105:17</p> <p>sororities [1] - 134:1</p> <p>sorority [3] - 133:16, 134:7, 136:6</p> <p>sorry [6] - 6:13, 55:11, 88:17, 146:11, 172:2, 189:5</p> <p>sort [26] - 26:4, 27:15, 50:10, 58:13, 58:14, 61:18, 62:9, 64:8, 64:14, 89:9, 101:4, 102:5, 106:19, 112:16, 115:4, 134:12, 134:19, 146:15, 149:6, 170:6, 174:11, 179:12, 181:19, 182:6, 184:18, 187:5</p> <p>sorts [1] - 59:5</p> <p>sounds [3] - 52:16, 66:19, 90:5</p> <p>sources [1] - 22:12</p> <p>South [1] - 94:13</p> <p>SOV [1] - 164:11</p> <p>space [31] - 2:6, 12:15, 16:8, 27:9, 27:10, 37:18, 39:12, 39:16, 39:19, 58:19, 62:15, 63:8, 92:6, 97:18, 98:5, 108:8, 108:10, 108:11, 110:2, 110:4, 110:17, 133:16, 134:9, 155:1, 179:15, 179:17, 180:1, 183:1, 186:8, 187:1</p>	<p>Space [1] - 178:9</p> <p>spaced [1] - 154:17</p> <p>spaces [5] - 64:16, 104:14, 114:12, 186:18, 187:3</p> <p>span [1] - 70:15</p> <p>speaking [3] - 163:13, 164:6, 164:13</p> <p>speaks [1] - 36:6</p> <p>special [2] - 2:7, 26:16</p> <p>Special [4] - 20:7, 20:10, 53:3, 102:9</p> <p>specific [5] - 98:2, 136:8, 176:6, 180:10, 183:4</p> <p>specifically [3] - 15:11, 21:19, 110:10</p> <p>specifications [1] - 122:3</p> <p>specifics [1] - 144:18</p> <p>spectacular [1] - 124:6</p> <p>speculative [1] - 94:3</p> <p>spelled [2] - 45:5, 45:12</p> <p>spent [3] - 25:9, 95:2, 186:11</p> <p>spill [1] - 110:13</p> <p>spillover [1] - 115:14</p> <p>spirit [1] - 165:11</p> <p>sponsored [1] - 87:5</p> <p>sponsors [2] - 87:1, 87:8</p> <p>spot [1] - 9:10</p> <p>spots [1] - 9:6</p> <p>spring [3] - 112:8, 158:6, 169:1</p> <p>Sprint [2] - 150:3, 152:18</p> <p>Sprint's [1] - 150:4</p> <p>Square [20] - 6:10, 6:17, 27:16, 30:8, 37:14, 41:1, 78:3, 79:1, 97:17, 100:7, 101:6, 114:8, 121:7, 139:4, 171:14, 172:17, 173:19, 175:7, 179:19, 180:6</p> <p>square [12] - 12:11, 14:14, 20:6, 53:17, 54:1, 58:15, 110:4, 111:7, 112:1, 115:13, 182:4, 182:16</p> <p>SS [1] - 193:3</p> <p>stable [1] - 34:5</p> <p>Staff [1] - 1:13</p> <p>staff [8] - 12:2, 16:6,</p>
--	---	--	---	--

<p>26:1, 36:18, 102:6, 116:15, 177:1, 178:12</p> <p>stage [3] - 20:11, 34:12, 93:11</p> <p>stairs [1] - 108:3</p> <p>stakeholders [1] - 178:11</p> <p>stand [2] - 34:9, 76:1</p> <p>standpoint [1] - 166:12</p> <p>stands [1] - 22:18</p> <p>starred [1] - 122:11</p> <p>start [19] - 3:7, 13:2, 34:2, 41:14, 42:17, 42:18, 59:10, 67:18, 69:9, 88:4, 103:15, 127:18, 128:17, 130:12, 131:9, 147:16, 162:12, 186:9</p> <p>starting [2] - 42:19, 43:6</p> <p>starts [3] - 91:11, 91:12, 136:12</p> <p>startup [2] - 39:3, 40:18</p> <p>Stata [1] - 5:2</p> <p>state [3] - 21:17, 64:18, 126:11</p> <p>statement [2] - 38:16, 44:17</p> <p>statement(s) [1] - 192:17</p> <p>states [1] - 14:11</p> <p>status [1] - 164:2</p> <p>stay [8] - 74:19, 77:7, 86:17, 87:2, 87:4, 108:18, 109:10, 135:7</p> <p>staying [1] - 78:13</p> <p>stealth [1] - 153:15</p> <p>steeple [1] - 97:10</p> <p>step [4] - 16:16, 33:7, 55:1, 190:14</p> <p>Stephanie [1] - 164:6</p> <p>stepping [1] - 183:3</p> <p>steps [1] - 48:11</p> <p>steward [1] - 52:8</p> <p>sticks [1] - 152:10</p> <p>still [22] - 4:15, 21:5, 21:8, 23:15, 106:11, 109:6, 125:8, 138:9, 149:1, 150:7, 155:4, 155:10, 156:4, 158:7, 158:8, 158:9, 158:12, 159:7, 160:1, 160:12, 167:3, 189:4</p> <p>stir [1] - 190:3</p> <p>stock [1] - 134:3</p>	<p>Storage [1] - 141:5</p> <p>storage [1] - 142:5</p> <p>stored [1] - 143:14</p> <p>stores [3] - 114:7, 116:5, 116:11</p> <p>stories [1] - 148:6</p> <p>strange [1] - 55:13</p> <p>strategic [2] - 25:6, 159:16</p> <p>strategy [3] - 15:16, 25:2, 29:2</p> <p>Street [32] - 2:11, 3:13, 3:19, 10:2, 12:9, 36:13, 41:13, 94:14, 96:10, 97:15, 98:4, 99:3, 112:3, 123:9, 123:11, 123:12, 124:19, 126:19, 145:12, 145:17, 145:19, 153:13, 155:15, 170:4, 175:2, 175:3, 175:4, 180:19, 188:12</p> <p>street [5] - 38:2, 63:1, 99:7, 151:11, 159:7</p> <p>streets [6] - 98:19, 99:8, 100:2, 100:16, 100:18, 159:9</p> <p>strengths [1] - 174:15</p> <p>strive [1] - 90:18</p> <p>strong [4] - 19:13, 61:10, 75:18, 183:13</p> <p>stronger [1] - 26:3</p> <p>structure [1] - 64:4</p> <p>structured [1] - 24:13</p> <p>structures [4] - 129:13, 130:3, 150:16, 151:16</p> <p>struggling [1] - 77:18</p> <p>Stuart [4] - 107:2, 174:3, 175:9, 180:12</p> <p>STUART [1] - 160:17, 175:11, 176:16, 178:3, 179:8, 183:7, 184:16, 189:6, 189:12, 190:10, 190:16</p> <p>student [6] - 71:19, 104:6, 104:14, 113:13, 131:5, 131:15</p> <p>students [66] - 71:9, 71:10, 71:12, 71:15, 72:11, 73:5, 73:9, 74:5, 74:15, 75:13, 76:16, 76:18, 77:6, 77:10, 77:17, 78:6, 78:13, 81:5, 81:7,</p>	<p>81:15, 81:19, 82:2, 82:11, 83:1, 84:1, 84:3, 84:12, 84:14, 84:16, 84:19, 85:16, 86:9, 86:16, 86:18, 89:6, 89:13, 89:19, 92:6, 96:1, 100:9, 103:17, 104:1, 104:5, 105:1, 105:16, 106:2, 113:17, 136:4, 137:8, 138:3, 138:5, 138:18, 139:10, 139:18, 140:7, 147:6, 158:2, 165:12, 167:3, 168:17, 169:3, 169:15, 170:3, 170:6</p> <p>studies [1] - 120:7</p> <p>studio [2] - 62:10, 172:6</p> <p>Studio [1] - 43:11</p> <p>study [18] - 5:13, 5:14, 15:18, 19:9, 20:5, 20:9, 20:15, 30:16, 35:2, 36:2, 51:15, 53:1, 65:1, 66:1, 132:7, 165:5, 180:6</p> <p>Study [1] - 179:19</p> <p>studying [1] - 186:12</p> <p>stuff [1] - 140:3</p> <p>subject [1] - 18:2</p> <p>sublease [2] - 24:13, 64:12</p> <p>submission [1] - 179:16</p> <p>submissions [2] - 176:2, 179:14</p> <p>submit [1] - 38:17</p> <p>submitted [1] - 33:11</p> <p>submitted [4] - 17:5, 18:10, 23:12, 163:17</p> <p>subscribe [1] - 192:16</p> <p>subsequent [1] - 164:18</p> <p>subsidy [1] - 31:3</p> <p>substantially [1] - 112:9</p> <p>succeed [1] - 29:13</p> <p>successful [3] - 86:2, 152:7, 157:16</p> <p>suddenly [1] - 78:5</p> <p>suffers [1] - 38:9</p> <p>sufficient [1] - 57:2</p> <p>suggested [1] - 49:17</p> <p>suggesting [1] - 15:16</p>	<p>suggestions [1] - 184:7</p> <p>Sullivan [4] - 107:2, 122:16, 142:6, 142:19</p> <p>summer [1] - 112:10</p> <p>support [12] - 35:8, 38:11, 51:10, 52:1, 52:15, 52:19, 53:13, 53:18, 54:2, 75:9, 173:3</p> <p>supportive [1] - 55:10</p> <p>supposed [4] - 7:2, 35:19, 158:4, 172:17</p> <p>surrounding [1] - 44:2</p> <p>surrounds [1] - 41:18</p> <p>sustain [3] - 30:13, 30:18, 85:18</p> <p>sustainable [7] - 13:12, 20:4, 22:17, 28:7, 31:18, 40:5, 49:5</p> <p>sustaining [1] - 44:1</p> <p>Suzannah [1] - 1:15</p> <p>Swing [1] - 104:4</p> <p>swing [5] - 91:19, 92:14, 104:15, 105:6, 105:14</p> <p>symmetry [1] - 137:2</p> <p>synthesis [3] - 174:11, 179:3, 182:2</p> <p>system [5] - 39:4, 89:11, 89:15, 134:13, 176:11</p> <p>systems [1] - 63:18</p>	<p>tax [3] - 23:2, 31:18, 49:5</p> <p>TDM [2] - 4:6, 166:18</p> <p>teach [1] - 50:2</p> <p>team [2] - 11:1, 178:6</p> <p>Team [2] - 37:2, 40:12</p> <p>Team's [1] - 38:13</p> <p>teams [1] - 33:15</p> <p>tech [1] - 38:4</p> <p>technically [1] - 110:7</p> <p>technology [3] - 30:11, 107:9, 153:1</p> <p>Ted [2] - 66:7, 115:16</p> <p>temporary [1] - 158:1</p> <p>ten [7] - 31:14, 71:9, 89:6, 90:1, 107:13, 172:11, 191:1</p> <p>ten-thirty [1] - 172:11</p> <p>tenants [6] - 39:5, 40:16, 40:19, 109:8, 115:5, 115:7</p> <p>tend [3] - 75:5, 76:17, 115:8</p> <p>tens [1] - 22:19</p> <p>tentative [1] - 39:1</p> <p>term [18] - 2:10, 9:19, 13:17, 16:18, 17:8, 20:4, 21:7, 22:9, 22:17, 24:2, 24:17, 29:13, 45:2, 59:16, 60:5, 71:1, 96:2, 169:1</p> <p>termination [1] - 58:3</p> <p>terms [46] - 3:11, 16:11, 16:17, 27:17, 29:11, 30:6, 30:12, 32:8, 49:13, 56:14, 58:1, 59:1, 59:10, 59:19, 60:15, 61:1, 74:4, 81:7, 90:19, 100:7, 100:18, 110:6, 117:5, 118:17, 122:3, 127:11, 130:2, 139:15, 140:6, 141:16, 152:19, 153:2, 163:4, 164:11, 165:5, 168:11, 168:12, 170:6, 180:13, 180:14, 181:6, 182:16, 182:17, 183:16, 186:8</p> <p>terrible [1] - 159:4</p> <p>terrific [1] - 162:4</p> <p>THACHER [4] - 7:9, 47:11, 130:18, 132:16</p> <p>Thacher [1] - 130:16</p> <p>THAYER [9] - 129:6, 130:6, 133:14,</p>
T				
<p>T-Mobile [1] - 150:7</p> <p>table [7] - 6:5, 7:1, 47:10, 61:17, 121:4, 121:10, 122:4</p> <p>tables [5] - 108:6, 121:5, 121:10, 122:7, 122:11</p> <p>TAHA [4] - 11:18, 34:10, 36:3, 63:19</p> <p>Taha [7] - 11:19, 25:4, 25:10, 26:19, 28:15, 30:7, 34:8</p> <p>Taha's [1] - 49:3</p> <p>talented [1] - 139:10</p> <p>talks [1] - 43:11</p> <p>tall [2] - 153:12</p> <p>Tanya [1] - 106:17</p> <p>tap [1] - 139:3</p> <p>tapping [1] - 155:7</p>				

<p>134:12, 134:17, 135:13, 146:14, 147:7, 147:10 Thayer [1] - 129:6 THE [7] - 1:2, 1:18, 6:12, 193:16, 193:17, 193:18 theme [5] - 88:15, 187:5, 188:8, 188:19, 189:10 themes [2] - 185:18, 186:14 THEODORE [137] - 3:3, 6:19, 7:5, 7:12, 7:18, 8:6, 8:10, 8:12, 8:15, 9:2, 9:17, 11:16, 35:13, 35:17, 36:4, 41:6, 41:8, 44:7, 44:11, 44:15, 46:3, 46:6, 47:4, 47:8, 48:12, 51:8, 52:13, 53:15, 55:9, 57:7, 58:12, 60:10, 64:9, 65:4, 65:7, 65:15, 66:8, 66:12, 66:15, 66:18, 67:6, 69:7, 69:13, 69:18, 70:3, 70:8, 71:6, 76:14, 77:19, 79:7, 80:1, 81:2, 84:9, 85:4, 86:4, 86:6, 87:10, 87:15, 87:18, 88:2, 92:19, 96:7, 101:12, 103:12, 103:14, 103:19, 104:17, 105:3, 105:5, 105:16, 106:5, 106:10, 108:10, 108:14, 109:12, 110:19, 111:5, 111:17, 112:15, 113:3, 114:4, 115:18, 116:5, 117:13, 118:1, 118:5, 119:9, 120:13, 122:17, 124:9, 128:11, 128:13, 130:16, 133:9, 133:15, 134:5, 134:14, 135:4, 136:1, 136:13, 136:18, 140:12, 141:6, 143:5, 143:8, 143:11, 143:18, 145:9, 146:17, 147:8, 147:11, 147:14, 152:2, 153:16, 154:3, 154:6, 154:14, 155:8, 156:3, 156:7,</p>	<p>157:8, 161:2, 161:18, 162:6, 162:10, 167:6, 169:7, 170:14, 171:5, 172:2, 179:1, 181:18, 184:10, 185:2, 185:13, 187:16, 190:18 Theodore [1] - 1:8 thereabouts [1] - 142:4 therefor [1] - 192:7 they've [7] - 8:4, 70:12, 74:10, 116:6, 122:11, 127:5, 178:17 thinking [6] - 61:7, 71:1, 95:13, 95:14, 123:16, 144:4 third [10] - 22:12, 50:13, 58:6, 70:17, 71:2, 74:19, 75:2, 85:19, 133:18, 140:4 thirds [1] - 18:14 thirty [4] - 5:1, 172:7, 172:9, 172:11 THIS [1] - 193:16 thoughts [2] - 178:18, 188:8 thousand [1] - 31:1 three [6] - 8:1, 39:17, 107:6, 165:9, 172:7, 186:14 throughout [2] - 22:3, 135:7 throw [1] - 50:6 thrown [1] - 51:6 Thursday [2] - 6:12, 6:13 tied [1] - 166:11 Tiffany [3] - 72:4, 72:5, 85:12 TIFFANY [6] - 7:9, 47:11, 85:13, 86:5, 130:18, 132:16 tight [1] - 102:15 timing [1] - 184:11 TO [1] - 193:17 today [7] - 90:15, 109:1, 109:4, 169:3, 178:4, 178:18, 190:11 together [8] - 26:14, 27:3, 28:17, 29:8, 30:10, 47:19, 69:1, 150:6 Tom [11] - 1:10, 25:6, 51:8, 62:7, 72:2, 79:8, 85:4, 88:5, 120:15, 136:19,</p>	<p>147:16 TOM [42] - 51:9, 54:10, 61:6, 64:4, 64:17, 66:17, 69:10, 69:16, 72:2, 72:9, 73:7, 73:17, 74:13, 76:8, 77:1, 78:10, 80:8, 81:12, 83:7, 84:13, 85:5, 85:11, 86:10, 87:14, 88:6, 89:2, 89:16, 90:4, 90:9, 120:16, 122:8, 123:3, 137:1, 138:11, 138:15, 140:10, 141:9, 141:13, 141:18, 143:7, 147:18, 173:15 tomorrow [2] - 6:7, 33:3 tonight [7] - 13:4, 14:2, 23:7, 32:2, 45:10, 45:14, 47:12 Toomey [1] - 42:6 top [3] - 89:6, 90:1, 153:5 topic [1] - 5:2 topics [1] - 15:14 total [2] - 51:12, 152:12 totally [2] - 155:14, 156:2 tough [1] - 102:16 tour [1] - 124:11 tourists [1] - 111:8 tours [3] - 16:4, 112:5, 124:18 towards [1] - 130:9 tower [10] - 149:2, 149:11, 150:18, 151:9, 151:15, 152:3, 152:9, 152:14, 153:7, 154:4 Towers [1] - 107:17 towers [1] - 150:16 towing [1] - 97:4 Town [13] - 2:16, 67:13, 68:1, 68:12, 68:17, 69:4, 87:16, 99:19, 100:13, 146:15, 148:1, 163:16, 171:2 town [1] - 81:16 tradeoffs [1] - 16:12 traditionally [1] - 78:4 Traffic [1] - 4:7 traffic [20] - 19:9, 20:5, 20:9, 20:15, 35:1, 36:2, 51:15, 53:1, 53:7, 55:19,</p>	<p>65:19, 91:5, 98:7, 98:13, 100:6, 100:11, 126:16, 158:17, 159:2, 170:5 tragedy [1] - 121:8 Training [1] - 87:3 Transaction [1] - 164:19 transaction [6] - 19:6, 20:1, 46:7, 51:13, 52:2, 166:5 Transcript [1] - 2:4 transcript [6] - 7:19, 8:4, 192:2, 192:6, 192:15, 192:16 TRANSCRIPT [1] - 193:17 transcripts [2] - 8:2, 8:13 transfer [1] - 21:15 transferring [1] - 19:18 transforming [1] - 83:8 Transportation [1] - 5:18 transportation [7] - 85:3, 162:18, 163:18, 164:9, 164:17, 164:19 trees [2] - 108:4, 161:10 trend [1] - 86:2 triangle [1] - 175:3 tricky [1] - 112:7 tried [2] - 113:7, 162:18 trouble [2] - 103:8, 141:15 true [4] - 4:15, 76:18, 93:13, 193:6 truly [1] - 47:18 truncated [1] - 163:4 try [9] - 20:14, 67:17, 75:3, 90:18, 131:2, 149:5, 151:19, 181:1, 185:19 trying [5] - 15:3, 90:1, 150:17, 160:7, 169:15 Tuesday [1] - 1:4 turn [6] - 10:19, 11:14, 24:19, 95:9, 95:10, 102:15 turning [1] - 103:8 turns [1] - 145:6 Twining [1] - 6:3 two [18] - 18:14, 27:2, 29:8, 32:16, 33:7, 39:16, 55:1, 71:16,</p>	<p>71:17, 94:14, 120:16, 128:18, 150:2, 165:9, 167:12, 172:5, 175:17, 188:7 two-thirds [1] - 18:14 type [3] - 71:19, 79:16 typical [1] - 104:7 typically [3] - 106:3, 135:8, 163:6 U ultimately [3] - 10:12, 22:6, 56:17 unanimous [1] - 66:15 unanticipated [1] - 126:12 unbelievable [1] - 159:3 under [9] - 10:7, 11:4, 51:12, 59:6, 64:17, 67:9, 77:11, 105:12, 108:4 UNDER [1] - 193:17 undergraduate [1] - 134:8 undergraduates [4] - 133:10, 133:19, 135:1 underrepresented [1] - 27:13 underserved [1] - 27:14 undersigned [1] - 193:4 understood [2] - 89:5, 136:2 undertake [1] - 98:3 undertaken [1] - 92:3 undertook [1] - 97:16 underutilized [1] - 117:1 underway [1] - 132:8 unfortunately [1] - 132:10 uniform [1] - 74:10 units [1] - 132:4 universities [5] - 67:12, 81:8, 81:10, 81:17, 171:6 University [3] - 149:12, 155:16, 155:19 university [10] - 69:3, 93:14, 94:3, 99:1, 102:2, 102:19, 103:2, 114:11, 119:16, 178:17 UNLESS [1] - 193:17</p>
---	--	--	--	---

<p>unless [1] - 154:9 unlike [3] - 33:11, 43:12, 157:18 unlikely [1] - 185:6 unlimited [1] - 101:12 unlock [1] - 43:15 unto [1] - 44:17 unused [1] - 164:14 unusual [1] - 134:19 up [53] - 3:13, 9:13, 20:17, 23:13, 25:10, 31:10, 31:11, 33:5, 33:15, 34:8, 37:3, 38:14, 50:12, 52:9, 56:4, 57:3, 75:1, 76:15, 81:13, 87:17, 87:19, 97:6, 98:15, 101:6, 103:4, 108:3, 117:8, 121:3, 124:10, 125:17, 129:18, 130:3, 130:4, 132:14, 147:19, 150:2, 150:3, 150:4, 150:7, 151:8, 151:9, 153:6, 153:7, 153:10, 157:2, 157:4, 159:11, 160:13, 174:19, 187:17, 190:5, 190:6, 190:7 upcoming [1] - 3:12 Update [1] - 2:3 update [2] - 3:7, 3:10 updated [1] - 4:7 upgrades [2] - 22:19, 146:9 upper [1] - 77:4 ups [1] - 73:4 urban [5] - 6:11, 89:5, 137:6, 172:6, 180:4 urge [1] - 185:9 usability [1] - 166:12 useful [2] - 26:17, 60:2 uses [24] - 12:13, 13:7, 14:13, 14:16, 20:12, 20:16, 21:13, 24:10, 27:9, 30:13, 30:15, 30:18, 34:19, 38:15, 40:2, 51:14, 51:16, 54:6, 54:14, 54:15, 59:2, 165:8 Utilities [1] - 5:19 utility [1] - 146:1 utilization [1] - 165:6 utilize [1] - 104:13</p>	<p>vacant [3] - 12:16, 114:7, 116:19 valet [1] - 102:17 Valkenburgh [1] - 172:8 value [3] - 56:5, 62:6, 170:11 van [1] - 172:8 Variance [1] - 113:1 variance [1] - 2:6 variety [1] - 169:1 various [3] - 64:16, 106:8, 187:9 Vassar [1] - 145:11 Venezuela [1] - 77:11 venue [2] - 110:10, 171:17 venues [4] - 109:2, 109:14, 110:2, 110:3 Verizon [1] - 151:5 version [1] - 47:2 versus [2] - 180:15, 181:12 Vice [2] - 1:9, 120:1 vicinity [1] - 42:13 video [1] - 147:1 view [3] - 97:9, 130:2, 187:12 vintage [1] - 121:5 visa [3] - 77:5, 86:13, 87:6 vision [12] - 12:18, 13:2, 13:5, 13:19, 15:2, 17:1, 17:17, 21:2, 26:18, 42:14, 47:18, 94:6 visiting [1] - 112:13 Volpe [15] - 6:5, 6:19, 33:12, 177:5, 177:10, 177:15, 179:5, 179:18, 180:4, 181:3, 181:13, 183:9, 186:16, 187:10, 187:17 Volpe's [1] - 182:1 volume [2] - 100:8, 192:6 vote [6] - 18:14, 18:18, 32:6, 32:9, 40:14, 66:15 voted [1] - 29:3 voting [1] - 40:10 vulnerability [1] - 4:19</p>	<p>waiting [1] - 79:13 waiver [4] - 36:1, 56:2, 65:18, 66:2 walk [4] - 62:18, 62:19, 63:7, 123:13 walkways [1] - 182:7 wall [2] - 123:19, 142:11 walls [2] - 50:17, 51:2 wants [3] - 75:17, 76:4, 147:3 Warehouse [1] - 141:5 waste [4] - 90:14, 90:16, 91:4, 116:8 water [2] - 188:8, 188:19 ways [8] - 24:16, 49:2, 82:3, 83:9, 100:16, 139:9, 189:3, 189:9 weaknesses [1] - 174:15 wealthier [1] - 76:17 wealthy [4] - 77:14, 78:6, 78:18, 78:19 weather [1] - 109:18 Webster [2] - 4:10 week [5] - 5:6, 67:19, 157:3, 158:2, 184:16 weekend [1] - 124:11 weeks [3] - 3:16, 32:3, 177:7 welcome [2] - 3:4, 107:15 welcoming [1] - 13:10 west [4] - 97:1, 97:14, 132:3, 132:6 Western [1] - 126:18 what-ifs [2] - 61:3, 62:1 whatsoever [1] - 156:1 whereas [1] - 181:2 WHEREOF [1] - 193:8 whispered [1] - 146:4 whole [11] - 37:10, 59:17, 62:16, 77:8, 80:6, 80:8, 81:14, 83:10, 92:2, 149:14, 159:15 wide [5] - 33:11, 33:13, 51:2, 54:12, 170:5 willing [1] - 151:18 win [1] - 175:16 win/win [1] - 49:6 windfall [1] - 31:12 window [1] - 123:18 windows [1] - 63:18 winner [8] - 174:1,</p>	<p>174:7, 174:8, 174:9, 174:17, 179:3, 184:12, 185:11 winning [4] - 175:15, 178:5, 179:16, 182:2 Winthrop [6] - 94:12, 95:8, 96:10, 97:1, 97:15, 98:4 wisdom [1] - 48:17 wise [1] - 52:17 wish [3] - 134:15, 134:16, 140:1 wishes [4] - 36:9, 41:9, 44:8, 47:5 WITNESS [1] - 193:8 wonder [2] - 70:17, 131:6 wondered [4] - 96:18, 125:17, 129:17, 167:15 wonderful [2] - 97:18, 188:16 wondering [2] - 69:14, 93:6 word [3] - 47:17, 48:10, 140:19 words [3] - 37:5, 48:17, 49:3 workday [1] - 102:6 workforce [1] - 169:16 works [4] - 51:4, 92:7, 100:11, 107:9 workshops [1] - 15:10 world [4] - 72:15, 72:16, 83:17, 107:18 worn [1] - 64:8 worth [1] - 88:8 worthy [1] - 43:2 wraps [1] - 34:8 write [1] - 62:1 writing [2] - 60:19, 141:17 written [6] - 44:17, 59:18, 60:16, 61:1, 61:2, 61:11 www.reportersinc.com [1] - 1:19</p>	<p>83:12, 85:18, 86:18, 102:4, 105:12, 110:14, 110:15, 118:3, 119:15, 126:9, 132:15, 140:6, 144:2, 147:9, 168:19, 171:8, 178:8 year's [2] - 68:2, 148:1 years [30] - 5:3, 12:15, 27:3, 28:11, 31:14, 32:16, 56:19, 57:13, 57:15, 59:16, 71:10, 71:17, 73:13, 95:2, 95:6, 95:10, 107:4, 113:1, 113:6, 114:16, 116:9, 117:16, 122:15, 136:11, 136:18, 138:8, 142:8, 150:4, 167:13, 177:4 York [1] - 90:8 younger [1] - 74:18 yourselves [2] - 68:7, 68:14 youth [1] - 15:10</p>
V	W		Y	
<p>vacancy [2] - 114:16, 115:1</p>	<p>waited [1] - 32:15</p>		<p>Yard [1] - 105:8 yard [1] - 2:7 year [28] - 32:18, 38:18, 45:5, 45:12, 45:15, 68:12, 69:6, 71:16, 73:12, 77:8,</p>	