



# CAMBRIDGE

## CITY WIDE MASTER PLAN

June 25, 2015 | File Number: 6848



S A S A K I



**HARMONIOUS CACOPHONY, THE IDEA OF CELEBRATING DIVERGENCE TO SEEK UNITY, INFUSES ITSELF THROUGH THE FOLLOWING PAGES AND INSPIRES OUR APPROACH TO THIS EFFORT FOR CAMBRIDGE.**



Amy L. Witts  
Purchasing Agent  
City of Cambridge Purchasing Department  
795 Massachusetts Avenue, Third Floor  
Cambridge, Massachusetts 02139

Dear Ms. Witts,

Thank you for the opportunity to submit this response to the Cambridge City Wide Planning Request for Qualifications. This letter describes the Sasaki team composition, the reasons we are interested in the Cambridge Citywide master plan and why we believe our team brings the ideal balance of creativity and practicality to the effort.

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

Sasaki is an interdisciplinary firm with a 60-year history in the Boston area. With this legacy, we bring a depth of experience working with cities nationally and internationally. We realize that the Cambridge City Wide Plan requires a fresh, creative approach. For this reason, we have assembled a team of innovators and new voices who share the city's passion and values. The team combines the best of national expertise with grounded local knowledge. We are joined in this pursuit by some of our favorite collaborators and thinkers: **SiteLab Urban Studio, HR&A, Toole Design Group and McMahon Associates, LEVEL Agency for Infrastructure**, and the **Harvard Center for Health and the Global Environment**. Details on individual teams members are included inside.

The Cambridge City Wide Plan is unique and we recognize the significance of the effort—our team brings the best minds to the table to help solve your challenges. Our process and approach is not cookie-cutter. We develop each project's process based on the challenges at hand. Importantly, we demand innovation on every project—from the highest level of creative public outreach to the development of custom decision-making software. Whatever is needed to solve the problem, we will bring to bear.

Thank you for your consideration. We look forward to the opportunity to expand the conversation and deepen our understanding of how we can work together.

Sincerely,



Brie Hensold  
Principal Urban Planner  
617.923.7111  
bhensold@sasaki.com



Gina Ford, ASLA  
Principal Landscape Architect;  
Chair, Sasaki's Urban Studio



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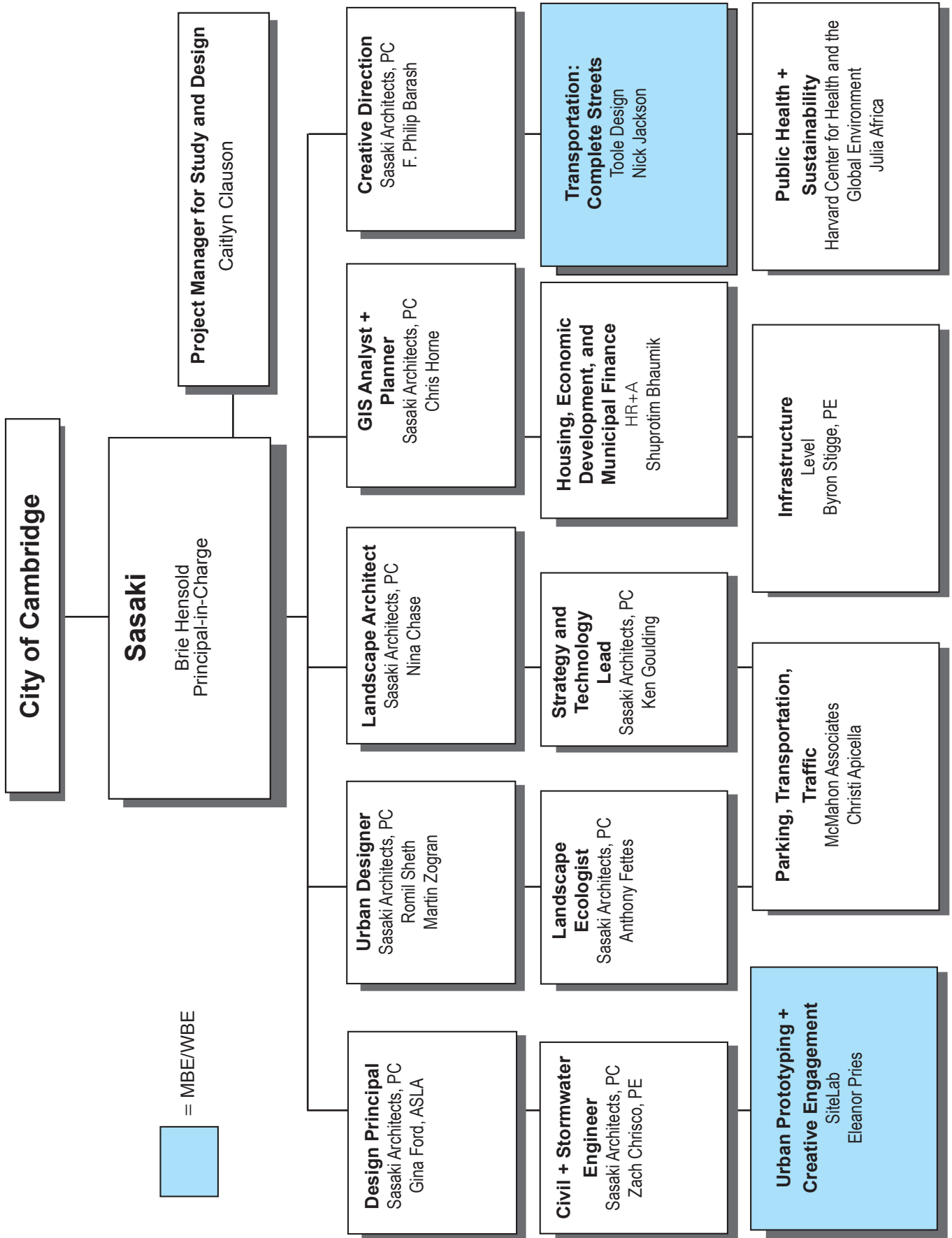
# DSB FORMS





<p><b>Commonwealth of Massachusetts</b></p> <p><b>Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated May 2014)</b></p>	<p><b>1. Project Name/Location for Which Firm is Filing:</b></p> <p style="text-align: center;"><b>Cambridge Citywide Request for Qualifications</b> City of Cambridge, MA</p>	<p><b>2. Project # 6848</b></p> <p style="text-align: center;">This space for use by Awarding Authority only.</p>																																																																																										
<p>3a. Firm (Or Joint-Venture) - Name and Address of Primary Office to Perform The Work: <b>Sasaki Architects, PC</b> 64 Pleasant Street Watertown, MA 02472</p>	<p>3e. Name of Proposed Project Manager:  For Study: <b>Caitlyn Clauson</b> For Design: <b>Caitlyn Clauson</b></p>																																																																																											
<p>3b. Date Present and Predecessor Firms were Established: Sasaki Architects, PC - 2002 Sasaki Associates, Inc. - 1975 Sasaki, Dawson, and DeMay Associates, Inc. - 1964 to 1975 Sasaki, Walker &amp; Associates, Inc. - 1958 to 1964 Hideo Sasaki - 1953 to 1958</p>	<p>3f. Name and Address of Other Participating Offices Of The Prime Applicant, if Different From Item 3a Above:  N/A</p>																																																																																											
<p>3c. Federal ID #: 80-0037460</p>	<p>3g. Name and Address of Parent Company, if Any:  N/A</p>																																																																																											
<p>3d. Name and Title of Principal-in-Charge Of The Project (MA Registration Required): N/A</p> <p><b>Brie Hensold</b> Email Address: bhensold@sasaki.com Telephone No.: 617.923.7111 Fax No.: 617.924.2748</p>	<p>3h. Check Below if Your Firm Is Either: (1) SDO Certified Minority Business Enterprise (MBE) <input type="checkbox"/> (2) SDO Certified Woman Business Enterprise (WBE) <input type="checkbox"/> (3) SDO Certified Minority Woman Business Enterprise (M/WBE) <input type="checkbox"/></p>																																																																																											
<p><b>4. Personnel From Prime Firm Included in Question #3a Above</b> By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both the Total Number in Each Discipline And, Within Brackets, The Total Number Holding Massachusetts Registrations):</p> <table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:15%;">Admin. Personnel</td> <td style="width:10%;">60</td> <td style="width:10%;">( )</td> <td style="width:10%;">Ecologists</td> <td style="width:10%;">( )</td> <td style="width:10%;">Licensed Site Profs.</td> <td style="width:10%;">( )</td> <td style="width:10%;">( )</td> <td style="width:10%;">( )</td> </tr> <tr> <td>Architects</td> <td></td> <td>( )</td> <td>Electrical Engrs.</td> <td></td> <td>Mechanical Engrs.</td> <td></td> <td></td> <td>( )</td> </tr> <tr> <td>Acoustical Engrs.</td> <td>5</td> <td>( )</td> <td>Environmental Engrs.</td> <td></td> <td>Planners: Urban./Reg.</td> <td>54</td> <td></td> <td>( )</td> </tr> <tr> <td>Civil Engrs.</td> <td></td> <td>( )</td> <td>Fire Protection Engrs.</td> <td></td> <td>Specification Writers</td> <td></td> <td></td> <td>( )</td> </tr> <tr> <td>Code Specialists</td> <td></td> <td>( )</td> <td>Geotech Engrs.</td> <td></td> <td>Structural Engrs.</td> <td></td> <td></td> <td>( )</td> </tr> <tr> <td>Construction Inspectors</td> <td></td> <td>( )</td> <td>Industrial Hygienists</td> <td>11</td> <td>Surveyors</td> <td></td> <td></td> <td>( )</td> </tr> <tr> <td>Cost Estimators</td> <td></td> <td>( )</td> <td>Interior Designers</td> <td>49</td> <td></td> <td>228</td> <td></td> <td>( )</td> </tr> <tr> <td>Drafters</td> <td></td> <td>( )</td> <td>Landscape Architects</td> <td></td> <td></td> <td></td> <td></td> <td>( )</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Total</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>38</td> </tr> </table>			Admin. Personnel	60	( )	Ecologists	( )	Licensed Site Profs.	( )	( )	( )	Architects		( )	Electrical Engrs.		Mechanical Engrs.			( )	Acoustical Engrs.	5	( )	Environmental Engrs.		Planners: Urban./Reg.	54		( )	Civil Engrs.		( )	Fire Protection Engrs.		Specification Writers			( )	Code Specialists		( )	Geotech Engrs.		Structural Engrs.			( )	Construction Inspectors		( )	Industrial Hygienists	11	Surveyors			( )	Cost Estimators		( )	Interior Designers	49		228		( )	Drafters		( )	Landscape Architects					( )									Total									38
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<p>5. Has this Joint-Venture previously worked together? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A</p>																																																																																												

6. List **ONLY** Those Prime and Sub-Consultant Personnel Specifically Requested In The Advertisement. This Information Should Be Presented Below In The Form Of An Organizational Chart. Include Name Of Firm and Name Of The One Person In Charge Of The Discipline, With Mass. Registration Number, As Well As MBE/WBE Status, If Applicable:



<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	
<p>a. Name and Title Within Firm: Brie Hensold   Principal</p>	<p>a. Name and Title Within Firm: Caitlyn Clauson   Senior Associate</p>
<p>b. Project Assignment: Principal-in-Charge</p>	<p>b. Project Assignment: Project Manager</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p> <p>MBE <input type="checkbox"/> MBE WBE <input type="checkbox"/> WBE</p>
<p>d. Years of Experience: With This Firm: 8 With Other Firms: 3</p>	<p>d. Years of Experience: With This Firm: 6 With Other Firms: 2</p>
<p>e. Education: Degree(s) /Year/Specialization: Harvard University Graduate School of Design, Master of Urban Planning, Urban Design Concentration Rice University, Bachelor of Arts, Architectural Studies and Art History</p>	<p>e. Education: Degree(s) /Year/Specialization: University of Michigan, Master of Urban Planning University of Washington, Bachelor of Arts, Business Administration</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. Availability: 50%</p>	<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. Availability: 50%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Allegheny Riverfront Green Boulevard Study; Pittsburgh, Pennsylvania</li> <li>Cedar Rapids Neighborhood Planning Process; Cedar Rapids, Iowa</li> <li>Downtown Rochester Master Plan; Rochester, Minnesota</li> <li>East Baltimore Implementation Plan; Baltimore, Maryland</li> <li>Kendall Connects Open Space Competition; Cambridge, Massachusetts</li> <li>Rebuild By Design Hurricane Sandy Regional Planning and Design Competition; NJ, NY, and CT</li> <li>Raleigh Downtown Plan; Raleigh, North Carolina</li> <li>Bridgeport Parks Master Planning Services; Bridgeport, Connecticut</li> <li>Burlington Parks System Professional Master Planning; Burlington, Vermont</li> <li>Capital City Parks Master Plan, Hartford, Connecticut</li> </ul>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Fruit Belt and Allentown Neighborhood Strategies; Buffalo, New York</li> <li>Midtown Detroit Techtown Innovation District; Detroit, Michigan</li> </ul>

<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	
<p>a. Name and Title Within Firm: Gina Ford, ASLA   Principal</p>	<p>a. Name and Title Within Firm: Romil Sheth   Senior Associate</p>
<p>b. Project Assignment: Design Principal</p>	<p>b. Project Assignment: Urban Designer</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years of Experience: With This Firm: <u>17</u> With Other Firms: <u>1</u></p>	<p>d. Years of Experience: With This Firm: <u>5</u> With Other Firms: <u>8</u></p>
<p>e. Education: Degree(s) /Year/Specialization: Harvard Graduate School of Design, Master of Landscape Architecture with Distinction Wellesley College, Bachelor of Arts in Architecture and Architectural History</p>	<p>e. Education: Degree(s) /Year/Specialization: Master of Science in Architecture (focus: Urban Design and Housing), TCAUP, University of Michigan, Ann Arbor /2008 Master of Urban Design (High Distinction), TCAUP, University of Michigan, Ann Arbor/2006 Bachelor of Architecture (Gold Medal, Distinguished Student Award), School of Architecture, CEPT, Ahmedabad, India/2002</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: Landscape Architecture/ CT, #1038</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Moore Square, Raleigh (20%) Chicago Riverwalk (10%) Gulf State Park, Alabama (20%) Hanafan Rivers Edge Park (20%) Availability: 40%</p>	<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 50%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Boston Convention and Exhibition Center Expansion Urban Design Master Plan and Landscape Services; Boston, Massachusetts • Bridgeport Parks Master Planning Services; Bridgeport, Connecticut • Burlington Parks System Professional Master Planning; Burlington, Vermont • Chicago Riverwalk; Chicago, Illinois • Connect Kendall Square Competition; Cambridge, Massachusetts • Hartford Parks and Open Space System Plan; Hartford, Connecticut • Ithaca Common Redesign; Ithaca, New York • John G. and Phyllis W. Smale Riverfront Park; Cincinnati, Ohio • Rebuild by Design: Hurricane Sandy Regional Planning and Design Competition; Various locations, New Jersey • The Lawn on D; Boston, Massachusetts • Tom Hanafan River's Edge Park; Council Bluffs, Iowa</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Songzhuang Creative Clusters Master Plan; Beijing, China • Midtown Detroit Techtown Innovation District; Detroit, Michigan • Mina Zayed Waterfront Pier; Abu Dhabi, U.A.E.</p>

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<p>a. Name and Title Within Firm: Ken Goulding   Principal</p>	
<p>b. Project Assignment: Data and Strategy Lead</p>	
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p>	<p><input type="checkbox"/> MBE <input type="checkbox"/> WBE</p>
<p>d. Years of Experience: With This Firm: 14 With Other Firms: 0</p>	
<p>e. Education: Degree(s) /Year/Specialization: Massachusetts Institute of Technology, Department of Urban Studies and Planning, Planning Support Systems, Master of City Planning University of Cape Town, Bachelor of Architectural Studies</p>	
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>	
<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 40%</p>	
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>• Central Iowa Regional Plan for Sustainability; Des Moines, Iowa</li> <li>• Brighton Guest Street Planning Study; Brighton, Massachusetts</li> <li>• Bridgeport Park Master Planning Services; Bridgeport, Connecticut</li> <li>• Ohio State University Framework Plan; Columbus, Ohio</li> </ul>	<p>Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>• 58 Fore Street Mixed Use Community and Harbor; Portland, Maine</li> <li>• Boston Convention and Exhibition Center Expansion Master Plan; Boston, Massachusetts</li> <li>• Godrej; THE TREES Mixed Use Urban District, Mumbai, India</li> <li>• Songzhuang Arts District Master Plan; Beijing, China</li> <li>• The National Creative Cluster; Beijing, China</li> <li>• UMass Medical Campus; Worcester, Massachusetts</li> <li>• University of Nebraska Master Plan; Lincoln, Nebraska</li> <li>• Yas South Concept Master Plan; Abu Dhabi, UAE</li> <li>• Yas Marina Circuit Master Plan and Strategic Redevelopment Plan; Abu Dhabi, UAE</li> <li>• Yongqing Caojiawu Project Master Plan and Key Urban Area Urban Design; Beijing, China</li> </ul>

<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	<p>a. Name and Title Within Firm: Chris Horne   Associate</p> <p>b. Project Assignment: GIS Expert and Planner</p> <p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p> <p>d. Years of Experience: With This Firm: 3.5 With Other Firms: 2</p> <p>e. Education: Degree(s) /Year/Specialization: Massachusetts Institute of Technology, Master of City Planning St. John's College, Bachelor of Liberal Arts</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p> <p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 50%</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Central Iowa Regional Plan for Sustainable Development; Des Moines, Iowa</li> <li>Chatham Park Master Plan; Chatham Park, North Carolina</li> <li>Chicago Riverwalk; Chicago, Illinois</li> <li>Massport South Boston Property Analysis; Boston, Massachusetts</li> <li>Oregon University System Capital Planning Project; Oregon</li> <li>Rebuild By Design Hurricane Sandy Regional Planning and Design Competition; New Jersey, New York, and Connecticut</li> <li>University of Massachusetts Medical / Worcester State Market Study; Worcester, Massachusetts</li> <li>University of Nebraska Lincoln Campus Master Plan; Lincoln, Nebraska</li> <li>Vibrant Neo 2040: A Vision &amp; Framework For Our Future; Northeast, Ohio</li> </ul>
<p>a. Name and Title Within Firm: Zach Chrisco, PE   Principal</p> <p>b. Project Assignment: Civil and Stormwater Engineer</p> <p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p> <p>d. Years of Experience: With This Firm: 10 With Other Firms: 1</p> <p>e. Education: Degree(s) /Year/Specialization: Massachusetts Institute of Technology, Department of Urban Studies and Planning, Planning Support Systems, Master of City Planning University of Cape Town, Bachelor of Architectural Studies</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: Civil Engineer/CT, FL, NH, NY, NC, OH, SC, TX, VT</p> <p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 40%</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Tom Hanafan River's Edge Park; Council Bluffs, Iowa</li> <li>Chicago Riverwalk; Chicago, Illinois</li> <li>Council Bluffs Riverfront Park; Council Bluffs, Iowa</li> <li>Phyllis W. Smale Riverfront Park; Cincinnati, Ohio</li> <li>Port of Los Angeles, Wilmington Waterfront Park; Los Angeles, California</li> </ul>	<p>a. Name and Title Within Firm: Zach Chrisco, PE   Principal</p> <p>b. Project Assignment: Civil and Stormwater Engineer</p> <p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p> <p>d. Years of Experience: With This Firm: 10 With Other Firms: 1</p> <p>e. Education: Degree(s) /Year/Specialization: Massachusetts Institute of Technology, Department of Urban Studies and Planning, Planning Support Systems, Master of City Planning University of Cape Town, Bachelor of Architectural Studies</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: Civil Engineer/CT, FL, NH, NY, NC, OH, SC, TX, VT</p> <p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 40%</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Tom Hanafan River's Edge Park; Council Bluffs, Iowa</li> <li>Chicago Riverwalk; Chicago, Illinois</li> <li>Council Bluffs Riverfront Park; Council Bluffs, Iowa</li> <li>Phyllis W. Smale Riverfront Park; Cincinnati, Ohio</li> <li>Port of Los Angeles, Wilmington Waterfront Park; Los Angeles, California</li> </ul>



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<p>a. Name and Title Within Firm: Anthony Fettes, ASLA   Associate</p>	<p>a. Name and Title Within Firm: F. Philip Barash   Professional Staff</p>
<p>b. Project Assignment: Landscape Ecologist</p>	<p>b. Project Assignment: Creative Director</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p>
<p>d. Years of Experience: With This Firm: <u>4.5</u> With Other Firms: <u>7.5</u></p>	<p>d. Years of Experience: With This Firm: <u>&lt;1</u> With Other Firms: <u>12</u></p>
<p>e. Education: Degree(s) /Year/Specialization: University of New Mexico, Master of Landscape Architecture University of Wisconsin-Stevens Point, Bachelor of Science in Natural Resource Management</p>	<p>e. Education: Degree(s) /Year/Specialization: University of Chicago, MA: Interdisciplinary Humanities Harvard University and International Arts Strategies, Fellow: Business of Arts and Culture, Strategic Marketing Arts Marketing University of Detroit Mercy, BA: English and Digital Media Studies</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: Landscape Architecture/CO</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 40%</p>	<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 40%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Bridgeport, CT Parks Master Plan; Bridgeport, Connecticut</li> <li>Hobe Grove Master Plan; Martin County, Florida</li> <li>Hoosic River Landscape Design and Restoration; North Adams, Massachusetts</li> <li>Jinan New Urban District; Jinan, China</li> <li>Kunshan Vision Plan; Kunshan, China</li> <li>National Creative Cluster; Beijing, China</li> <li>Songzhuang Arts District Master Plan; Beijing, China</li> <li>Xixian Eco Park Master Plan and Design; Xi'an, China</li> <li>Xixian Wellness City Master Plan and Design; Xi'an, China</li> <li>Chongqing Guangyang Island City Park; Chongqing, China</li> <li>Hartford Parks Master Plan; Hartford, Connecticut</li> <li>Rockefeller Park Design Ideas Competition; Cleveland, Ohio</li> <li>Chongming Island Xincunsha Urban Design Plan; Shanghai, China</li> <li>Chicago Riverwalk - Fish Habitat Study and Design; Chicago Illinois</li> </ul>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>"Open Streets on State Street," annual public event, Chicago, 2012 (Chicago Loop Alliance)</li> <li>"Open House Chicago," architecture festival, Chicago 2011 (Chicago Architecture Foundation)</li> <li>"ICON: A celebration of Design," activation of an architecturally-significant site, Chicago, 2010 (Chicago Architecture Foundation)</li> <li>"Chicago 2016," multi-agency bid for the 2016 Summer Olympics Paralympics, 2007 and 2008 (Chicago 2016 and Chicago Architecture Foundation)</li> <li>"Make Way for People" competition, Chicago Department of Transportation, 2013 and 2014 (Chicago Department of Transportation and Chicago Architecture Foundation)</li> <li>Chicago Cultural Plan workshops, 2012 (Chicago Department of Cultural Affairs and Special Events)</li> </ul>

<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	
<p>a. Name and Title Within Firm: Nina Chase   Professional Staff</p>	<p>a. Name and Title Within Firm: Nick Jackson   Regional Office Director – New England</p>
<p>b. Project Assignment: Landscape Architect</p>	<p>b. Project Assignment: Senior Planner</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Sasaki Architects, PC 64 Pleasant Street Watertown, MA 02472</p>	<p>c. Name and Address Of Office In Which Individual Identified In 7a Resides: Toole Design Group 33 Broad Street, Suite 405 Boston, MA 02109</p>
<p>d. Years of Experience: With This Firm: <u>2</u> With Other Firms: <u>2</u></p>	<p>d. Years of Experience: With This Firm: <u>7</u> With Other Firms: <u>10</u></p>
<p>e. Education: Degree(s) /Year/Specialization: Harvard University, Master of Landscape Architecture with Distinction West Virginia University, Bachelor of Science in Landscape Architecture, Summa Cum Laude</p>	<p>e. Education: Degree(s) /Year/Specialization: Bachelor of Arts, American Studies, Carleton College/1995</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: American Society of Landscape Architects Boston Society of Landscape Architects Emerging Professionals Committee</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Professionals at Sasaki are organized in teams that address specific project types. The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 50%</p>	<p>g. Current Work Assignments and Availability For This Project: 15% available DCR Parkways Study MassDOT Complete Streets On-Call Boston On-Call Facilities Design and Planning</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Boston Convention and Exhibition Center Urban Design Guidelines; Boston, Massachusetts</li> <li>D Street Hotels; Boston, Massachusetts</li> <li>Monterrey Tec University Campus and District Plan; Monterrey, Mexico</li> <li>Rebuild by Design; New Jersey</li> <li>Sea Change; Boston; Boston, Massachusetts</li> <li>New Charles River Basin; Boston, Massachusetts (w/ Carol R. Johnson Associates)</li> </ul>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Boston Complete Streets Guidelines, Boston, Massachusetts: As Project Manager and lead author, Nick was responsible for working closely with city departments, staff and stakeholders to develop a new set of guidelines which incorporate Complete Streets principles into the design of city streets and sidewalks. Nick led the effort to research and develop a new approach to street types, integrate stormwater management into street design, and develop multimodal intersection design guidance.</li> </ul>

<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	
<p>a. Name and Title Within Firm: Beth Isler, P.E., PTP   Senior Planner</p>	<p>a. Name and Title Within Firm: Michelle Danila, P.E., PTOE   Senior Engineer</p>
<p>b. Project Assignment: Senior Planner</p>	<p>b. Project Assignment: Senior Engineer</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Toole Design Group 33 Broad Street, Suite 405 Boston, MA 02109</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: Toole Design Group 33 Broad Street, Suite 405 Boston, MA 02109</p> <p>MBE <input type="checkbox"/> WBE <input checked="" type="checkbox"/></p>
<p>d. Years of Experience: With This Firm: <u>1</u> With Other Firms: <u>14</u></p>	<p>d. Years of Experience: With This Firm: <u>6</u> With Other Firms: <u>9</u></p>
<p>e. Education: Degree(s) /Year/Specialization: MS/ 2004/ Civil/ Transportation Engineering BS/ 2001/ Mechanical Engineering BA/1996/ International Studies</p>	<p>e. Education: Degree(s) /Year/Specialization: MS/2006/Civil Engineering BS/2004/ Civil Engineering</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: 2008/ Professional Engineer/ VT 9356 2010/ Certified Professional Transportation Planner</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: 2009/ Professional Engineer/ MA 48093 2010/ Professional Traffic Operations Engineer/ 2814</p>
<p>g. Current Work Assignments and Availability For This Project: 25% available Vergennes Downtown-Basin Master Plan DCR Parkways Study MassDOT Complete Streets On-Call</p>	<p>g. Current Work Assignments and Availability For This Project: 20% available DCR Parkways Study Boston On-Call Bike Facilities Design and Planning FHWA Multimodal Conflict Points</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Alewife Bicycle/Pedestrian Bridge Feasibility Study, Cambridge, MA</li> </ul> <p>Beth is leading the technical analysis of this Bicycle/Pedestrian Bridge Feasibility Study to identify bicycling and walking origins and destinations to determine the best location for a bridge over the commuter rail tracks. The Alewife area of Cambridge has historically been industrial, despite being bounded on two sides by nature reservations. The area is bisected by commuter rail tracks and is the site of the northern terminus of the MBTA Red Line, one of the largest subway stops in the Boston region. As Alewife is the last frontier in developable land in Cambridge, the City recently rezoned the area to ensure that it can accommodate new growth in a sustainable manner that does not contribute to vehicle congestion.</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Cambridge On-Call, Cambridge, MA</li> </ul> <p>Michelle played an active role in the redesign of the Waverly Street Extension in Cambridge, MA. Waverly Street Extension is an undefined roadway with no side-walks that is shared by all roadway users including motorists, trucks, pedestrians, and bicyclists due to the terminating of a shared use path. Michelle prepared a memorandum summarizing the findings of observations and the existing pedestrian and bicycle conditions. Michelle assisted the project team in the development of several conceptual design options including treatments such as shared street, bicycle lanes, and extending the shared use path. The segment is currently under construction.</p>

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<p>a. Name and Title Within Firm: Laura Crescimano   Principal</p>	<p>a. Name and Title Within Firm: Eleanor Pries   Principal</p>
<p>b. Project Assignment: Urban Design and Comprehensive Planning</p>	<p>b. Project Assignment: Design Principal</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: SITELAB urban studio 156 2nd Street San Francisco, CA 94105</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: SITELAB urban studio 156 2nd Street San Francisco, CA 94105</p>
<p>d. Years of Experience: With This Firm: 3 With Other Firms: 14</p>	<p>d. Years of Experience: With This Firm: 3 With Other Firms: 14</p>
<p>e. Education: Degree(s) /Year/Specialization: Harvard University Graduate School of Design, Cambridge MA, Masters of Architecture Yale University, New Haven, CT, Bachelor of Arts, Architecture</p>	<p>e. Education: Degree(s) /Year/Specialization: University of California, Berkeley, CA, Masters of Architecture University of Virginia, Charlottesville, VA, Masters of Architectural History Harvard University, Cambridge, MA, Bachelor of Arts in Visual and Environmental Studies</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: U.S. Green Building Council, LEED® Accredited Professional, 2009</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: Pier 70 Redevelopment, San Francisco, CA Drexel University Public Realm Plan, Philadelphia, PA 5M Project, San Francisco, CA Ms. Crescimano is 20% available for this project</p>	<p>g. Current Work Assignments and Availability For This Project: Pier 70 Redevelopment and Phase Zero Activation, San Francisco, CA San Francisco BART Station Plazas Tactical Activation, San Francisco, CA La Cocina and Noise Pop Street Food Festival, San Francisco, CA Ms. Pries is 50% available for this project</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):  <ul style="list-style-type: none"> <li>Connect Kendall Square Open Space Competition, Framework Plan, Cambridge, MA</li> <li>Pier 70 Redevelopment, Urban Design / Entitlements / Outreach, San Francisco, CA</li> <li>Drexel University Master Plan, Urban Planning/ Design, Philadelphia, PA</li> <li>5M Project, Urban Design / Entitlements / Outreach, San Francisco, CA</li> <li>T5/T6, Oakland City Center Residential Development, Urban Design/ Public Space, Oakland, CA</li> <li>Presidio Gateway Competition, Urban Design/Public Space Programming, San Francisco, CA</li> <li>SF City Planning Four Corners Charrette, Urban Design / Facilitation, San Francisco, CA</li> <li>SF Public Utilities Commission Design Workshop, Urban Design, San Francisco, CA</li> <li>Portola Neighborhood Plan, Neighborhood Outreach and Greening, San Francisco, CA</li> <li>GOOD Design Challenge, with SF MTA, San Francisco, CA</li> <li>Market Street Prototyping Festival, San Francisco, CA</li> </ul> </p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):  <ul style="list-style-type: none"> <li>Connect Kendall Square Open Space Competition, Framework Plan, Cambridge, MA</li> <li>Pier 70 Redevelopment, Urban Design / Entitlements / Outreach, San Francisco, CA</li> <li>La Cocina Street Food Festival, San Francisco, CA</li> <li>UP Festival, Urban Prototyping, San Francisco, CA</li> <li>Market Street Prototyping Festival, San Francisco, CA</li> <li>WeWork Parklet, Open Space Prototyping / Design, San Francisco, CA</li> <li>BART Station Plaza Tactical Activation, San Francisco, CA</li> <li>Winchester Factory Courtyard Programming and Design, New Haven, CT</li> <li>SF City Planning Four Corners Charrette, Urban Design / Facilitation, San Francisco, CA</li> <li>Candlestick Wedge Park and Plaza Programming, San Francisco, CA</li> <li>5M Project, Urban Design / Entitlements / Outreach, San Francisco, CA</li> <li>Santa Monica Development Proposal, Urban Design/Programming, Santa Monica, CA</li> <li>Napa Pipe Kaiser Steel Site Redevelopment, Napa, CA</li> <li>Hunters Point Shipyard Redevelopment Phases I/II*, San Francisco, CA</li> </ul> </p>

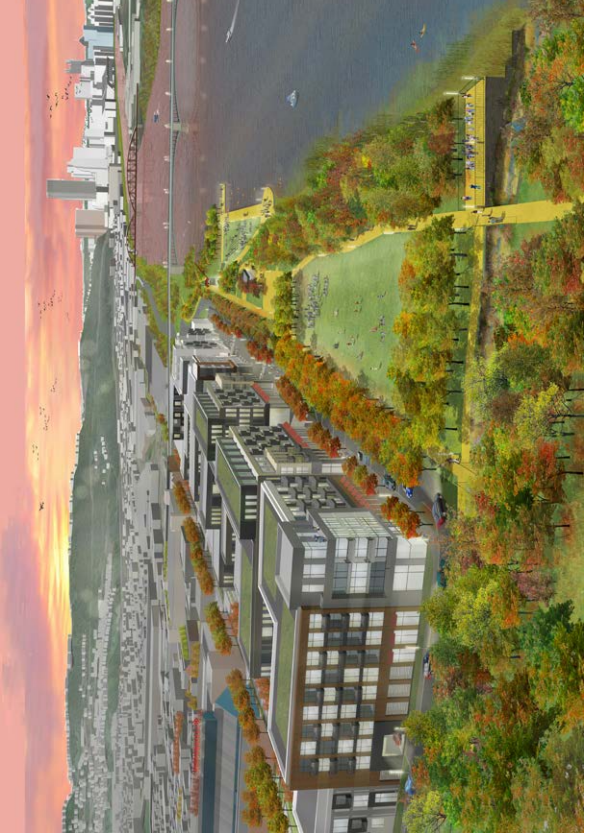
<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	<p>a. Name and Title Within Firm: Shuprotim Bhaumik   Partner</p> <p>b. Project Assignment: Partner-In-Charge</p> <p>c. Name and Address of Office In Which Individual Identified in 7a Resides: HR&amp;A Advisors 99 Hudson Street, 3rd Floor New York, NY 10013</p> <p>d. Years of Experience: With This Firm: <u>5</u> With Other Firms: <u>18</u></p> <p>e. Education: Degree(s) /Year/Specialization University of New York Stony Brook, Masters of Science Economics, 1992 Presidency College (India), B.A. Economics, 1987</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number N/A</p> <p>g. Current Work Assignments and Availability For This Project: New Orleans Convention Center Developer Section and Negotiation Support Transbay Master Lessee Selection Konza MDP2 Development Advisor Time Available to Devote to This Project: 20%</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>On-Call Advisor for the Cambridge Redevelopment Authority Redevelopment Strategy for the Foundry Building Kendall Square Urban Renewal Plan Affordable Housing Analysis</li> <li>Master Plan for the Lower Schuylkill Waterfront in Philadelphia</li> <li>Philadelphia Industrial Land Use Policy Study</li> <li>Long Island's Future: Economic Implications of Today's Choices</li> <li>Infrastructure Financing Strategy for Hudson Yards (NYC Economic Development Corp.)</li> <li>University of Pennsylvania South Bank Business Strategy</li> <li>Arlington Columbia Pike Affordable Housing Plan Assessment</li> <li>Atlanta Housing Strategy</li> <li>New York City Tech Ecosystem Study</li> </ul>
<p>a. Name and Title Within Firm: Candace Damon   Partner</p> <p>b. Project Assignment: Senior Advisor</p> <p>c. Name and Address of Office In Which Individual Identified in 7a Resides: HR&amp;A Advisors 99 Hudson Street, 3rd Floor New York, NY 10013</p> <p>d. Years of Experience: With This Firm: <u>27</u> With Other Firms: <u>0</u></p> <p>e. Education: Degree(s) /Year/Specialization Harvard Law School, Juris Doctorate, 1986 Amherst College, B.A. American Studies, 1981</p> <p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p> <p>g. Current Work Assignments and Availability For This Project: 100 Resilient Cities New Orleans Denver Broadway Station Vision Plan Sarasota Bayfront Community-based Planning Process Wilkes-Barre Open Space Planning 100 Resilient Cities Norfolk Strategy Time Available to Devote to This Project: 10%</p> <p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>Campus Planning for MIT</li> <li>Charlotte Revitalization and Planning</li> <li>Greensboro Downtown Consolidated Plan</li> <li>Program Management for New York City's Talking Transition</li> <li>Redevelopment Planning for Philadelphia's Central Waterfront</li> <li>Strategic Plan to Reposition the Brooklyn Tech Triangle</li> <li>Analysis of New York City's Energy Efficiency Initiatives</li> <li>Brooklyn Bridge Park Planning</li> <li>Tax Increment Financing Assessment and Development Strategy for Atlanta</li> </ul>	


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<p>a. Name and Title Within Firm: Kyle Vangel   Director</p>	<p>a. Name and Title Within Firm Sara Brown   Senior Analyst</p>
<p>b. Project Assignment: Project Manger</p>	<p>b. Project Assignment: Lead Analyst</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: HR&amp;A Advisors 99 Hudson Street, 3rd Floor New York, NY 10013</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: HR&amp;A Advisors 99 Hudson Street, 3rd Floor New York, NY 10013</p>
<p>d. Years of Experience: With This Firm: ___ 3 ___ With Other Firms: ___ 2 ___</p>	<p>d. Years of Experience: With This Firm: ___ 1 ___ With Other Firms: ___ 2 ___</p>
<p>e. Education: Degree(s) /Year/Specialization University of North Carolina at Chapel Hill, Master of City &amp; Regional Planning, 2012 Tufts University, B.A. History and Economics, 2008</p>	<p>e. Education: Degree(s) /Year/Specialization Massachusetts Institute of Technology, Master in City Planning, Master in Real Estate Development, 2014 Dartmouth College, B.A. English and Geography, 2010</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number N/A</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: 100 Resilient Cities Norfolk Strategy Cross Charlotte Trail West Broadway Transit Study Time Available to Devote to This Project: 30%</p>	<p>g. Current Work Assignments and Availability For This Project: 100 Resilient Cities Boston Workshop Resilience Capacity-Building for the Rockefeller Foundation Time Available to Devote to This Project: 50%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>• Redevelopment Strategy for the Foundry Building in Cambridge, Massachusetts</li> <li>• Activation Strategy for the D Street Corridor in Boston</li> <li>• Downtown Raleigh Experience Plan</li> <li>• Long Island's Future: Economic Implications of Today's Choices</li> <li>• Disposition Strategy for County-Owned Sites in Uptown Charlotte</li> <li>• Highest and Best Use Study for Town of Dedham, Massachusetts</li> <li>• Colony Park Sustainable Communities Initiative in Austin</li> <li>• Study of the Tech Ecosystem in New York City</li> <li>• Real Estate Market Analysis for TOD in New Haven</li> </ul>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):</p> <ul style="list-style-type: none"> <li>• 100 Resilient Cities—Pioneered by The Rockefeller Foundation: Boston, Massachusetts</li> <li>• OneNYC – Project Management, Analysis, and Implementation</li> <li>• Resilience Capacity-Building for the Rockefeller Foundation</li> <li>• Buffalo Outer Harbor Plan</li> </ul>

<p>7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. Confine responses to the space provided on the Form and limit Resumes to ONE person per discipline requested in the Advertisement. Include Resumes of Project Managers. Resumes should be consistent with the persons listed on the Organizational Chart in Question #6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.</p>	
<p>a. Name and Title Within Firm: Gary R. McNaughton, P.E., PTOE   Vice President and Regional Manager – New England</p>	<p>a. Name and Title Within Firm: Christi Apicella, AICP   Project Manager</p>
<p>b. Project Assignment: Lead Traffic Engineer</p>	<p>b. Project Assignment: Transportation Planner</p>
<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: McMahon Associates 300 Myles Standish Boulevard, Suite 201 Taunton, MA 02108</p>	<p>c. Name and Address of Office In Which Individual Identified in 7a Resides: McMahon Associates 300 Myles Standish Boulevard, Suite 201 Taunton, MA 02108</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years of Experience: With This Firm: ___ 15 ___ With Other Firms: ___ 8 ___</p>	<p>d. Years of Experience: With This Firm: ___ 6 ___ With Other Firms: ___ 12 ___</p>
<p>e. Education: Degree(s) /Year/Specialization Bachelor of Science/1991/Civil Engineering Bachelor of Arts/1990/Liberal Arts</p>	<p>e. Education: Degree(s) /Year/Specialization Master of Urban Planning/1996/Urban Planning Bachelor of Arts/1994/Geography</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number 1999/Professional Engineering/MA #41045; 2002/Professional Traffic Operations Engineer</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: 1999/American Institute of Certified Planners (AICP)</p>
<p>g. Current Work Assignments and Availability For This Project: Mr. McNaughton is available to spend 20% of his time for this project. His current work assignments include: • Casey Arborway Project, MassDOT, Boston, MA • McGrath Highway Design, MassDOT, Somerville/Cambridge, MA • Mt. Vernon Street Re-Design, BRA, Boston, MA</p>	<p>g. Current Work Assignments and Availability For This Project: Ms. Apicella is available to spend 40% of her time for this project. Her current work assignments include: • Kendall Square Mobility Task Force, MassDOT, Cambridge, MA • Neponset River Greenway Project, DCR, Boston, MA • Tewksbury Master Plan, Town of Tewksbury, MA</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Gary McNaughton, P.E., PTOE draws on over 23 years of experience in the design and planning of transportation and engineering projects. His experience is a blend of both public and private sector work that includes traffic impact studies, roadway and intersection improvement design including transit accommodations, traffic signal design and analysis, pavement marking and signing design and review, highway interchange design, value engineering studies/reviews, construction staging, and traffic management plan preparation. He has successfully permitted numerous private development projects and worked with state DOT's and municipalities conducting peer reviews, planning studies, and roadway and signal design projects. Mr. McNaughton served as McMahon's principal-in-charge for the Kendall Square/Main Street Design Project as well as a three year On-Call Transportation Planning and Engineering contract providing various services to the City of Cambridge.</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): Christi Apicella, AICP has more than 17 years of experience in transportation planning and community development for both public and private clients. Her expertise includes strategic transportation and community development plans, transportation demand management, parking analyses, public/private partnerships, and public outreach. In her prior role as senior planner at Medical Academic and Scientific Community Organization (MAS-CO) she provided planning, development, and transportation assistance to 22 institutions in the Longwood Medical and Academic Area of Boston. She is also a former director in the City of Somerville, MA Office of Housing and Community Development. Ms. Apicella led the transportation planning efforts for the Kendall Square/Main Street Design Project. She was responsible for completing an evaluation of the trip generation and associated transportation impacts of a range of zoning scenarios for the Kendall Square – Central Square (K2C2) Master Plan.</p>

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<p>a. Name and Title Within Firm: Byron Stigge, PE   Principal</p>	<p>a. Name and Title Within Firm Julia Africa</p>
<p>b. Project Assignment: Infrastructure Principal</p>	<p>b. Project Assignment: Public Health Expert</p>
<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: LEVEL Agency for Infrastructure, LLC 12 Vestry Street 7th Floor New York, NY 10013</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>	<p>c. Name and Address of Office in Which Individual Identified in 7a Resides: The Center for Health and the Global Environment Harvard T.H. Chan School of Public Health The Landmark Center, PO Box 15677 401 Park Drive, 4th Floor West, Suite 415 Boston, MA 02215</p> <p>MBE <input type="checkbox"/> WBE <input type="checkbox"/></p>
<p>d. Years of Experience: With This Firm: 3 With Other Firms: 14</p>	<p>d. Years of Experience: With This Firm: 3 With Other Firms: 3</p>
<p>e. Education: Degree(s) /Year/Specialization 2004-2005 Harvard University Graduate School of Design, Master of Design Studies in Environmental Planning 1999-2001 Massachusetts Institute of Technology School of Architecture and Planning, Master of Science in Building Technology 1995-1999 Washington University in St. Louis School of Engineering, Bachelor of Science in Civil Engineering, Minor in Architecture</p>	<p>e. Education: Degree(s) /Year/Specialization BA 2000 Cultural Anthropology MAOM 2006 Chinese Acupuncture and Herbal Medicine MDesS 2011 Urbanism, Landscape and Ecology (Design Research)</p>
<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number 2009-Current Forum/Institute for Urban Design: Board Member and Treasurer 2011-Current Urban Land Institute: Member 2014-Current American Planning Association International Division: Secretary / Treasurer</p>	<p>f. Active Registration: Year First Registered/Discipline/Mass Registration Number: N/A</p>
<p>g. Current Work Assignments and Availability For This Project: The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 25%</p>	<p>g. Current Work Assignments and Availability For This Project: The key team members proposed for this project currently have a moderate workload with several projects due to be completed by mid-year. We have assessed their workload and have determined that they will be available and are prepared to undertake work on this project. Availability: 20%</p>
<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Rebuild By Design, New York, New York 2014 • 100 Resilient Cities, Global 2014 • Village Health Works, New York, New York 2014-2015 • Arverne East Master Plan, New York, New York 2014 • Palava Eco-City, Mumbai, India 2010-2013 • Osaka Station Park, Osaka, Japan 2014 • Punggol Master Plan, Singapore 2012</p>	<p>h. Other Experience and Qualification Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm): • Biophilic Cities Network: Steering Committee member • HOK: Sustainable Design Intern • CP Group Project, Phase • EPA GS-Cumulative Risk Assessment workshop (“Estimating Greenspace Exposure and Benefits for Cumulative Risk Assessment applications”) • Natural Environments Initiative: sponsored by the Radcliffe Center for Advanced Studies at Harvard University, we convened experts to discuss the use of greenspace to improve urban health outcomes.</p>



8a. Current and Relevant Work By Prime Applicant or Joint-Venture Members. Include <b>ONLY</b> Work Which Best Illustrates Current Qualifications in The Areas Listed in The DSB Advertisement (List Up To But Not More Than 5 Projects).					
a. Project Name and Location Principal-in-Charge	b. Brief Description of Project and Services (Include References to Areas of Experience Listed in DSB Advertisement)	c. Client's Name, Address and Phone Number. Include Name of Contact Person	d. Completion Date (Actual or Estimated)	e. Project Cost (In Thousands) Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) Allegheny Riverfront Green Boulevard; Pittsburgh, Pennsylvania PIC: Jason Hellendrung PM: Brie Hensold	<p>Sasaki's efforts along the Allegheny River include creation of an overall open space plan for 6.5 miles from the Central Business District to the City limit. The open space plan includes access along the River with a trail, gathering points, and river access points; to the River from neighborhoods via priority green streets; and design of a multi-use bike path integrated into the Allegheny Valley Railroad right of way. Key components of the open space plan are stabilization of the riverbank, creation of riparian habitat, and separation of stormwater from the numerous combined sewers that flow into the River. As part of this last effort, three buried streams are being re-created as regenerative stormwater conveyance streams in the three concept plans.</p> 	Urban Redevelopment Authority of Pittsburgh Emily Mitchell, Project Manager Civic Building, 200 Ross St #6, Pittsburgh, PA 15219 412.255.6695	2013	N/A	580

<p>(2) Rebuild by Design; US Department of Housing and Urban Development, Ocean and Monmouth, New Jersey PIC: Jason Hellendrung PM: Brie Hensold</p>	<p>New Jersey's beaches compose a complex system of fluctuating populations, transit networks, settlement patterns, and ecological conditions that are unique to the Atlantic coast. Within this framework, there are three coastal landform typologies: barrier islands, the headlands, and the inland bay. Each offers unique characteristics and vulnerabilities, and they all appear in many other areas along the eastern seaboard. Sasaki's design evolves from not only a physical and ecological understanding of the three coastal typologies, but in fact a cultural understanding. Ultimately, the project goal is to protect future communities as well as the role of the beach as a cultural icon and economic driver for the Jersey Shore. To accomplish this, ecological relationships, beach infrastructure, tourism, and settlement patterns will be adapted to accommodate new modes of beach travel. Solutions for the three typologies will work in coordination and build off each other to create a new type of resiliency—one that not only protects the beach, but also enhances social capital and connectivity.</p>		<p>US Department of Housing and Urban Development Scott Davis 451 7th Street SW, Room 7286 Washington, DC 20410 202.402.5436</p>	<p>2014</p>	<p>N/A</p>	<p>150 (Competition Honorarium)</p>
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(3) Midtown Detroit  
 TechTown District;  
 Detroit, Michigan  
 PIC: D.Kenney  
 Planner: Caitlyn  
 Clauser  
 Urban Designer:  
 Romil Sheth

TechTown, an innovation district in Midtown Detroit, is brimming with potential. The nonprofit provides entrepreneurs and start-ups in Southeast Michigan with programs and partnering opportunities. The character of the area itself is unique, featuring building infrastructure that played an important role in the automotive innovations of a bygone era that is rich with opportunity for reuse. This year, Midtown Detroit Inc. held a design competition for a master plan of the area that would capitalize on existing energy and create new opportunities for synergy and growth. Sasaki's winning entry proposes program elements intended to create a vibrant neighborhood, facilitate collaboration, generate excitement, encourage experimentation, enhance connectivity with anchor institutions, and encourage regional support. In developing the official TechTown master plan, Sasaki defines an aspirational framework for the district, creating a magnetic identity, establishing an urban design framework, and defining catalytic projects for the TechTown buildings.

Underpinning the work is the goal of promoting creative collisions—bringing people together and inspiring new ideas. Innovation often comes through serendipitous meetings and creative clusters need places for unexpected encounters and observations. This can be achieved through relatively simple, but powerful strategic interventions: bars, coffee shops, shared offices, and well-designed public spaces that host a variety of uses and activities. In TechTown, the central Innovation Square, for example, hosts markets and food trucks in summer, skating and bonfires in winter. Pop-up collaboration cubes, the Brainstorming Grove, and the Fab Lab would provide a range of spaces for people to meet and collaborate.



Sue Mosey  
 Midtown Detroit, Inc.  
 3939 Woodward Avenue, Suite  
 100  
 Detroit, MI  
 313.420.6000

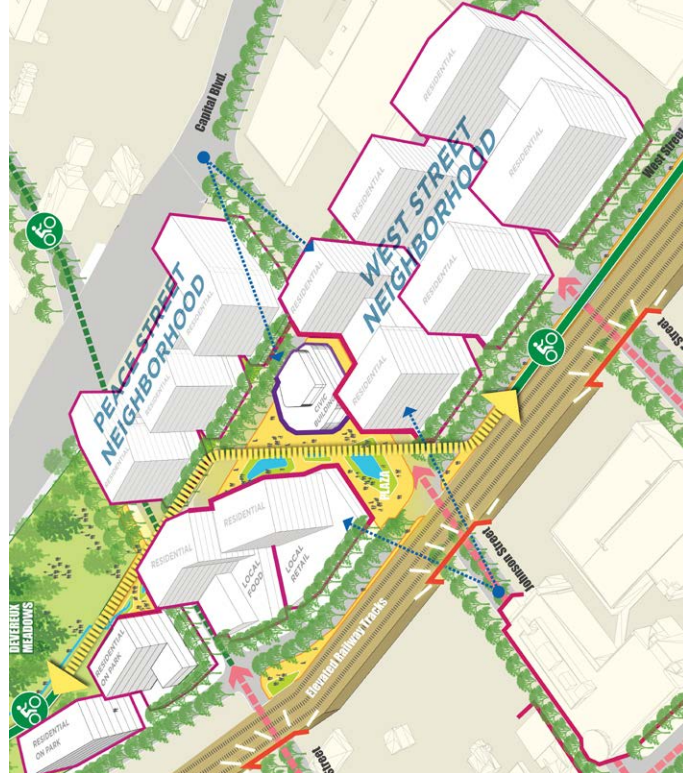
2013

N/A

300

(4) City of Raleigh  
 Downtown Master  
 Plan; Raleigh, North  
 Carolina  
 PIC: Fred Merrill  
 PM: Brie Hensold

Sasaki led the development of a downtown plan for Raleigh, North Carolina. Raleigh is a fast growing city, and the plan is working to focus future investments on ways to incentive growth and create a balance of residential and office development downtown, while protecting historic and district character and creating an authentic sense of place. Raleigh's downtown is an urban grid framed around a historic plan with a system of civic squares, many of which remain intact today. Programming and enlivening of these historic park squares, linked to surrounding economic development is a component of the plan.



Trisha L. Hasch  
 Urban Planner and Project  
 Manager  
 Raleigh Department of City  
 Planning  
 One Exchange Plaza, Suite 200  
 Raleigh, NC 27601  
 919.996.4641  
 trisha.hasch@raleighnc.gov

2015

N/A

350

(5) Burlington Parks Professional Master Plan; Burlington, Vermont  
 PIC: Gina Ford  
 PM: Brie Hensold

The City of Burlington, with over 40,000 residents, is Vermont's cultural capital and a regional destination for tourists and neighboring communities. For visitors and residents, Burlington's parks system is one of the city's primary attractions, especially the downtown and waterfront parks. Sasaki worked with Burlington's Parks and Recreation Department to develop a strategic master plan for elevating the city's 43 parks. The plan specifically emphasizes improving access to amenities, increasing department visibility, creating regional connections and fostering sustainability in parks maintenance and operations.

Throughout the planning process, the team has worked to identify and support opportunities for interdepartmental collaboration. This has included holding focus groups with City staff to insure the staff is enabled to implement the plan. The team has also guided public outreach, including open houses, stakeholder meetings and special events. Most recently, the planning team led a bike tour with City staff, the mayor and city residents. The bike gave residents the chance to engage with the design team and provide input into the process.

In addition to the master plan, Sasaki has helped the City pursue public funding by drafting concept plans and illustrative renderings for several capital improvement projects. Along with visualizing the projects, Sasaki has generated cost estimates and phasing plans for each proposal.



City of Burlington  
 Jesse Bridges, MPA  
 Director and Harbormaster  
 City Hall, 149 Church Street,  
 Burlington, VT  
 802.864.0123

2014

N/A

120

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrate Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only as Required For The Number of Sub-Consultants Requested In The Advertisement And They Must Be In The Format Provided.

Sub-Consultant Name: Toole Design Group

a. Project Name and Location Principal-in-Charge	b. Brief Description of Project and Services (Include References to Areas of Experience Listed in DSB Advertisement)	c. Client's Name, Address and Phone Number. Include Name of Contact Person	d. Completion Date (Actual or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) Cambridge Bicycle Master Plan, Cambridge, MA PIC: Nick Jackson	The City of Cambridge, MA is a national leader in walking and biking, boasting a 9% bicycle modeshare and a gold-level League of American Bicyclists Bicycle Friendly Community rating. Toole Design Group (TDG) is assisting the City of Cambridge produce its first comprehensive bicycle plan. This plan will guide future bicycling planning in order to achieve an even higher mode share and to become an "8-80" bicycling city, where all people feel comfortable and safe on bicycles.	City of Cambridge Cara Seiderman, Transportation Program Manager 344 Broadway Cambridge, MA 02139 617.349.4629 cseiderman@cambridgema.gov	June 2015	N/A	92
(2) Cambridge Bicycle Master Plan, Cambridge, MA PIC: Nick Jackson	Toole Design Group (TDG) was selected to provide on-call planning and design services for the City of Cambridge. One task assignment has included the redesign of the Waverly Street Extension in Cambridge, MA. TDG prepared a memorandum summarizing the findings of observations and the existing pedestrian and bicycle conditions. TDG assisted in developing several conceptual design options including treatments such as shared street, bicycle lanes, and extending the shared use path. With a preferred option selected, TDG assisted the project team in preparing the construction documents for installation.	City of Cambridge Cara Seiderman, Transportation Program Manager 344 Broadway Cambridge, MA 02139 617.349.4629 cseiderman@cambridgema.gov	January 2014	N/A	18
(3) Boston Complete Streets Design Guide, Boston, MA PIC: Jennifer Toole, AICP, ASLA	Toole Design Group (TDG) was the prime contractor for the City of Boston's Complete Streets Design Guidelines. The Guidelines represent a fundamental change in Boston's approach to street design and operations, in concert with Boston's vision for becoming a more walkable, bikeable, transit-friendly, and livable city. The Guidelines are structured around three major street design themes: multimodal, green and smart (use of technology in the public ROW). The Guidelines establish a new set of context-sensitive street types for Boston and include recommendations for minimum lane widths as well as dimensions for the different zones that make up sidewalks. The Guidelines also feature detailed intersection design guidance on topics ranging from pedestrian signal timing to separated bike lane (cycle track) design at intersections. TDG was responsible for all aspects of the project, including development of the guidelines, coordination between numerous city agencies and an advisory panel that included a wide array of stakeholders, and final publication and production of the guidelines. TDG is now serving as a consultant to the City to facilitate implementation of the guidelines.	Boston Transportation Department Vineet Gupta, Director of Planning One City Hall Square, Room 721 Boston, MA 02201 617.635.2756 vineet.gupta@cityofboston.gov	September 2013	N/A	468

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Sub-Consultant Name: Sitelab

a. Project Name and Location Principal-in-Charge	b. Brief Description of Project and Services (Include References to Areas of Experience Listed in DSB Advertisement)	c. Client's Name, Address and Phone Number. Include Name of Contact Person	d. Completion Date (Actual or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) Connect Kendall Square Open Space Competition Cambridge, MA PIC: Eleanor Pries	<p>SITELAB urban studio was one of four finalists for the Connect Kendall Square Open Space Competition for the City of Cambridge. The SITELAB Team designed and programmed the 4 feature parks, as well as three other "found" spaces (in redevelopment areas and narrowed streets), in a comprehensive "Commons" approach that increases open space for the district and considers the streets and the riverfront as the connective tissue. As Team Leader SITELAB provided the overall project vision, concept design, open space programming, strategy, and public outreach in a collaborative effort with Sasaki Associates, among other consultants.</p> <p>The SITELAB Team envisioned a future Kendall Square that is a magnet for public life, rooted in the Kendall DNA of water, innovation, and people, embedded with tactics for the neighborhoods to make each open park their own, and identifies the small steps and partnerships to accomplish the bold vision over time.</p>	Don Stastny Competition Coordinator dstastny@stasarch.com 503-703-8222	Competition Completed April 2015	N/A	50 (Competition Honorarium)
(2) Pier 70 Redevelopment (includes Pier 70 Phase Zero strategy of temporary events) PIC: Eleanor Pries (Design/Outreach/Phase Zero), Laura Crescimano (Strategy)	<p>SITELAB is leading the urban design, design leadership, programming, community outreach and engagement, and interim design/programming for this mixed-use district on a 35-acre waterfront site, adjacent to the last active shipyard left in San Francisco. The proposed concept plan is a vision for a dynamic, urban district. A compelling public realm with multiple open spaces (found, micro, large, waterfront), alleyways, and inviting streets defines the project; historic resources are imaginatively repurposed; the legacy of making and fabrication remains central to the neighborhood; and the waterfront takes center stage. Of the 35 acres, the plan includes 9 acres of open space linked throughout the site, activated by over 1 million sf of innovation offices in both restored and new buildings, up to 2000 residential units with 30% affordable housing, a dynamic ground plane of open spaces, stores, meeting spaces, art studios and maker hubs.</p>	Jack Sylvan VP of Development Forest City West 415.836.5980 (office) jacksylvan@forestcity.net	Entitlements in 2016	Construction cost available upon request	1,625

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Sub-Consultant Name: Sitelab

<p>(3) Napa Pipe Redevelopment Napa, CA PIC: Eleanor Pries</p>	<p>Napa Pipe is a 154-acre brownfield site in Napa County, CA adjacent to downtown Napa and alongside the Napa River. The site is a former location of the Kaiser Steel company's steel fabrication and contains many features of this industrial past. While the property is currently under Napa County jurisdiction it is projected to be annexed by the City of Napa and is under development by Napa Redevelopment Partners — all of which created complex phasing, as well as complex interests and issues. SITELAB was brought on to revise the physical land planning and urban design, strategize and write the Design Guidelines, as well as create widespread support and collaboration among all parties. The project has moved ahead with Phase I approvals for a mix of uses on 63 acres — including high density residential, neighborhood-serving retail, restaurants, hotel, office, light manufacturing, and open space.</p>	<p>Larry Florin Director of Housing Napa County 707-253-4621 larry.florin@countyofnapa.org</p>	<p>Project completed February 2015; Entitlements in March 2015</p>	<p>Construction cost available upon request</p>	<p>180</p>
<p>(4) 5M Project San Francisco, CA PIC: Laura Crescimano</p>	<p>SITELAB urban studio is leading the urban design, design leadership, programming, public realm, visualization and outreach for the 5M Project in SOMA neighborhood. The project at the intersection of downtown San Francisco and the grittier, SOMA (South of Market) creative district. The 4-acre project includes the historic San Francisco Chronicle Building, Camelline Building and a series of vacant lots, parking lots and industrial buildings.  5M pilots an innovative approach to the reuse of underutilized buildings and formerly light industrial site, iteratively turning it into a next-generation urban district for the “creative” economy, animated by a cultivated ground plane of public and creative uses. A critical component of the first phase has been linkages to the surrounding community and creative organizations with a curated program of user-driven events, community programming and artwork.</p>	<p>Alexa Arena Senior Vice President Forest City West 415.836.5980 (office) alexaarena@forestcity.net</p>	<p>Entitlements in 2016</p>	<p>Construction cost available upon request</p>	<p>850</p>
<p>(5) Urban Prototyping / Tactical Urbanism Consulting PIC: Eleanor Pries</p>	<p>SITELAB is involved with a number of urban prototyping projects in San Francisco. These projects are small, temporary in nature, and fabrication oriented. In this case, it is the accumulation of multiple small projects that is more important than any specific one. SITELAB's experience includes the planning, design, program structure, implementation process, funding, lessons learned, and in some cases actual fabrication. All of these projects involve an economy of scale, attention to time / phasing / budget, a commitment to the public realm, active uses related to food, play, open space, technology and ecology, and collaboration among public and private sectors, community members and fabricators.</p>	<p>Paul Chasan SF Parklet Program Director City of San Francisco 415.575.9065 (office) paul.chasan@sfgov.org</p>	<p>Varies (typical duration 2-6 months)</p>	<p>Varies (\$3,000-\$15,000)</p>	<p>Varies (\$1,000 honorarium - \$5,300 fee)</p>



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Sub-Consultant Name: McMahan Associates					
a. Project Name and Location Principal-in-Charge	b. Brief Description of Project and Services (Include References to Areas of Experience Listed in DSB Advertisement	c. Client's Name, Address and Phone Number. Include Name of Contact Person	d. Completion Date (Actual or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) Design Services for Kendall Square/Main Street Project Cambridge, MA  PIC: Gary R. McNaughton, P.E., PTOE	McMahon guided the data collection and technical analysis for transportation improvements for the Kendall Square—Central Square (K2C2) Master Plan and Main Street design. McMahon's work included analysis of a new street connection to improve transit connections and access to Main Street. McMahon developed a range of options to accommodate traffic and bus service, while prioritizing pedestrian and bicycle access. In addition, McMahon also completed a critical sums analysis of thirteen intersections as a planning tool to assist the city in evaluating a 20-year buildout scenario. The final design plans prepared by the team to reconstruct Main Street include a new connection to Third Street. McMahon designed the traffic signal to accommodate the connection, including a cycle track, bike boxes (exclusive bicycle waiting area located ahead of a vehicle stop bar) and a contraflow bike lane. McMahon developed the curbside plan including removal of a pedestrian signal, and allocation of space for MBTA bus stops, private shuttle locations and loading and deliveries.	City of Cambridge Kathy Watkins, City Engineer 344 Broadway, Cambridge, MA 02139 617.349.4751	2015 (Estimated)	\$5,000 (Construction)	225
(2) Casey Arborway Project Boston, MA  PIC: Gary R. McNaughton, P.E., PTOE	McMahon provided transportation engineering services on the design team for the Casey Arborway Project. The structurally deficient Casey Overpass, which is part of the Arborway (Route 203) needs to be removed. In the planning stage, McMahon undertook a vast multimodal data collection effort, determined existing and projected traffic volumes, analyzed the traffic operations, prepared VISSIM traffic simulations, developed conceptual designs for both at-grade and bridge replacement alternatives, and participated in extensive public outreach. The study area is located in the vicinity of the Forest Hills MBTA Station in the Jamaica Plain section of Boston, and the concepts developed were multimodal in nature. McMahon coordinated with the City of Boston and the Central Transportation Planning Staff (CTPS) to develop the future volume projections for the transportation modes. The evaluations of the alternatives considered local and regional elements; mobility and livability issues including operations; enhancements for the connectivity between business, residential, and recreational uses; and the restoration of the Emerald Necklace connection through this corridor.	MassDOT Steve McLaughlin, Project Manager 10 Park Plaza, Suite 6500, Boston, MA 02116 (617) 973-7245	2016 (Estimated)	\$63,000 (Construction)	1,000

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Sub-Consultant Name: McMahan Associates				
(3)	<p>EZRide Shuttle Service Phase III Study Cambridge, MA</p> <p>PIC: William T. Steffens</p>	<p>McMahon assisted the Charles River Transportation Management Association (CRTMA) in evaluation of its EZRide shuttle service in Cambridge, MA. EZRide is a private shuttle providing high frequency circulator service, linking residences, workplaces, retail areas, with buses, transit, and commuter rail at Kendall Square, Lechmere and North Stations in Boston, MA.</p> <p>McMahon completed an analysis of the existing service, currently carrying over 2,400 passengers per day, as a precursor to developing plans for a future phase of service operations. Analysis of existing service included extracting Automatic Passenger Count data from the NextBus dataset and assisting CRTMA with a targeted bus deployment plan to create a reliable dataset from which ridership patterns could be established.</p>	<p>Charles River Transportation Management Association (CRTMA)</p> <p>Jim Gascoigne, Executive Director P.O. Box 425255, Cambridge, MA 02142 (617) 324-6119</p> <p>2015 (Actual)</p> <p>N/A</p> <p>50</p>	
(4)	<p>Newmarket Industrial District Parking Supply and Demand Study Boston, MA</p> <p>PIC: William T. Steffens</p>	<p>McMahon led the consultant team for this parking supply and demand study. The Newmarket Industrial District is one of Boston's oldest and most concentrated industrial districts, involving a significant supply and demand for both on- and off-street parking. McMahon performed the data collection and analysis for parking utilization and coordinated subconsultants in completing the stakeholder interviews and future demand projection, parking costs, and supply alternatives. McMahon also compiled the final report presenting all of the findings and recommendations to the EDIC for future parking supply and management in the Newmarket district.</p>	<p>Economic Industrial Development Corporation/Boston Redevelopment Authority Dolores Fazio, Project Architect Boston Redevelopment Authority One City Hall Square, Boston, MA 02201 (617) 918-6209</p> <p>2011 (Actual)</p> <p>N/A</p> <p>31</p>	
(5)	<p>Route 28/Main Street Transportation Master Plan Falmouth, MA</p> <p>PIC: Gary R. McNaughton, P.E., PTOE</p>	<p>McMahon has been retained by the Town of Falmouth, MA to prepare a transportation master plan for a 2.5 mile section of the Route 28 and Main Street corridor. In conjunction with the proposed water/sewer line replacement project, the Town is seeking to coordinate potential transportation infrastructure improvements identified from the transportation master plan. As part of this project, McMahon will evaluate existing transportation conditions and safety issues at nine identified intersections as well as the corridor-wide improvements. In addition, issues related to pedestrian and bicycle accommodations, public transportation options, parking, truck routing and signage wayfinding will be addressed during the study. Short- and long-term improvements will be identified and conceptual designs will be prepared. The improvements will follow MassDOT's guidelines for complete streets. A final transportation master plan report will be prepared for the Town with proposed recommendations for future improvements. Stakeholder and public outreach will be coordinated throughout the project.</p>	<p>Town of Falmouth Brian Currie, Planner Planning Office, 59 Town Hall Square, Falmouth, MA 02540 (508) 495-7440</p> <p>2015 (Estimated)</p> <p>N/A</p> <p>75</p>	

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Sub-Consultant Name: HR+A

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				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) D Street Programming Boston, MA PIC: Kate Coburn	Playing an integral role in the program design and implementation of the Lawn on D in coordination with Sasaki. Also created a retail development strategy for a multi-block area adjacent to the Boston Convention and Exhibition Center (BCEC).	Massachusetts Convention Center Authority 415 Summer St, Boston, MA 02210 Ali Butler Abutler@massconvention.com 617-954-1151	2015	N/A	416
(2) On-Call Advisors for the Cambridge Redevelopment Authority, Foundry Building and Affordable Housing Analysis Cambridge, MA PIC: Shuprotim Bhaumik	Produced financial feasibility analysis of alternative reuse possibilities for the Foundry Building. Conducted a market and financial feasibility analysis for affordable housing development as part of the Kendall Square Urban Renewal Plan (KSURP).	Cambridge Redevelopment Authority One Cambridge Center, 4th Floor, Cambridge, MA 02142 Tom Evans, Executive Director tevans@cambridgeredevelopment.org 617-492-6800	2015	N/A	63.5
(3) Downtown Raleigh Experience Raleigh, NC PIC: Kate Collignon	Serving as the real estate and economic development lead as part of a multidisciplinary team led by Sasaki Associates that is creating the new Downtown Raleigh Experience Plan.	City of Raleigh, Dept. City Planning 1 Exchange Plaza, Raleigh NC, 27601 Trisha Hasch, Project Manager trisha.hasch@raleighnc.gov 919-996-4641	2015	N/A	50
(4) Project Management and Advisory Services for One New York City New York City, New York PIC: Jamie Torres Springer, Kate Collignon	Helped to lead a multi-agency, cross-disciplinary planning effort that resulted in release of the City's long-term plan, known as OneNYC, in 2015. Prepared an analysis of the economic, demographic, and environmental trends influencing the city leading to the development of the Plan's economic, transportation, and housing initiative.	City of New York, Mayor's Office of Sustainability 235 Broadway, New York, NY 1007 Nilida Mesa, Director nmesa@cityhall.nyc.gov 212-788-7772	2015	N/A	1,260
(5) Greensboro Cultural District & Downtown Consolidated Plan Greensboro, NC PIC: Candace Damon	Developed a Consolidated Plan and implementation strategy for downtown Greensboro that will generate economic returns, spur further revitalization, and link downtown to other areas of strength.	Action Greensboro 203 S Church St, Greensboro, NC 27401 April Harris, Executive Director Action Greensboro aharris@actiongreensborog.org 336-379-0821	2010	N/A	89.2

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Sub-Consultant Name: Level					
a. Project Name and Location Principal-in-Charge	b. Brief Description of Project and Services (Include References to Areas of Experience Listed in DSB Advertisement)	c. Client's Name, Address and Phone Number. Include Name of Contact Person	d. Completion Date (Actual or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) Princeton University Campus Master Plan, Princeton, NJ PIC: Byron Stigge	Princeton University is engaged in a long-range planning effort to envision how the campus will evolve and expand over the next 30 years. The planning assignment includes evaluating the evolution of real estate assets; the applicability of growth, density, transportation and mixed-use planning principles; schemes to reduce carbon output; and the relationship between land use planning and academic pedagogy. Services: Sustainability Planning, Resilience Strategy	Princeton Master Plan Warren Price Urban Strategies 197 Spadina Avenue, Suite 600 Toronto, ON Canada M5T 2C8 tel 416 340 9004 wprice@urbanstrategies.com	2017	N/A	180
(2) Hudson Square Sustainability Plan New York, NY PIC: Byron Stigge	The Hudson Square Sustainability District project was a pilot project to demonstrate how PlanNYC's carbon emissions reductions, stormwater management, and open space targets could be implemented in high density, mixed-use neighborhoods in New York City. An effort orchestrated by development titan and stakeholder Trinity Real Estate, the project sought to study how the district could meet PlanNYC's ambitious 30% carbon emissions reduction goal by 2030. While at a previous employer, Byron Stigge led the sustainability, energy, and carbon reduction modeling, investigating dozens of energy efficient initiatives and comparing their cost savings. The implemented initiatives included green-streets measures such as bioswales, LED street lighting, district energy co-generation concepts, green roof strategies, and lighting retrofits.	Hudson Square Sustainable Master Plan John Alschuler HR&A Advisors 99 Hudson St New York, NY 10013 (212) 977-5597 jalschuler@hraadvisors.com	2009	N/A	250
(3) Sustainable Urban Energy and Emissions Planning Guidebook Southeast Asia PIC: Byron Stigge	The Sustainable Urban Energy and Emissions Planning Guidebook (SUEEP) was designed to facilitate energy planning and green growth strategy creation for cities in Southeast Asia. The guidebook outlines a 14-step process for developing institutional capacity to improve energy and emissions performance, and concludes with a short list of high-priority energy efficiency programs. This process helps to align overarching city goals of growth and inclusivity while addressing both energy and greenhouse gas emissions concerns. While at a previous employer, Byron Stigge led the creation of the SUEEP framework document and orchestrated the pilot city mission in Surabaya, Indonesia. In addition to Surabaya, Stigge tested the SUEEP guidebook on two other rapidly growing cities in Southeast Asia: Cebu, Philippines and DaNang, Vietnam.	Sustainable Urban Energy and Emissions Planning Guidebook (SUEEP) Dejan Ostojic World Bank Group Southeast Asia Energy Sector 1818 H St NW Washington, DC 20433 dostojic@worldbank.org	2012	N/A	220

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement and They Must Be In The Format Provided.				
Sub-Consultant Name: Level				
(4) AVerne East New York, NY PIC: Byron Stigge	<p>AVerne East is a master plan for an 80-acre site in Far Rockaway, Queens planned to accommodate 1,500 housing units and 300,000sf of retail. Located in a FEMA Special Flood Hazard Area Zone, the oceanfront site is particularly vulnerable to flooding both from coastal storm surge from the ocean as well as from still-water flooding from Jamaica Bay. The master plan also includes resiliency strategies for power, water and wastewater, transportation and evacuation and locations for community disaster recovery centers. LEVEL provided technical support for the resiliency strategies through a collaborative design process with the entire master planning team. The design was intended to be a model for a new type of coastal development which includes ecological dune protection, 100% on-site renewable energy, 100% on-site wastewater treatment and recycling, a wasteto- energy facility, and stormwater drainage plans</p>	<p>2014</p>	<p>N/A</p>	<p>55</p>
(5) 100 Resilient Cities Global Cities PIC: Byron Stigge	<p>100 Resilient Cities is an initiative that seeks to help cities develop the capacity to prepare for the increasing shocks of the 21st century. The organization defines resilience as "the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience." Simply put, resilience enables people to bounce back stronger after tough times, and live better in good times. In collaboration with HR&amp;A, LEVEL is developing Resilience Plans for 6 of the first round of 32 selected cities. Through participation in the Resilience Workshops and the City Resilience Plan outputs of the 100RC program, LEVEL is providing technical support to the resilience diagnostic and risk assessment aspects of the planning assignment. Aside from working specifically on the six cities, LEVEL is contributing to the development of the City Resilience Framework for the entire 100 RC initiative, making customized tools that help each city understand its respective risks and opportunities..</p>	<p>2015</p>	<p>N/A</p>	<p>75</p>

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrate Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only as Required For The Number of Sub-Consultants Requested In The Advertisement And They Must Be In The Format Provided.

Sub-Consultant Name: Harvard Center for Health and the Global Environment

a. Project Name and Location Principal-in-Charge	b. Brief Description of Project and Services (Include References to Areas of Experience Listed in DSB Advertisement)	c. Client's Name, Address and Phone Number. Include Name of Contact Person	d. Completion Date (Actual or Estimated)	e. Project Cost (in Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was Responsible
(1) Health and Places Initiative (HAPI) US (Harvard) and China PIC: Gary Adamkiewicz	Our multidisciplinary team (comprised of researchers from the Harvard School of Public Health and the Harvard Graduate School of Design) engaged in two year collaboration to prepare best practice design information for cities in China to promote health. I led the Ecological Infrastructure Group.	This work was executed through a gift to Harvard provided by the Charoen Pokphand Group (CP), a Thailand-based company with broad interests in agriculture and commercial real estate development.	Phase 1: September 2014	N/A	800 (2 year total project)
(2) Health and Places Initiative (HAPI) US (Harvard) and China PIC: Linda Powers Tomasso	Researchers from HSPH and the GSD have collaborated to adapt sustainable buildings standards to a southern Chinese setting (drawing on LEED, Envision, and 3 Star). I contributed to the Biophilic and Biomimetic Design section.	This work was executed through a gift to Harvard provided by the Charoen Pokphand Group (CP), a Thailand-based company with broad interests in agriculture and commercial real estate development.	Phase 2: July 2015	N/A	800 (2 year total project)
(3) Natural Environments Initiative Cambridge, MA PIC: Jack Spengler & Julia Africa	I won a grant from the Radcliffe Center for Advanced Studies at Harvard which, in conjunction with additional money from the National Park Service, supported a meeting of international and domestic researchers on the benefits of natural environments to health outcomes. The work resulted in a collaborative paper ( <a href="http://www.chgeharvard.org/NE_Paper">www.chgeharvard.org/NE_Paper</a> ) released in the fall of 2014.	I executed this work on behalf of the Center for Health and the Global Environment (where I lead the Nature, Health and the Built Environment Program). <a href="http://www.chgeharvard.org">www.chgeharvard.org</a>	October 2013	N/A	30 (combined funds from Harvard and the NPS)
(4) Arup & Partners, LTD. San Francisco, California PIC: Joshua Cushner	I am supporting Arup acoustical engineers in the design of research on and implementation of a biophilic soundscape environment for a corporate campus setting. Goals include improvements in employee well-being, health and performance.	Joshua Cushner 560 Mission Street Suite 700 San Francisco CA 94105 T+1 415 957 9445	2016 (fall)	N/A	600
(5) Urbanism, Spirituality and Wellbeing PIC: Jack Spengler Ahmed Ragab	I provided administrative and organizational support in the fall of 2012 for a year long initiative organized by Professors from HSPH, the GSD, and the Harvard Divinity School to convene three public seminars on the past, present and future of scholarship on urbanism, spirituality and wellbeing.	Professors Jack Spengler, Ahmed Ragab, Harvey Cox, and GSD affiliate Nadar Ardalén	2012-2013	N/A	10

9. List All Projects Within The Past 5 Years For Which Prime Applicant Has Performed, Or Has Entered Into a Contract To Perform, Any Design Services For All Public Agencies Within The Commonwealth.

<b># of Total Projects: 17</b>		<b># of Active Projects: 4</b>		<b>Total Construction Cost (In Thousands) of Active Projects (excluding studies):</b>		<b>\$157,000</b>	
Role P, C, JV *	Phases St., Sch., D.D., C.D., A.C.*	Project Name, Location and Principal-in-Charge:	Awarding Authority (Include Contact Name and Phone Number)	Construction Costs (In Thousands) (Actual or Estimated if Not)	Completion Date (Actual or Estimated) (R)Renovation or (N)New		
P	Sch., D.D., C.D., A.C.	1. Bruce C. Bolling Municipal Office Facility; Roxbury, MA PIC: F. Crowell	City of Boston Public Facilities Department Tom Leahy, Project Manager (617) 653-3408	\$115,000	2014 (N)		
P	St., Sch., D.D., C.D., A.C.	2. Bristol Community College Technology & Learning Center; Fall River, MA PIC: F. Crowell	DCAMM Duncan Grant (617) 727-4050	\$42,000	2014 (N) 2016 (R)		
C	St.	3. Mass Bay Community College New Downtown Framingham Campus; Framingham, MA PIC: J. Hibbard	Division of Capital Asset Management and Maintenance Selena Goldberg (617) 727-4050 x 442	\$190 (fee)	2014 (N)		
P	St., Sch., D.D., C.D.	4. University of Massachusetts Amherst Recreation Center; Amherst, MA PIC: D. Dymecki	UMASS Building Authority Joe Brady (617) 287-7000	\$38,600	2009 (N)		
P	St., Sch.	5. Boston Convention and Exhibition Center Urban Design Services; Boston, MA PIC: F. Merrill	Massachusetts Convention Center Authority Howard Davis (617) 603-4007	\$250 (fee)	2014		
P	St.	6. Westborough State Hospital Reuse and Parcelization Plan; Westborough, MA PIC: F. Merrill	Division of Capital Asset Management and Maintenance Mary Beth Clancy (617) 727-4050	N/A	2014		
P	D.D.	7. Massachusetts Convention Center Authority Information Desk Design; Boston, MA PIC: E. Meek	Massachusetts Convention Center Authority James Folk (617) 954-2067	\$1,500 (fee)	2013		
P	St.	8. Massachusetts Maritime Academy Master Plan Update; Boston, MA PIC: J. Miner	Commonwealth of Massachusetts Selena Goldberg (617) 727-4050 x 442	\$121 (fee)	2013		
P	St.	9. UMASS Medical Center/ Memorial Hospital/ Worcester State Hospital Joint Master Plan; Worcester, MA PIC: F. Merrill	Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance Melissa Robin, Project Director (617) 727-4050	\$200 (fee)	2012		

\*P= Principal; C = Consultant; JV = Joint Venture; St. = Study; Sch. = Schematic; D.D. = Design Development; C.D. = Construction Documents; A.C. = Administration

Role P, C, JV *	Phases St., Sch., D.D., C.D., A.C.*	Project Name, Location and Principal-in-Charge:	Awarding Authority (Include Contact Name and Phone Number)	Construction Costs (In Thousands) (Actual or Estimated if Not)	Completion Date (Actual or Estimated) (R)Renovation or (N)New
P	St., Sch., D.D., C.D., A.C.	10. DCU Center Renovation and Addition; Worcester, MA PIC: C. Sgarzi	City of Worcester Rob Antonioli, Jr. (508) 799-1190	\$30,000	2011 (R)
P	St., Sch., D.D., C.D., A.C.	11. Hynes Convention Center Interior Renovations; Boston, MA PIC: E. Meek	Massachusetts Convention Center Authority James Rooney, Executive Director (617) 269-4924	\$250 (fee)	2010 (R)
P	St., Sch., D.D., C.D., A.C.	12. Watertown Riverfront Restoration Project; Watertown, MA PIC: M. Dawson	Department of Conservation and Recreation, the City of Watertown, Perkins School for the Blind, the Lawrence and Lilian Solomon Fund, the Watertown, Stewardship Group	\$240	2010 (R)
P	St.	13. Fernald School Reuse Plan; Waltham, MA PIC: F. Merrill	Division of Capital Asset Management and Maintenance Nicholas Tseparlis (617) 727-8090 x 245	\$250 (fee)	2010 (R)
P	St	14. Boston Convention and Exhibition Center Master Plan; Boston, MA PIC: F. Crowell	Massachusetts Convention Center Authority James Rooney, Executive Director (617) 269-4924	N/A	2009 (R)
P	St., Sch.	15. Boston Convention Center Hotel Concept Design; Boston, MA PIC: F. Crowell	Massachusetts Convention Center Authority James Rooney, Executive Director (617) 269-4924	\$114 (fee)	2009 (N)
P	St.	16. Pittsfield Economic Development Authority Strategic Plan; Pittsfield, MA PIC: J. Hollywood	Pittsfield Economic Development Authority William M. Hines, Sr. (413) 494-7332	\$480 (fee)	2009 (R)
P	St.	17. Salem State University Master Plan Update; Salem, MA PIC: J. Miner	Salem State University Beth Anne Bower (978) 542-7757	\$300 (fee)	2012 (N)
P	St.	18. New Bedford Waterfront Plan; New Bedford, MA PIC: Brie Hensold	New Bedford Redevelopment Authority Derek Santos, Executive Director (508) 991-3122	N/A	2015 (N)

\*P= Principal; C = Consultant; JV = Joint Venture; St. = Study; Sch. = Schematic; D.D. = Design Development; C.D. = Construction Documents; A.C. = Administration



10. Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants For The Proposed Project. If needed, Up To Three, Double-Sided 8 1/2" X 11" Supplementary Sheets Will Be Accepted. **APPLICANTS ARE ENCOURAGED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE APPLICATION EVALUATION - PROJECT EXPERIENCE REQUESTED IN THE ADVERTISEMENT.**

**In addition to much of the recent and ongoing work that our project partners have conducted with the City of Cambridge, we have provided a summary of our project experience on the following three pages. More detailed descriptions and information can be found in our Project Experience section.**

11. Professional Liability Insurance:  
 Name of Company ACE AMER INS CO Aggregate Amount \$3,000,000 per claim Policy Number EONG24588452 Expiration Date 6/01/2016

12. Have Monies been paid by you, or on your behalf, as a result of Professional Liability Claims (in any jurisdiction) occurring within the last 5 years and in excess of \$50,000 per incident? Answer **YES** or **NO**. If YES, please include the name(s) of the Project(s) and Client(s), and an explanation (attach separate sheet if necessary).

**YES-CLAIMS PENDING:**

US Capitol Visitor Center, Washington, DC: This is a post-construction claim. Disputed amounts are within insurance limits.  
Fordham University, Bronx, NY: This is a trip and fall case in which Sasaki is one of several defendants. Disputed amounts are within insurance limits.  
Stony Brook Recreation Center, Stony Brook, NY: This is a soil remediation claim by the Contractor in which Sasaki is one of several defendants. Disputed amounts are within insurance limits.

13. Name of Sole Proprietor of Names Of All Firm Partners and Officers:

Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline
N/A							

14. If Corporation, Provide Names of All Members Of The Board of Directors:

a. Sumner Fiske Crowell	President	AR 4758	Current, Architecture
c. Mark O. Dawson	Vice President	N/A	Landscape Architecture
d. Vinicius Gorgati	Secretary/Treasurer	AR 20084	Current, Architecture

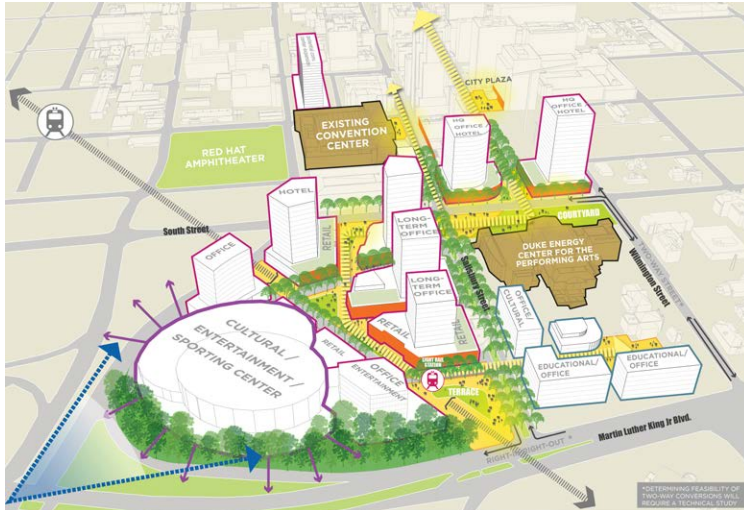
15. Names of All Owners (Stock Or Other Ownership):

a. Sumner Fiske Crowell	50%	AR 4758	Current, Architecture
b. Vinicius Gorgati	50%	AR 20084	Current, Architecture

16. I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. I further certify that this firm is a "Designer", as that term is defined in Chapter 7, Section 36A1/2 of the General Laws, or that the services required are limited to construction management or the preparation of master plans, studies, surveys, soil tests, cost estimates or programs. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury.

Submitted By B Hensold Printed Name and Title Brie Hensold, Principal-in-Charge Date June 24, 2015  
 (Signature)

# 10. PROJECT EXPERIENCE (PAGE 1 OF 3)



## CITY OF RALEIGH DOWNTOWN MASTER PLAN

RALEIGH, NORTH CAROLINA

Sasaki led development of a downtown plan for Raleigh, North Carolina. Raleigh is a fast growing city, and the plan is working to focus future investments on ways to incentive growth and create a balance of residential and office development downtown, while protecting historic and district character and creating an authentic sense of place. Raleigh's downtown is an urban grid framed around a historic plan with a system of civic squares, many of which remain intact today. Programming and enlivening of these historic park squares, linked to surrounding economic development is a component of the plan.

### FIRM INVOLVEMENT

Sasaki (lead), HR+A

## SCENARIO SUMMARY

	POPULATION 2040	EMPLOYMENT 2040	POPULATION GROWTH 2010-2040	EMPLOYMENT GROWTH 2010-2040	NEW PARKS AND CONSERVATION LAND	NEW HOMES (IF AND TYPE)	NEW ABANDONED HOMES	ACRES OF OUTWARD MIGRATION	LANE MILES OF NEW ROADS
<b>TREND</b>	3,914,600 residents	1,839,800 jobs	93,430 new residents	108,100 new jobs	121,500 new acres of parks and conserved land	276,800 New housing units 20% 100% 80%	174,900 New abandoned housing units	23,400 Acres consumed by outward migration	3,100 Lane miles of new roads
<b>GROW THE SAME</b>	4,696,400	2,232,700	875,000	501,000	121,500	546,000 New housing units 20% 80% 100%	93,100	48,400	6,000
<b>DO THINGS DIFFERENTLY</b>	3,914,600	1,839,800	93,430	108,100	288,500	120,000 New housing units 20% 80% 100%	19,800	4,100	700
<b>GROW DIFFERENTLY</b>	4,696,400	2,232,700	875,000	501,000	205,600	459,000 New housing units 20% 80% 100%	2,400	29,800	2,400

Legend of Housing

## VIBRANT NEO 2040

NORTHEAST OHIO

Vibrant NEO 2040 was a regional planning effort spanning a 12-county area of Northeast Ohio, including the Cleveland, Akron, and Youngstown metro areas. The Sasaki team developed guidelines and recommendations at multiple scales and for a diverse range of community-types, including several major downtown areas. In this context, key themes included economic development, finance, transportation, redevelopment, land use, urban design, recreation, and the environment. When planning for downtown reinvestment, special consideration was paid to the coordination of public and private entities and specific enabling legislature and financing strategies. To validate its recommendations, Sasaki implemented customized economic forecasting and spatially-calibrated fiscal impact models to test various kinds of development and infrastructure.

### FIRM INVOLVEMENT

Sasaki



## ALLEGHENY RIVERFRONT GREEN BOULEVARD STUDY

PITTSBURGH, PENNSYLVANIA

Sasaki is leading the Allegheny Riverfront Green Boulevard (ARGB) study, an initiative to transform 6.5 miles of the Allegheny Riverfront from downtown to the city limit. The project will connect neighborhoods to the riverfront, and reimagine Pittsburgh as a river city. The project is focused on five tasks: integration of a commuter rail into the Allegheny Valley Railroad freight corridor along with a multi-use path; station area planning around the proposed station areas and station design; creation of a new riverfront open space system with access points, habitat and ecological enhancements, and riverbank stabilization; public outreach to engage the Pittsburgh community in this process; and overall project management.

### FIRM INVOLVEMENT

Sasaki



## KENDALL CONNECTS

CAMBRIDGE, MASSACHUSETTS

SITELAB urban studio was one of four finalists for the Connect Kendall Square Open Space Competition for the City of Cambridge. The SITELAB Team designed and programmed the 4 feature parks, as well as three other “found” spaces (in redevelopment areas and narrowed streets), in a comprehensive “Commons” approach that increases open space for the district and considers the streets and the riverfront as the connective tissue. As Team Leader SITELAB provided the overall project vision, concept design, open space programming, strategy, and public outreach in a collaborative effort with Sasaki Associates, among other consultants.

### FIRM INVOLVEMENT

SITELAB [lead], Sasaki

## 10. PROJECT EXPERIENCE (PAGE 2 OF 3)



### REBUILD BY DESIGN

OCEAN AND MONMOUTH, NEW JERSEY

An initiative of the Hurricane Sandy Rebuilding Task Force, Rebuild by Design is a competition that asks some of the world's most talented design professionals to envision solutions that increase resilience across the Sandy-affected region. Leveraging nontraditional partnerships among designers, scientists, the local communities, and the federal government, Rebuild by Design is developing resilience solutions that are locally contextual, but also regionally scalable. Selected proposals will be implemented through both public and private funding. Sasaki's proposal—selected as one of 10 from the 148 proposals submitted from around the world—focuses on resiliency for the Jersey Shore. Our vision for an overall framework is built upon one of the Jersey Shore's most valuable assets: the beach.

### FIRM INVOLVEMENT

Sasaki, working alongside HR+A and Level



### TECHTOWN INNOVATION DISTRICT

DETROIT, MICHIGAN

TechTown—an emerging knowledge district in Midtown Detroit—is currently characterized by surface parking, vacant properties, and inward-facing, siloed hubs of activity. The TechTown Plan articulates an inspiring vision for the revitalization of the district. Developed in collaboration with Midtown Detroit Inc. and U3 Ventures, the plan accelerates innovation, promotes entrepreneurship, and builds community around the generation of ideas in a vibrant, mixed-use setting. Leveraging the potential of key institutional anchors within the district (Wayne State University, College for Creative Studies, and Henry Ford Health System), the plan creates an environment that fosters knowledge generation and innovation. The plan repurposes the historic building stock with uses that support innovation and create vibrancy, and also strengthens connections within Midtown Detroit and to surrounding neighborhoods. Environmental, economic, and cultural sustainability are foundational elements of the plan. Public open space improvements create a walkable district that reduces demand for parking, and provide access to light rail transit.

### FIRM INVOLVEMENT

Sasaki



## PITTSBURGH HILL DISTRICT

### PITTSBURGH, PENNSYLVANIA

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

The master planning process engaged Hill District residents, neighborhood leaders, local foundations, and city agencies in developing goals and strategies for regeneration and redevelopment. Sasaki also helped these parties establish criteria for evaluating proposed residential, commercial, and institutional investment and development in the future. The master plan and development strategy resulted in a physical plan that provides a strategic foundation for guiding ongoing public, private, and institutional investment in the Greater Hill District, as well as a strategic implementation plan to guide high-priority propositions and projects for specific locations. The master plan also includes recommended program initiatives for projects to assist the Hill District meet its goals for improving the quality of life for residents while contributing to the city's broader regeneration goals.

### FIRM INVOLVEMENT



## BRIDGEPORT PARKS

### MASTER PLAN

### BRIDGEPORT, CONNECTICUT

As Connecticut's largest city with a growing population, Bridgeport's park system will play a critical role in the future health of the City's ecosystem, economy, and community. The City recently recognized the need to develop a parks master plan to set forth a vision for its parks system with consideration of neighborhood needs, recreation, historic and cultural identity, circulation, design of open space, maintenance, and sustainability. The Parks Vision will provide a new legacy for Bridgeport: an interconnected network of historic and community parks that respects and sustains the Park City tradition while endowing future generations with healthier ecological, social and economic environments.

### FIRM INVOLVEMENT

Sasaki

## 10. PROJECT EXPERIENCE (PAGE 3 OF 3)



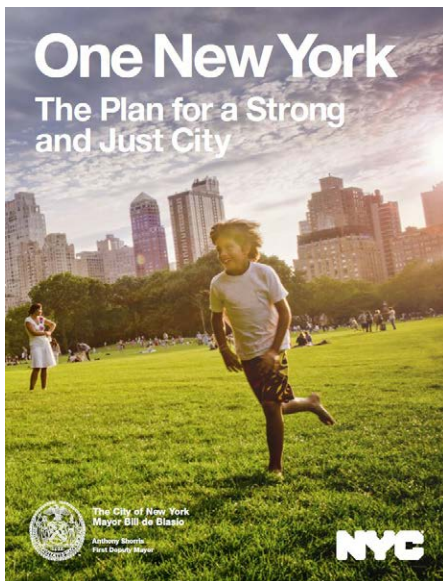
### LAWN ON D

BOSTON, MASSACHUSETTS

Sasaki brings The Lawn on D to life as a key component of a larger urban design collaboration with our friends at Utile, Inc. for the Massachusetts Convention Center Authority (MCCA). This ambitious initiative seeks to transform D Street through a carefully choreographed re-development of several connected parcels of land along its length. The ultimate goal of this effort is to create a vibrant and innovative urban district that will support the recently approved upcoming BCEC expansion and bolster surrounding neighborhoods.

### FIRM INVOLVEMENT

Sasaki [lead], HR+A



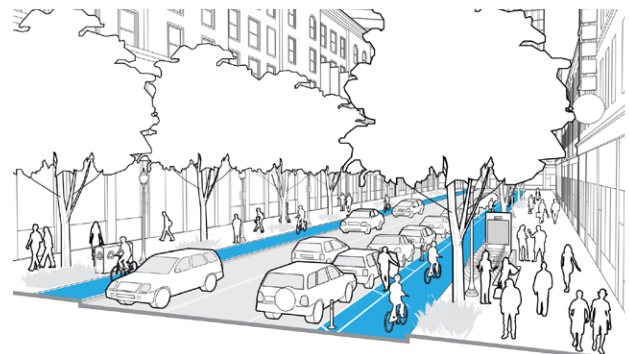
### ONE NEW YORK

NEW YORK, NEW YORK

On behalf of the Office of the Mayor of New York City, HR&A helped to lead a multi-agency, cross-disciplinary planning effort that resulted in release of the City's long-term plan, known as OneNYC, in 2015. OneNYC is a successor to the City's PlaNYC strategic plans of 2007 and 2011, for which HR&A also provided policy support, and PlaNYC: A Stronger, More Resilient New York, prepared in the aftermath of Hurricane Sandy, for which an HR&A Partner served as Deputy Director. OneNYC advanced many of the innovative sustainability, resiliency and growth initiatives developed in these plans while also incorporating the City's ambitions for a just and equitable New York.

### FIRM INVOLVEMENT

HR+A



### BOSTON COMPLETE STREETS

BOSTON, MASSACHUSETTS

Toole Design Group (TDG) was the prime contractor for the City of Boston's Complete Streets Design Guidelines. The Guidelines represent a fundamental change in Boston's approach to street design and operations, in concert with Boston's vision for becoming a more walkable, bikeable, transit-friendly, and livable city. The Guidelines are structured around three major street design themes: multimodal, green and smart (use of technology in the public ROW). The Guidelines establish a new set of context-sensitive street types for Boston and include recommendations for minimum lane widths as well as dimensions for the different zones that make up sidewalks. TDG is now serving as a consultant to the City to facilitate implementation of the guidelines.

### FIRM INVOLVEMENT

Toole Design Group



## CAMBRIDGE ON-CALL TRANSPORTATION PLANNING AND ENGINEERING

CAMBRIDGE, MASSACHUSETTS

McMahon provided transportation wide planning and engineering services on an on-call basis to the City of Cambridge from 2011 to 2014, which included the following tasks: After a pedestrian refuge island was constructed at the intersection of Sparks Street and Brattle Street McMahon evaluated the effectiveness of the refuge island by conducting a pedestrian yield study, measuring the distance vehicles yielded from the intersection and the percentage of vehicles that yielded to pedestrians. In 2012 as part of the citywide bi-annual bicycle count program, McMahon coordinated the counts, including capturing bicycle movements with and against traffic, on sidewalks, and red light running, and summarized and presented the data results in graphic format using GIS software. McMahon developed concept and final design plans for roadway improvements along Waverly Street Extension.

### FIRM INVOLVEMENT

McMahon



## 100 RESILIENT CITIES

BOULDER, CO; EL PASO, TX; CIUDAD, JUAREZ; NORFOLK, VA; LOS ANGELES, CA; JACKSONVILLE, FL

Pioneered by the Rockefeller Foundation, 100 Resilient Cities is an initiative that seeks to help cities develop the capacity to prepare for the increasing shocks of the 21st century. The organization defines resilience as “the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.” Simply put, resilience enables people to bounce back stronger after tough times, and live better in good times.

In collaboration with HR&A, LEVEL is developing Resilience Plans for 6 of the first round of 32 selected cities. Through participation in the Resilience Workshops and the City Resilience Plan outputs of the 100RC program, LEVEL is providing technical support to the resilience diagnostic and risk assessment aspects of the planning assignment.

### FIRM INVOLVEMENT

Level, HR+A





# TEAM

TEAM INTRODUCTION  
ORGANIZATION  
FIRM INTRODUCTION  
RESUMES



**SASAKI WILL LEAD THE EFFORT, BUT WE BELIEVE IN AN INCLUSIVE PROCESS AND HAVE CREATED A CORE TEAM INCLUDING LEADERSHIP FROM SASAKI AS WELL AS OUR TEAM MEMBERS. BUILDING OFF OUR PAST EXPERIENCES WORKING TOGETHER, WE EXPECT THE TEAM TO BE FULLY INTEGRATED. OUR INTERDISCIPLINARY PRACTICE COMPRISES PLANNING, URBAN DESIGN, LANDSCAPE ARCHITECTURE, ECOLOGY, ARCHITECTURE, INTERIOR DESIGN, GRAPHIC DESIGN, AND CIVIL ENGINEERING, AS WELL AS FINANCIAL PLANNING AND SOFTWARE DEVELOPMENT. WORKING LOCALLY, NATIONALLY AND GLOBALLY, WE CREATE VALUE FOR OUR CLIENTS FROM PLANNING THROUGH IMPLEMENTATION.**

**Leadership** Based on our understanding of Cambridge's needs, we recommend an interdisciplinary leadership team co-led by **Brie Hensold and Gina Ford**, both Cambridge residents. Brie is a planning principal who brings a fresh perspective to Sasaki's urban practice and deep experience in community engagement, resilience, and urban districts planning. Gina Ford is a landscape architecture principal and Chair of Sasaki's Urban Studio whose work encompasses many scales and brings a focus on the life and use of urban, public environments. The project manager will be **Caitlyn Clauson**, a strategic planner with a proven record of creative, yet data-driven, planning. Working together for nearly a decade, this team is passionate about American cities.

We sought strong, innovative individual leaders from all partners to keep our team nimble and efficient—and found them in:

- **Shuprotim Bhaumik** and **Candace Damon** at HR&A (national economic and implementation experts),
- **Eleanor Pries** at SiteLab (a creative outreach and tactical urbanism guru),
- **Nick Jackson** at Toole Design Group (a local complete streets expert),
- **Christi Apicella** at McMahon (a local expert in traffic, parking, and transit planning),
- **Julia Africa** at the Harvard Center for Health and the Global Environment (a local public health leader who links urban form, the natural environment and health outcomes), and
- **Byron Stigge** at LEVEL Infrastructure (an energy and resilience innovator)

This team combines the best of national expertise with deep, grounded local knowledge.

**Core Team** The core team at Sasaki will be completed with urban designer **Romil Sheth**, urban planner and data analyst **Chris Horne**, landscape architect **Nina Chase**, and creative director **Philip Barash**. Sasaki has a deep bench of additional talent that we will use to address the breadth of the project's opportunities including planner and software programmer **Ken Goulding**, ecologist **Anthony Fettes**, transit-oriented design expert **Martin Zogran**, and civil engineer **Zach Chrisco**.

Finally, our firm has additional talent that can help address the breadth of the project's opportunities as new topics and challenges arise. Depending on the evolution of the project, we can draw from our firm's 250 professionals and multiple disciplines to quickly meet the challenge.

**Team History of Collaboration** The internal and sub-consultant team brings a rich history of collaborating together on projects - the individuals and firms have great working relationships and mutual respect. This network of partnerships is uniquely aligned with the spirit of the plan for Cambridge.

Gina and Brie have collaborated together for nearly a decade on projects including plans for cities including Raleigh, NC; Burlington, VT; Bridgeport, CT; Hartford, CT; and Cedar Rapids, IA as well as the Rebuild by Design and Kendall Connects competitions. Sasaki and HR&A are frequent partners and the teammates on this project have worked together as well in Raleigh, NC; Syracuse, NY; and partnered locally on Boston's new park, Lawn on D and Boston's 100 Resilient Cities Initiative. Similarly, Sasaki, HR&A and LEVEL Agency for Infrastructure have collaborated on several recent resilience efforts including HUD's National Disaster Resilience Competition capacity building initiative and Rebuild by Design. Gina Ford and Julia Africa have also served on a panel together locally around urban resilience. Sasaki and SiteLab recently completed the Connect Kendall Square Design Competition, while Sasaki and Toole Design Group worked together on the Houston Energy Corridor District Master Plan. Our mobility team members, McMahon and Toole Design Group, have a long history of collaboration. They've worked together on an on-call contract with Cambridge Community Development and Rhode Island's Safe Routes to School program, as well as the Grand Junction Community Path, MIT Property Study, and the MBTA Key Bus Routes projects.

**Project Personnel Guarantee** As the leader of the proposed team, Sasaki is committed to assigning the resources necessary to bring your project in on schedule and within budget. All team members agree that the necessary time commitments for their area of expertise are a top priority. Their workload has been assessed and it has been determined that they will be available and are prepared to undertake work on this project.

# SASAKI

PLANNING, LANDSCAPE,  
ARCHITECTURE, URBAN DESIGN

## HR+A

HOUSING, ECONOMIC  
DEVELOPMENT AND  
MUNICIPAL FINANCE

**Shuprotim Bhaumik,**  
PARTNER-IN-CHARGE

**Candace Damon**  
senior advisor

**Kyle Vangel**  
project manager

**Sara Brown**  
lead analyst

## SITELAB

URBAN PROTOTYPING +  
CREATIVE ENGAGEMENT

**Eleanor Pries**  
DESIGN PRINCIPAL

## TOOLE DESIGN

TRANSPORATION:  
COMPLETE STREETS

**Nick Jackson**  
SENIOR PLANNER

**Beth Isler, P.E., PTP**  
PROJECT MANAGER

**Michelle Danila, P.E., PTOE**  
SENIOR ENGINEER

CORE TEAM

**Gina Ford, ASLA**  
DESIGN PRINCIPAL

**Brie Hensold**  
PRINCIPAL-IN-CHARGE

**Caitlyn Clauson**  
PROJECT MANAGER

**Romil Sheth**  
URBAN DESIGNER

**Nina Chase**  
LANDSCAPE ARCHITECT

**Philip Barash**  
CREATIVE DIRECTOR

**Chris Horne**  
PLANNER /GIS ANALYST

EXPERTS

**Zach Chrisco, PE**  
CIVIL AND STORMWATER  
ENGINEER

**Martin Zogran**  
TRANSIT ORIENTED URBAN  
DESIGN

**Ken Goulding**  
STRATEGY AND  
TECHNOLOGY LEAD

**Anthony Fettes**  
LANDSCAPE ECOLOGIST

**HARVARD  
CENTER FOR  
HEALTH AND  
THE GLOBAL  
ENVIRONMENT**  
PUBLIC + COMMUNITY  
HEALTH

**Julia Africa**  
PUBLIC HEALTH EXPERT

**LEVEL**  
INFRASTRUCTURE, ENERGY  
+ SUSTAINABILITY

**Byron Stigge, P.E.**  
INFRASTRUCTURE + ENERGY  
PRINCIPAL

**MCMAHON**  
TRANSPORTATION:  
PARKING, TRANSIT,  
TRAFFIC

**Christi Apicella, AICP**  
TRANSPORTATION PLANNER

**Gary R. McNaughton,  
P.E., PTOE**  
LEAD TRAFFIC ENGINEER

CORE TEAM NOTATED IN BLUE

**COLLABORATION IS ONE OF TODAY'S BIGGEST BUZZWORDS— BUT AT SASAKI, IT'S AT THE CORE OF WHAT WE DO. WE SEE IT NOT JUST AS A WORKING STYLE, BUT AS ONE OF THE FUNDAMENTALS OF INNOVATION. WE THINK AND WORK BEYOND BOUNDARIES TO MAKE NEW DISCOVERIES. WE ARE DIVERSE, CURIOUS, STRATEGIC, AND INSPIRED.**



**About Sasaki** Our practice comprises architecture, interior design, planning, urban design, landscape architecture, graphic design, and civil engineering, as well as financial planning and software development.

Among these disciplines, we collaborate in equilibrium. No one practice area is dominant over the others—and each is recognized nationally and internationally for professional excellence. On our project teams, practitioners from diverse backgrounds come together to create unique, contextual, enduring solutions. Our integrated approach yields rich ideas, surprising insights, unique partnerships, and a broad range of resources for our clients. This approach enables us to work seamlessly and successfully from planning to implementation.

From our headquarters in Watertown, Massachusetts, we work in a variety of settings—locally, nationally, and globally. Our Shanghai office offers focused support and business development for our work in China. Our offices are vibrant and dynamic, featuring open workspaces that reflect our dedication to collaboration and facilitate a synergistic process. We hold to our distinguished values, which include:

**Thought Leadership** We're sharing the ideas that propel our work with the world—conducting research and engaging in conversations that we believe will make our world more prosperous, sustainable, and beautiful.

**Resilience** Our work engenders environmental, social, and economic resilience—creating value for our clients and contributing to a healthier, more balanced future.

**Partnerships** We cultivate deep ties with the academic community through teaching, internships, and integrated projects. The confluence of practice and academic collaboration creates a unique, mutually enriching space where we explore ideas freely.

**Technology** Technology is a game-changer in our industry, and we are on the cutting edge. Sasaki Strategies is an internal group that develops new tools to support good decision-making through the intelligent use of data.

**Results** Through post-occupancy surveys and other data collection methods, we demonstrate the value our work creates. This feedback loop also enables us to perpetually improve our processes and designs.

**Communication** Our work is only successful if others believe in it. We not only formulate great ideas, but also communicate them clearly in a way that excites, fosters trust, and encourages implementation.

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## FIRM INTRODUCTION

**SITELAB** SITELAB urban studio is a San Francisco-based urban design and strategic planning firm focused on using research and visualization to create great places, through big plans and small interventions. Drawing from architecture and urban planning, SITELAB operates at the intersection of analysis and inspiration, with projects that range from strategic planning and programming, to urban design, public realm, streetscape and design interventions. In all projects, SITELAB urban studio transforms information — from data to people’s stories — into plans for action.

Our track record of successful and innovative development-ready design projects for cities, institutions and developers draws on the lessons learned: we design broadly, always informed by what really can be built and when. We focus on determining the right questions before proposing solutions, be they permanent or temporary, physical or programmatic, a building or a message. Our work envisions the next generation of living, working, and learning, designs districts of innovation and cultural collisions, develops urban regeneration in sensitive areas or recycles brownfields. In each case, our passion for public life holds sway as we take the time to look and listen, to learn and provoke, and to dream and reveal, always with an eye to solutions that suggest both the prosaic

and surprising elements that make cities so endlessly fantastic and sustaining.

The range of our current and recent work is broad, always focused on the nexus between community and place. We are leading the urban design process and managing large teams for complex developments in San Francisco, including both the 5M and Pier 70 projects, and developing detailed Design for Development documents in close coordination with a broad range of city agencies; we are designing programming concepts for Kendall Square in Cambridge, historic landscapes in New Haven, and new parks in San Francisco; we are designing and building parklets and prototypes in San Francisco; we are working with communities to envision the future of Portola and East New York.

SITELAB urban studio is known for complex collaborations that weave urban narratives, solve problems, build support, and create great public spaces in great cities. The essence of our work is designing vibrant streets and open spaces that are both authentic and innovative. We are grounded in the needs of many perspectives and facilitate projects that are both dynamic and buildable. Collaboration is our strength; we excel at complex projects working with:





- Design teams to mesh project and urban scales to craft designs for open space that integrate with the city;
- Developers to engage public agencies, institutions and communities to build consensus for project approvals;
- Landscape architects and artists to ensure that spaces seed everyday, planned, and unexpected activity; and

Diverse communities to create dynamic public places that engage everyone.

**HR&A** HR&A specializes in blending economic development and urban planning, creating the economic frameworks and implementation roadmaps for transformative master plans. We bring deep expertise in demographics and trends analysis; real estate market analysis, including residential, commercial, and institutional development; land use planning; municipal finance; resiliency; and tactical urbanism/urban prototyping.

To guide our efforts, we bring a deep understanding of the challenges and opportunities affecting Cambridge and broader Boston metro region.

HR&A has extensive experience working on multidisciplinary teams. We are skilled at identifying technical requirements for accomplishing a project's scope, and then working with partners to meet the client's objectives.

**Toole Design Group** Toole is the nation's leading planning, engineering and landscape architecture firm specializing in pedestrian and bicycle transportation. TDG has a national reputation in transportation master planning, traffic calming, pedestrian and bicycle research and facility design, rail-trail planning and design, transit accessibility, bike share feasibility, Safe Routes to School planning and design, and a variety of other related areas.

TDG has an outstanding reputation for results-oriented planning. Our plans identify specific locations for improvements, set priorities for implementation, and provide initial cost estimates. More importantly, our planning process builds momentum among city and elected officials, advocates and the general public to ensure projects and programs move forward immediately upon completion, and often even before the plan is completed. Our focus is in multimodal transportation – developing cost-effective, practical transportation solutions that move people efficiently, while improving the health and quality of life of the community.

TDG has practical experience taking planning level concepts and turning them into reality. With design staff from varied backgrounds, we have the ability to take challenging and ambitious design goals and develop detailed documents that make construction go smoothly, minimize adverse impacts, and produce cost effective results. We have accomplished this on a variety of projects including, on-street bike facilities, shared use paths, intersection and pedestrian safety improvements, streetscapes, parks and wayfinding sign systems.

As a recognized Bicycle-Friendly Business by the League of America Bicyclists, we are proud of our reputation for being green: approximately 90% of our staff use transit, bicycle and/or walk to work on a regular basis. TDG is a Woman-Owned Business headquartered in Silver Spring, MD; with offices throughout the country including Boston, MA.

TDG has worked on a number of projects in Cambridge including:

- Alewife Bicycle/Pedestrian Bridge Study
- Ames Street Cycle Track
- AvalonBay North Point Pedestrian and Bicycle Improvements
- Cambridge Bicycle Master Plan
- Grand Junction Path Feasibility Study
- Huron Avenue Planning and Design
- Main Street Alternative Bikeway Facility Analysis

**McMahon** McMahon Associates specializes exclusively in transportation planning, traffic engineering, design, and construction services. With 39 years of experience, McMahon has compiled an extensive record of completed projects for traffic engineering, transportation planning, highway/roadway design, transit, parking, signals/intelligent transportation systems (ITS), data collection, structures, highway safety, and geographic information systems (GIS) that resulted in improved transportation and more livable communities. Our projects often involve collaboration with and coordination of multi-disciplinary teams.

McMahon offer our services from our downtown Boston, MA office. Our 120-person firm includes over 55 register Professional Engineers (P.E.), as well as numerous staff certified as PTOE, PTP, AICP, LEED AP, TOPS, NICET, CBSI, IMSA, and PLS. McMahon is pre-qualified through MassDOT to perform Basic & Intermediate Roadway Design, Transportation Planning, Traffic Operations Studies and Design,

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## FIRM INTRODUCTION

Intelligent Transportation Systems (ITS), and Major Environmental Documentation. In 2014, McMahon's Boston office was designated a Bike Friendly Business (Silver level) by the City of Boston in recognition of the company's efforts to support bicycling among employees.

McMahon's project team understands the transportation issues and challenges that face the City of Cambridge. McMahon is currently working on the Kendall Square/Main Street project, that includes surface transportation improvements and urban design for the Kendall Square area and design plans for Main Street. We recently completed a three year on-call contract with the City providing transportation wide planning and engineering services, including data collection, traffic analysis, parking analysis, bicycle and pedestrian inventory and evaluations, concept and final design, construction plans, contract documents, and cost estimates. We are familiar with City of Cambridge engineering standards through our experience in developing plans for a new southbound connection for Third Street to Main Street in Kendall Square; design of a pedestrian hybrid beacon (HAWK) on the Longfellow Bridge approach to Cambridge; and, the final design for the raised pedestrian crossing on Appian Way, near the Harvard Graduate School of Education. We also value the City's goal to accommodate multi-modal transportation in a way that is safe, pleasant and thereby encourages travel by sustainable modes. Our team has extensive local knowledge of Cambridge's neighborhoods, its existing and proposed bicycle network and transit routes, and has an established relationship with City of Cambridge departments of Community Development, Public Works, and Transportation, Traffic, Parking.

**Level** Whether undertaking comprehensive energy and emissions planning or consulting on optimal solar panel arrangement, LEVEL has the wherewithal to advise municipal governments, private developers, and multilateral agencies at every step of the energy planning process.

Acknowledging that different locales have different climatic and environmental characteristics, LEVEL works to balance between energy sources while simultaneously working to secure the financing required.

### **Energy Plan Visioning and Goal Setting**

LEVEL facilitates workshops and goal setting exercises that incorporate the diverse perspectives of community members into a singular, coherent declaration of energy goals and principles. This vision serves as the baseline that enables stakeholders to align practices across their respective disciplines.

### **Energy Efficiency Targets and Metrics**

To rally stakeholders around definitive, measurable energy targets, LEVEL creates project-specific energy indicators and metrics to analyze the opportunities present in every design scheme. These diagnostics evaluate urban energy consumption and emissions, inventory the biggest consumers and polluters, catalog existing programs and initiatives, and assess potential energy and emission-mitigation interventions across service areas such as transport, buildings, water and wastewater, public lighting, solid waste, and power and heat.

### **Education and Capacity Building**

To ensure the communities we work with fully understand the fundamental principles that guide our work, LEVEL develops educational initiatives to help people understand the complex and often unseen ecological interactions that structure everyday energy consumption. For example how much energy they consume, what pollutants are released from burning different fuel sources, or the interaction between energy and water consumption. This knowledge helps empower individuals to pursue small changes in their own daily lives that help further the community's overarching commitment to sustainability.

**Sustainable Energy Planning** We develop comprehensive sustainable energy plans based on the local climate, building stock, financial situation of our clients, and regulatory constraints to achieve the sustainability goals of our clients. We work with our clients to determine realistic carbon emissions reduction targets based on current and near-future technologies.

**Harvard Center For Health And The Global Environment** The Center for Health and the Global Environment at the Harvard T.H. Chan School of Public Health was founded in 1996 to research and communicate the connections between human health and our environment, and to accelerate the changes needed to ensure a healthy, sustainable, and prosperous future.

To realize this mission, the center champions the following efforts:

- Conduct research and translate knowledge into concrete, personal terms that everyone can relate to.
- Inform policy by bringing the latest and best science into legislative decisions.
- Convene today's thought leaders to advance strategies for creating a healthy world.
- Educate and inspire tomorrow's leaders so that they may influence the direction of their chosen fields towards a more sustainable future.
- Empower key stakeholders to make decisions that will protect for our health and the health of the environment.

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## RESUMES



## BRIE HENSOLD

Principal-in-Charge  
**Sasaki**

### EDUCATION

Harvard University Graduate School of Design, Master of Urban Planning, Urban Design Concentration

Rice University, Bachelor of Arts, Architectural Studies and Art History

### ACADEMIC POSITIONS

Northeastern University, Visiting Instructor; Urban Landscape Program, 2014

Harvard Graduate School of Design, Studio Research Assistant

Harvard Graduate School of Design, Seminar Teaching Assistant

Harvard Graduate School of Design, Studio Juror

### PROFESSIONAL AFFILIATIONS

American Planning Association

Brie is an urban planner, principal, and project manager in Sasaki's Urban Studio. With a passion for understanding and improving cities and urban institutions, Brie brings a focus on integrating communities, context, and the human experience to Sasaki's planning and design ideas. She has extensive experience with community engagement processes and an understanding of the complex range of constituencies involved in implementing a successful planning project.

Brie's work encompasses multiple scales and regions across North America. Her expertise includes a range of project types, reflecting the diverse nature of contemporary cities and encompassing city park systems, urban campuses, resilience strategies, downtown environments, and urban neighborhoods. Brie frequently bridges disciplines, integrating design perspectives into strategic planning work. She has worked for a number of colleges and universities, and is interested in the relationships between institutions and their surrounding contexts.

“Every discussion has many angles—I’m excited to hear all the stories Cantabridgians have to tell about the city.”

## PROJECT EXPERIENCE

Albany State University Master Plan; Albany, Georgia

Allegheny Riverfront Green Boulevard Study; Pittsburgh, Pennsylvania

Anjur New Community; Mumbai, India

Boston Convention and Exhibition Center, Urban Design Services; Boston, Massachusetts

Bridgeport Park Master Planning Services; Bridgeport, Connecticut

Buffalo Riverbend Commerce Park Master Plan, Buffalo, New York

Burlington Parks System Professional Master Planning; Burlington, Vermont

Cedar Rapids Neighborhood Planning Process; Cedar Rapids, Iowa

Cherokee 2007 Sustainability Report; Charlotte, North Carolina

Corpus Christi Downtown Vision Plan; Corpus Christi, Texas

Dalton State College Master Plan; Dalton, Georgia

Downtown Greenville Master Plan; Greenville, South Carolina

Downtown Rochester Master Plan; Rochester, Minnesota

East Baltimore Implementation Plan; Baltimore, Maryland

Hartford 2014 Capital City Parks Master Plan; Hartford, Connecticut

Hospital Hill District Master Plan; Kansas City, Missouri

Kendall Connects Open Space Competition; Cambridge, Massachusetts

New Bedford Waterfront Planning; New Bedford, Massachusetts

New York Rising Community Reconstruction Program, New York State

The Ohio State University Framework Plan; Columbus, Ohio

The Ohio State University Energy Plan; Columbus, Ohio

The Ohio State University Green Building Policy; Columbus, Ohio

Rebuild By Design Hurricane Sandy Regional Planning and Design Competition; NJ, NY, and CT

Raleigh Downtown Plan; Raleigh, North Carolina

SUNY Upstate Medical Center Facilities Master Plan; Syracuse, New York

Syracuse Hi-Lo Brownfield Opportunity Plan; Syracuse, New York

Syracuse University Master Plan; Syracuse, New York

Thu Thiem Master Plan; Vietnam

Troy City Hall Redevelopment Plan; Troy, New York

University of Minnesota Rochester Master Plan; Rochester, Minnesota

University of the Sciences Facilities Master Plan; Philadelphia, Pennsylvania

University of Wisconsin-Milwaukee Master Plan; Milwaukee, Wisconsin

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## RESUMES



## GINA FORD, ASLA

Design Principal  
**Sasaki**

### EDUCATION

Harvard Graduate School of Design, Master in Landscape Architecture with Distinction

Wellesley College, Bachelor of Arts in Architecture and Architectural History

### REGISTRATIONS

Registered Landscape Architect:  
CT, NC, NE

### PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects

Boston Society of Landscape Architects

The Cultural Landscape Foundation, Board of Directors

Northeastern University School of Architecture, Advisory Council

University of Nebraska at Lincoln, Hyde Chair of Excellence, Spring 2012

Gina is a landscape architect, principal, and chair of Sasaki's Urban Studio, an interdisciplinary group of practitioners dedicated to the improvement of life in cities through rigorous planning, exceptional design, and strong community partnerships. Gina's work encompasses a wide range of scales and project types, from public parks and plazas to large-scale landscape planning and waterfront projects. She brings to each project a passion for innovative process—from master planning, to conceptual design, and through the details of implementation—with a particular focus on the life and use of urban, public environments.

Gina's experience is informed by extensive research, teaching, and competitions. She is a guest critic and studio instructor at the Harvard Graduate School of Design School, MIT, and RISD. Gina is also the recipient of Wellesley's Shaw Fellowship, the Janet Darling Webel Prize, the Charles Eliot Travelling Fellowship, and holds the Hyde Chair at the University of Nebraska.

“Cambridge is lucky to have the Charles River as its front door and excellent neighborhood parks—how can we build on that and make it more ecologically and socially rich?”

## PROJECT EXPERIENCE

Atlanta Symphony Center Landscape; Atlanta, Georgia

Beirut Waterfront Park Competition; Beirut, Lebanon

Benjamin Franklin Circle; Washington, DC

Boston Convention and Exhibition Center Expansion Urban Design Master Plan and Landscape Services; Boston, Massachusetts

Bridgeport Parks Master Planning Services; Bridgeport, Connecticut

Burlington Parks System Professional Master Planning; Burlington, Vermont

Burnham Memorial Design Competition; Chicago, Illinois

Cedar Rapids 10th Street Streetscape; Cedar Rapids, Iowa

Cedar Rapids River Corridor Redevelopment Plan; Cedar Rapids, Iowa

Cedar Rapids Riverfront; Cedar Rapids, Iowa

Center of Science and Industry (COSI); Columbus, Ohio

Central Iowa Regional Plan for Sustainable Development (The Tomorrow Plan); Des Moines, Iowa

Chicago Riverwalk; Chicago, Illinois

Columbus Riverfront Vision Master Plan; Columbus, Ohio

Connect Kendall Square Competition; Cambridge, Massachusetts

Des Moines Water Works Park; Des Moines, Iowa

Detroit Riverfront Civic Center Promenade; Detroit, Michigan

Dorchester Shores Beach Restoration; Boston, Massachusetts

D Street Hotels Landscape; Boston, Massachusetts

ESPN Corporate Headquarters; Bristol, Connecticut

Harbor Point; Stamford, Connecticut

Hartford Parks and Open Space System Plan; Hartford, Connecticut

Indianapolis Waterfront Master Plan; Indianapolis, Indiana

Ithaca Common Redesign; Ithaca, New York

John G. and Phyllis W. Smale Riverfront Park; Cincinnati, Ohio

Kennedy Center for the Performing Arts; Washington, DC

Miami World Center; Miami, Florida

National Harbor; Washington, DC

New Jersey Urban Parks Design Competition; Trenton, New Jersey

New London Waterfront Park; New London, Connecticut

Quarterpath at Williamsburg Land Use Master Plan, Permitting, and Landscape; Williamsburg, Virginia

Rebuild by Design: Hurricane Sandy Regional Planning and Design Competition; Various locations, New Jersey

Spectacle Island Visitor Center; Boston, Massachusetts

Stamford Harborwalk; Stamford, Connecticut

Stamford Mill River Master Plan; Stamford, Connecticut

Stamford Mill River Park; Stamford, Connecticut

The Lawn on D; Boston, Massachusetts

Tom Hanafan River’s Edge Park; Council Bluffs, Iowa

Truman Waterfront & Navy Property Master Development Plan; Key West, Florida

## RESUMES



## CAITLYN CLAUSON

Project Manager + Planner  
**Sasaki**

“I AM INSPIRED BY THE SPIRIT OF PARTNERSHIP, COLLABORATION, AND EXPERIMENTATION EMBEDDED WITHIN THIS EFFORT.”

Caitlyn is a planner with expertise in developing plans for campuses and cities, and especially urban areas with strong institutional roots. Her work relies upon effective and creative engagement and outreach strategies, and the development of participatory planning tools. Her evidence-based approach to planning ensures that robust analysis and compelling design are integrated, and reinforce your goals and vision. She has worked with more than 35 higher education institutions of varying scales in the US and abroad.

Caitlyn received a Masters of Urban Planning from the University of Michigan in Ann Arbor and a Bachelor of Arts in Business Administration from the University of Washington in Seattle. She is also an active member in the Society for College and University Planning (SCUP).

### EDUCATION

University of Michigan, Masters of Urban Planning

University of Washington, Bachelor of Arts, Business Administration

### PROFESSIONAL AFFILIATIONS

Member, American Planning Association

Member, Society for College and University Planning

### PROJECT EXPERIENCE

Midtown Detroit Techtown District; Detroit, Michigan

Fruit Belt and Allentown Neighborhood Strategies; Buffalo, New York

University of Washington West Campus Development Framework

Watertown Pop-up Park; Watertown, Massachusetts

Babson College Campus Master Plan; Babson, Massachusetts

Boston College Master Plan; Boston, Massachusetts

Cornell University Statutory Colleges Facilities Master Plan; Ithaca, New York

Johns Hopkins University Student and Residential Life Study; Baltimore, Maryland

Loyola University Space Needs Assessment and Strategy; Baltimore, Maryland

New York University Space Programming; Abu Dhabi, United Arab Emirates

Sacred Heart University Programming Study; Fairfield, Connecticut

St. Edward's University Campus Master Plan; Austin, Texas

State University of New York Cortland Facilities Master Plan; Cortland, New York

State University of New York Geneseo Facilities Master Plan; Geneseo, New York

University of the Arts Master Plan; Philadelphia, Pennsylvania

University of Calgary Master Plan; Alberta, Canada

University of Michigan Integrated Master Plan; Ann Arbor, Michigan

University of Missouri St. Louis Master Plan; St. Louis, Missouri

University of Ontario Institute of Technology and Durham College Master Plan; Ontario, Canada

University of San Diego Space Programming; San Diego, California

University of San Francisco; San Francisco, California

University of Wisconsin Milwaukee Master Plan; Milwaukee, Wisconsin

Wilkes University Campus Master Plan; Wilkes Barre, Pennsylvania





## ROMIL SHETH

Urban Designer  
Sasaki

“AN INCREDIBLE OPPORTUNITY TO LEVERAGE ALL OF CAMBRIDGE’S ASSETS TO CREATE A HIGHLY LIVABLE, VIBRANT AND INCLUSIVE CITY.”

Romil is an urban designer and architect with over 12 years experience in both domestic and international projects. His work encompasses diverse project types including urban revitalization, innovation districts, waterfronts, campuses, student housing, K-12 facilities, and integrated communities. His multi-disciplinary background enables him to straddle both built-work and visionary planning and urban design engaging a diversity of issues, multiple constituents, and varying scales across a range of contexts. He has extensive experience with community outreach and engagement and adopts a collaborative approach to design working with integrated teams that engage landscape, strategic planning, and architecture. His projects have been consistently honored by multiple national awards for their integration of implementable visionary ideas, programming strategies and sustainability including the American Institute of Architects, Urban Land Institute, the American Society of Landscape Architects, and the Society for College and University Planning.

### EDUCATION

Master of Urban Design, University of Michigan, Ann Arbor (High Distinction)

Master of Science in Architecture, Focus Urban Design and Housing, University of Michigan, Ann Arbor

Bachelor of Architecture, CEPT, Ahmedabad (Gold Medal)

### REGISTRATIONS

Registered Architect - Council of Architecture, India

### PROFESSIONAL AFFILIATIONS

Council of Architecture, India - Registered Architect

American Institute of Architects - Associate Member

### PROJECT EXPERIENCE

Midtown Detroit Techtown District; Detroit, Michigan

Dead Sea Development Zone Master Plan; Jordan

Greater Southern Waterfront Competition; Singapore

Thu Thiem New Urban District; Ho Chi Minh City, Vietnam

Da Nang Mixed Use District Master Plan; Da Nang, Vietnam

International Financial Center Master Plan; Moscow, Russia

Songzhuang Creative Clusters Master Plan; Beijing, China

Minsk Forest City: A Regeneration of the Minsk 1 Airport; Belarus

Marina Zayed Waterfront; Abu Dhabi, United Arab Emirates

Palava Smart City Master Plan; Mumbai, India

Anjur New Community Master Plan, Mumbai, India

Mina Zayed Waterfront Master Plan; Abu Dhabi, United Arab Emirates

Suzhou Shishan Cultural District; Suzhou, China

Singapore New University of Technology and Design; Singapore

Yas Island Master Plan; Abu Dhabi, United Arab Emirates

Florida Power + Lighting Company Campus Master Plan Competition; Florida

Thu Thiem Observation Tower District Detail Master Plan; Ho Chi Minh City, Vietnam

Revitalization of Dharavi; Mumbai, India

Samsung Bromex Campus; Seoul, Korea

## RESUMES



## NINA CHASE

Landscape Architect  
**Sasaki**

“AS A RESIDENT, I’M PROUD OF CAMBRIDGE’S UNIQUENESS. AS A DESIGNER, I’M EXCITED TO HARNESS THE CITY’S DIVERSITY AND TEST IDEAS FOR ITS FUTURE.”

Nina Chase is a landscape architect in Sasaki Associates Urban Studio. She works at the intersection of landscape architecture and urban design; planning and designing for vibrant public spaces, incorporating natural systems into cities.

Mostly recently, Nina worked on Sasaki’s award winning temporary pop-up park, The Lawn on D. Nina co-led Sasaki’s Sea Change research initiative, exploring design solutions to sea level rise in Boston. She also worked with Sasaki’s HUD funded Rebuild by Design team where she designed resilient strategies for coastal communities affected by Hurricane Sandy.

A graduate of Harvard’s Graduate School of Design and West Virginia University, Nina was recently named “Landscape Architect to Watch” by Green Building & Design Magazine. Her graduate work along the Chicago River received a 2012 American Society of Landscape Architects Student Honor Award.

Nina has lectured at MIT and Rhode Island School of Design, and she has served as a design critic at Harvard’s Graduate School of Design and the Boston Architectural College. She is currently an Adjunct Instructor at the Boston Architectural College and serves as the Chair of the Boston Society of Landscape Architects Emerging Professionals Committee.

### EDUCATION

Harvard University, Master of Landscape Architecture with Distinction

West Virginia University, Bachelor of Science in Landscape Architecture, Summa Cum Laude

### REGISTRATIONS

American Society of Landscape Architects

Boston Society of Landscape Architects Emerging Professionals Committee

### ACADEMIC POSITIONS

Boston Architectural College, Adjunct Studio Instructor for Landscape Architecture

### PROJECT EXPERIENCE

Boston Convention and Exhibition Center Urban Design Guidelines; Boston, Massachusetts

Cantigny Park Landscape Master Plan; Wheaton, Illinois

D Street Hotels; Boston, Massachusetts

D Street Master Plan; Boston, Massachusetts

Heritage Museums and Gardens Master Plan; Sandwich, Massachusetts

Lawn on D; Boston, Massachusetts

Monterrey Tec University Campus and District Plan; Monterrey, Mexico

Rebuild by Design; New Jersey

Sea Change; Boston; Boston, Massachusetts

Strip District Riverfront Park; Pittsburgh, Pennsylvania

### PREVIOUS PROJECT EXPERIENCE

Gowanus Canal Sponge Park; Brooklyn, New York

Grant Manor Apartment’s Playground Renovation; Boston, Massachusetts

HOLD (Highway Outfall Landscape Detention) Stormwater Management System Conceptual Design; Queens New York

New Balance Headquarters Conceptual Design; Boston, Massachusetts

New Charles River Basin; Boston, Massachusetts

Tel Aviv Light Rail Stations; Tel Aviv, Israel



## F. PHILIP BARASH

Creative Director  
**Sasaki**

“CAMBRIDGE EMBODIES A CIVIC SPIRIT: CLAMOROUS AND CURIOUS, DIVERSE AND HONEST, BRAVE AND BOLD, AND ALWAYS SEEKING A BETTER WAY.”

F. Philip Barash is creative director at Sasaki, where he oversees the firm’s place branding practice. An accomplished writer, curator, and brand-builder, Barash works with private and public clients on telling compelling stories about their environments. In his role, Barash helps clients define and communicate the vision, strategy and design principles for major real estate developments and public realm projects.

His critical writing frequently appears in regional and national publications. Barash has served as editor of a weekly magazine, overseeing coverage of design culture, including architecture, landscape, and urban design. He has worked with major civic organizations, where he convened urban planners, visual artists, designers, philanthropists, and civic leaders to implement creative placemaking initiatives, such as the largest work of public art in Chicago’s history. He has developed programs, including lectures, exhibitions, and awards, which engage public audiences.

### EDUCATION

University of Chicago, MA:  
Interdisciplinary Humanities

Harvard University and International  
Arts Strategies, Fellow: Business of Arts  
and Culture, Strategic Marketing Arts  
Marketing

University of Detroit Mercy, BA: English  
and Digital Media Studies

### PROFESSIONAL AFFILIATIONS

Advisory Board member: EPIC:  
Engaging Philanthropy, Inspiring  
Creatives, current

Committee member: Open House  
Chicago, a program of the Chicago  
Architecture Foundation, current

Advisory Committee member: Chicago  
Riverwalk, Chicago Department of  
Transportation, 2014

Board member: Friends of Downtown,  
2013 and 2014

Committee member: 75th anniversary  
planning, Hyde Park Art Center, 2013

### SELECT CIVIC AND PUBLIC REALM

“Lightscape: a Multisensory  
Experience on State Street,” light  
installation, Chicago 2011 - 2013

“Pop-Up Art Loop,” temporary gal-  
eries, Chicago, 2011 - 2013

Inland Steel gallery and coworking  
space, rotating exhibitions and  
performances, Chicago, 2012

“Color Jam: an installation by  
Jessica Stockholder,” public art,  
Chicago, 2012

“100 Years of Poetry,” immersive  
placemaking experience, Chicago,  
2012

“Open Streets on State Street,”  
annual public event, Chicago, 2012

“Open House Chicago,” architec-  
ture festival, Chicago 2011

“ICON: A celebration of Design,”  
activation of an architecturally-sig-  
nificant site, Chicago, 2010

“Chicago 2016,” multi-agency bid  
for the 2016 Summer Olympics  
Paralympics, 2007 and 2008

“Movement: Detroit’s Electronic  
Music Festival,” music and cultural  
festival, Detroit, 2004

### SELECT PRESENTATIONS

“The Narrative Strain in  
Architecture,” University of Detroit  
Mercy School of Architecture, 2015

“Make Way for People” compe-  
tition, Chicago Department of  
Transportation, 2013 and 2014

“Arts-based Initiatives in the Loop,”  
Chicago Department of Cultural  
Affairs and Special Events, 2012

Chicago Cultural Plan workshops,  
Chicago Department of Cultural  
Affairs and Special Events, 2012

Patron of the Year Awards jury,  
Chicago Architecture Foundation,  
2008 - 2011

“Contemporary Art Practices,”  
School of the Art Institute of  
Chicago, 2007

## RESUMES



## CHRIS HORNE

Planner + GIS Analyst  
**Sasaki**

“MY INTEREST IS A NEW GLOBAL STANDARD FOR SOCIALLY INCLUSIVE AND DATA-DRIVEN PLANNING.”

Chris is an urban planner with a focus on technology, land use, economics, and sustainability. Prior to joining Sasaki in late 2011, Chris worked as an independent consultant and a researcher at MIT to enhance the integration of science and policy. He has worked at multiple-scales and in diverse contexts, from single institutions to national-scale, from urban to rural, and on spatial as well as non-spatial projects. As a Sasaki planner, Chris collaborates with designers, economists, engineers, ecologists, and other planners to solve complex, interdisciplinary challenges and maximize opportunities for our clients.

### EDUCATION

Massachusetts Institute of Technology, Master of City Planning

St. John's College, Bachelor of Liberal Art

### PROFESSIONAL AFFILIATIONS

American Planning Association

### PROJECT EXPERIENCE

Auburn University – Comprehensive Master Plan Update; Auburn, Alabama

Central Iowa Regional Plan for Sustainable Development; Des Moines, Iowa

Chatham Park Master Plan; Chatham Park, North Carolina

Chicago Riverwalk; Chicago, Illinois

City of Rochester Land Use And Transportation Plan; Rochester, Minnesota

Gulf State Park Master Plan; Gulf Shores, Alabama

Massport South Boston Property Analysis; Boston, Massachusetts

New Bedford Waterfront Land Use Plan; New Bedford, MA

Oregon University System Capital Planning Project; Oregon

Rebuild By Design Hurricane Sandy Regional Planning and Design Competition; NJ, NY, and CT

Salem State Master Plan Update; Salem, Massachusetts

Strip District Allegheny Riverfront; Pittsburgh, Pennsylvania

Plan OKC; Oklahoma City, Oklahoma

University of Massachusetts Medical / Worcester State Market Study; Worcester, Massachusetts

University of Nebraska Lincoln Campus Master Plan; Lincoln, Nebraska

Vibrant Neo 2040: A Vision & Framework For Our Future; Northeast, Ohio

### INDEPENDENT CONSULTING EXPERIENCE

Coastal Development and Sustainability Plan, Dobbins International; Tanzania and Mozambique

Farms of the Future, USDA and EcoAgriculture Partners; Washington DC

Florida Ranchlands Environmental Services Project, World Wildlife Fund; Central Florida



## ZACHARY CHRISCO, PE

Civil + Stormwater Engineer | Principal  
**Sasaki**

“I WILL WORK WITH THE CITY TO DEVELOP AN ADAPTIVE APPROACH THAT ALLOWS SYSTEMS TO THRIVE UNDER EVER-CHANGING ENVIRONMENTAL CONDITIONS.”

Zach works exceedingly well with built design leaders and interdisciplinary teams to execute, strengthen, improve, and ultimately expand our built work practices. His portfolio includes some of Sasaki’s most complex site work and a broad array of projects that integrate architecture, landscape architecture, and civil engineering practices. His communication and project management skills are core to his success. He has contributed to diverse project initiatives—instilling technical rigor into our master planning—working across all disciplines and both studios.

Zach was attracted to Sasaki Associates for its robust sports portfolio, and has continued to engage in that market, among his work for both the Urban and Campus Studios. He is driven to find integrated civil engineering solutions to site design by means of sustainable and long-lasting products. Zach’s greatest motivation is creating built work that is both durable and well-loved by the client and users. He is working to develop a vision for cultivating our civil engineering practice, to continue a collaborative built work practice, and to better integrate sustainable strategy and ecology into our work.

### EDUCATION

Tufts University, Bachelor of Science in Civil Engineering

### REGISTRATIONS

Registered Civil Engineer:  
Vermont, Ohio

### PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers

American Sports Builders Association

Boston Society of Civil Engineers

### PROJECT EXPERIENCE

Allegheny Riverfront Green Boulevard Study; Pittsburgh, Pennsylvania

Bates College Alumni Walk and Commons; Lewiston, Maine

Charlotte LRT Station Design; Charlotte, North Carolina

Chicago Riverwalk; Chicago, Illinois

Euclid Avenue BRT; Cleveland, Ohio

Heritage Museums and Garden Master Plan; Sandwich, Massachusetts

Iowa State University Iowa State Center Master Plan; Ames, Iowa

Northfield Mount Hermon Campus Arts; Northfield, Massachusetts

John G. and Phyllis W. Smale Riverfront Park; Cincinnati, Ohio

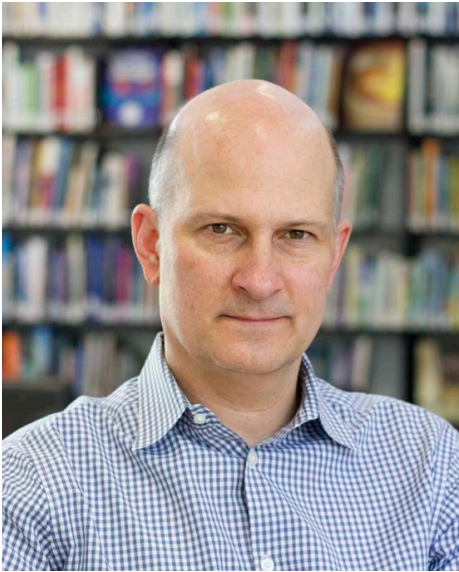
Port of Los Angeles Wilmington Waterfront Park; Los Angeles, California

Port of Los Angeles Harry Bridges Boulevard Buffer; Los Angeles, California

Quarterpath at Williamsburg; Williamsburg, Virginia

Sacred Heart University Campus Quad and Chapel; Fairfield, Connecticut

Tom Hanafan River’s Edge Park; Council Bluffs, Iowa



## MARTIN ZOGRAN

Transit Oriented Urban Designer | Principal  
**Sasaki**

“WHAT A GREAT OPPORTUNITY TO HELP GIVE STRUCTURE TO THE PLACES AND SPACES THAT PEOPLE LOVE SO MUCH ABOUT CAMBRIDGE.”

### EDUCATION

Harvard University, Master of Architecture in Urban Design with Distinction

Rice University, Bachelor of Architecture

Rice University, Bachelor of Arts in Architecture and Art History

Martin Zogran is a principal at Sasaki Associates in Watertown, Massachusetts working in the Urban Studio. Current projects include master planning for a vibrant mixed-use district at Yas Island, Abu Dhabi, and the Boston Convention and Exhibition Center Expansion Master Plan, as well as Transit Oriented Development Standards for Knoxville Tennessee. Recent work in China includes the Lake Jinnui Resort Mixed-Use Master Plan, a new city expansion plan for Jinan, as well as the National Creative Cluster master plan which received an award of Best Futura Mega Project by MIPIM (Le marché international des professionnels de l’immobilier). Other projects include the master planning and sustainable design guidelines for the Khalifa University of Science, Technology and Research at Masdar, Abu Dhabi, and more recently he has completed master plans for several large-scale residential communities in Mumbai, India.

Prior to joining Sasaki, Martin taught for nearly 10 years at the Harvard Graduate School of Design in the urban design core studio, most recently as an assistant professor of urban design from 2004 until 2010. He conducted seminars for both urban planning and design students focusing on revitalization strategies for urban districts within rapidly expanding low-density cities. At Harvard, Martin co-taught the first urban planning and design studio that addressed climate change and its impact on urban form.

### PROJECT EXPERIENCE

58 Fore Street Mixed Use Community and Harbor; Portland, Maine

Bayer Residential Community Master Plan; Thane, Mumbai, India

Beijing Technology Business District; Beijing, China

Boston Convention and Exhibition Center Expansion Master Plan; Boston, Massachusetts

Boston Greenway Links Charrette; Southampton Street, Boston Massachusetts

Brighton Marine Health Center Campus Master Plan; Brighton, Massachusetts

George Mason University Master Plan; Fairfax, Prince William and Arlington Campus, Virginia

Georgia Gwinnette College Master Plan Update; Gwinnette County, Georgia

Georgia State University Master Plan; Atlanta, Georgia

Godrej: THE TREES Mixed Use Urban District, Mumbai, India

Gonghuacheng Technology Business District; Beijing, China

Hobe Grove Master Plan; Hobe Grove, Florida

Jinan New Urban District; Jinan, China

Knoxville Regional Transit Corridor Analysis; Knoxville, Tennessee

Lake Jinnui Master Plan; Jinnui, China

Songzhuang Arts District Master Plan; Beijing, China

The National Creative Cluster; Beijing, China

University of Nebraska Master Plan; Lincoln, Nebraska



# KENNETH GOULDING

Strategy and Technology Lead | Principal  
**Sasaki**

“I LOOK FORWARD TO HELPING THE CITY AND ITS RESIDENTS SEE THEIR DATA AND ITS STORY IN NEW AND INFORMATIVE WAYS”

Ken leads the Strategies group—a team of analysts, statisticians, software developers, and planners seeking to bolster planning and design through creative, technical solutions. Ken creates tools that advance his client’s decision-making process by providing stakeholders with immediate feedback and metrics on the impact of strategic decisions. He also brings a designers eye to data visualization and strives to enhance comprehension of data and elevate communication of complex information.

At the nexus of data, tools, and decision-making, Ken addresses the ever-present challenges of melding tension and opportunity. Ken has dedicated his career to finding the most pertinent applications of technology to planning and design, and he remains actively involved in inventing, prototyping and building new tools and approaches as well as in finding new ways to apply existing solutions.

## EDUCATION

Massachusetts Institute of Technology, Department of Urban Studies and Planning, Planning Support Systems, Master of City Planning

University of Cape Town, Bachelor of Architectural Studies

## PROJECT EXPERIENCE

- |   |   |
|---|---|
| Auburn University Campus Master Plan; Auburn, Alabama                           | Harvard School of Engineering; Cambridge, Massachusetts                     |
| Bridgeport Park Master Planning Services; Bridgeport, Connecticut               | John Carroll University Master Plan; Cleveland, Ohio                        |
| Bridgewater State University Master Plan; Bridgewater, Massachusetts            | Los Angeles Pierce College Master Plan; Woodland Hills, California          |
| Brighton Guest Street Planning Study; Brighton, Massachusetts                   | National University of Singapore Campus; Singapore                          |
| Brown University Master Plan; Providence, Rhode Island                          | New York University New Campus Programming; Abu Dhabi, United Arab Emirates |
| California Polytechnic Pomona Campus Master Plan, Pomona, California            | Norwegian University of Science & Technology Master Plan; Trondheim, Norway |
| Central Iowa Regional Plan for Sustainability; Des Moines, Iowa                 | Ohio State University Framework Plan; Columbus, Ohio                        |
| Couverdon Real Estate Lake Cowichan; Vancouver Island, British Columbia, Canada | Oregon University System Capital Planning; Corvallis, Oregon                |
| Dartmouth College Residential Feasibility Study; Hanover, Vermont               | Pacific University Campus Master Plan; Forest Grove, Oregon                 |
| Fort Monroe Master Plan and Real Estate; Fort Monroe, Virginia                  | Rutgers University Physical Master Plan; New Brunswick, New Jersey          |
| Harvard Kennedy School Campus Master Plan; Cambridge, Massachusetts             | University of Texas at Austin Campus Master Plan; Austin, Texas             |

## RESUMES



# ANTHONY FETTES

Landscape Ecologist  
**Sasaki**

“I LOOK FORWARD TO IMPROVING THE QUALITY OF LIFE BY IDENTIFYING CONNECTIONS AND RECIPROCITY BETWEEN URBAN AND NATURAL SYSTEMS.”

Anthony is an experienced land stewardship and field ecology professional with over eleven years of combined experience in habitat restoration, ecosystem monitoring, and landscape architecture. Drawing upon his diverse background, he plays a critical role in Sasaki’s interdisciplinary practice collaborating with landscape architects and allied professionals on a daily basis; helping project teams advance their understanding of natural processes and potential impacts across a project site, watershed, and eco-regional context. With experience on over 50 local, domestic, and international projects at Sasaki, he is engaged in ecological and regenerative aspects of both landscape and master planning efforts, helping project teams foster a more holistic design approach to working with a site.

While pursuing his Master of Landscape Architecture degree, Anthony was involved with the New Mexico Natural Heritage Program, contributing to the vegetation inventory and monitoring projects of numerous National Parks and Monuments throughout New Mexico and western Texas.

### EDUCATION

University of New Mexico, Master of Landscape Architecture

University of Wisconsin-Stevens Point, Bachelor of Science in Natural Resource Management

### PROFESSIONAL AFFILIATIONS

ASLA Associate Member

Society for Ecological Restoration Member

### PROJECT EXPERIENCE

Alachua Master Plan, Plum Creek; Gainesville, Florida

Bridgeport, CT Parks Master Plan; Bridgeport, Connecticut

Hobe Grove Master Plan; Martin County, Florida

Hoosic River Landscape Design and Restoration; North Adams, Massachusetts

Jinan New Urban District; Jinan, China

Kunshan Vision Plan; Kunshan, China

National Creative Cluster; Beijing, China

Songzhuang Arts District Master Plan; Beijing, China

Universidad del Istmo Master Plan; Guatemala

Xixian Eco Park Master Plan and Design; Xi’an, China

Xixian Wellness City Master Plan and Design; Xi’an, China

Chongqing Guangyang Island City Park; Chongqing, China

Suzhou High-Tech District Lion Mountain Urban Design; Suzhou, China

Hartford Parks Master Plan; Hartford, Connecticut

Monterrey Tec University Campus and District Master Plan; Nueva Leon, Mexico

South Taihu Conceptual Master Plan; Huzhou, China

Rockefeller Park Design Ideas Competition; Cleveland, Ohio

Chongming Island Xincunsha Urban Design Plan; Shanghai, China

Cumbres de Vista Hermosa Master Plan; Guatemala City, Guatemala

Chicago Riverwalk - Fish Habitat Study and Design; Chicago Illinois





# SHUPROTIM BHAUMIK

Partner-in-Charge  
**HR+A**

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

## EDUCATION

University of New York Stony Brook  
Masters of Science in Economics

Presidency College, India, Bachelor  
of Arts in Economics

## PROFESSIONAL AFFILIATION

Member, Urban Land Institute

Member, American Planning  
Association

## RELEVANT PROJECT EXPERIENCE

Foundry Building Redevelopment and Affordable Housing Feasibility  
Analysis Strategy in Cambridge, MA

Master Plan for the Lower Schuylkill Waterfront in Philadelphia

Philadelphia Industrial Land Use Policy Study

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

Infrastructure Financing Strategy for Hudson Yards

Arlington Columbia Pike Affordable Housing Plan Assessment

Atlanta Housing Strategy

New York City Tech Ecosystem Study

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## RESUMES



## KYLE VANGEL

Director  
**HR+A**

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

### EDUCATION

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

Tufts University, Bachelor of Arts, History & Economics

### PROFESSIONAL AFFILIATION

Member, American Planning Association

### RELEVANT PROJECT EXPERIENCE

Foundry Building Redevelopment and Affordable Housing Feasibility Analysis Strategy in Cambridge, MA

Activation Strategy for the D Street Corridor in Boston, MA

Downtown Raleigh Experience Plan; Raleigh, NC

Long Island's Future: Economic Implications of Today's Choices; Long Island, NY

Disposition Strategy for County-Owned Sites in Uptown Charlotte; NC

Highest and Best Use Study for Town of Dedham, MA

Colony Park Sustainable Communities Initiative in Austin; TX

Study of the Tech Ecosystem in New York City; NY

Real Estate Market Analysis for TOD in New Haven; CT

Marketing Study for the City of Mount Vernon, NY



# CANDACE DAMON

Vice Chairman  
**HR+A**

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

## EDUCATION

Harvard University Law School,  
Juris Doctorate

Amherst College, Bachelor of Arts  
American Studies

## PROFESSIONAL AFFILIATION

New Yorkers for Parks  
Member, Board of Directors

Regional Plan Association  
Fourth Regional Plan Member,  
Steering Committee

City Parks Alliance Member, Board  
of Directors

YMCA Member, Real Estate Advisory  
Committee

Urban Green Council Member,  
Board of Directors

Urban Land Institute Member,  
Redevelopment and Reuse Council

G-Works Founding Partner

Atlantic Avenue Local Development  
Corporation Member, Former  
President

## RELEVANT PROJECT EXPERIENCE

Juror for Connect Kendall Square: A Design Competition; Cambridge, MA

Campus Planning for MIT; Cambridge, MA

Charlotte Revitalization and Planning; Charlotte, NC

Greensboro Downtown Consolidated Plan; Greensboro, NC

Program Management for New York City's Talking Transition; New York, NY

Redevelopment Planning for Philadelphia's Central Waterfront;  
Philadelphia, PA

Strategic Plan to Reposition the Brooklyn Tech Triangle; Brooklyn, NY

Revitalizing the Memphis Riverfront; Memphis, TN

Brooklyn Bridge Park Planning; Brooklyn, NY

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

Tax Increment Financing Assessment and Development Strategy for Atlanta;  
Atlanta, GA

## RESUMES



## ELEANOR PRIES

Design Principal  
**SITELAB**

Eleanor Pries is has designed for our cities' essential sites since 1999. A design principal and partner at SITELAB urban studio, Ms. Pries is widely trained in tactical urbanism, architecture, urban design, and infrastructure systems. She excels at collaborating with large, multi-disciplinary teams on complex projects, synthesizing information into innovative ideas, and testing the new possibilities of our future public spaces.

Ms. Pries's current work includes the revisioning of historic, post-industrial waterfront sites such as Pier 70 in San Francisco and Kaiser Steel site in Napa, CA. She just led a complex team for the Connect Kendall Square Open Space competition with Sasaki Associates and additional experts in transportation, art, and technology. Ms. Pries sees from macro to micro—from a grand vision, to strategizing efficiency and buildability, to designing Parklets and installations. Before joining SITELAB, Ms. Pries worked in urban design at SMWM in San Francisco (now Perkins + Will) and The Cecil Group in Boston. Her work has focused on large urban projects—the CA/T and Russia Wharf in Boston, Piers 92-94 in New York, San Pedro in Los Angeles, and Hunters Point Shipyard and Treasure Island in San Francisco.

### EDUCATION

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

Tufts University Bachelor of Arts,  
History & Economics

### PROFESSIONAL AFFILIATION

American Planning Association

### RELEVANT PROJECT EXPERIENCE

Connect Kendall Square Open Space; Cambridge, MA

Pier 70 Waterfront Redevelopment; San Francisco, CA

Candlestick Point Wedge Park & Plaza; San Francisco, CA

Presidio Gateway Invited Competition; San Francisco, CA

5M Project; San Francisco, CA

Napa Pipe Riverfront Redevelopment; Napa, CA

4A Public Realm and Programming; Santa Monica, CA

Historic Winchester Factory Courtyard; New Haven, CT

Treasure Island; San Francisco, CA

Station Park Green TOD; San Mateo, CA

Hunters Point Shipyard Phases I/II; San Francisco, CA



## NICK JACKSON

Senior Planner  
**TOOLE DESIGN GROUP**

Nick Jackson is the Director of Toole Design Group's (TDG) Boston, MA Office and has over 17 years of experience planning and designing sustainable transportation systems. A major focus of his work has been retrofitting constrained urban and suburban corridors to better accommodate all modes of travel. Nick's years of involvement have provided him the opportunity to work closely with transportation professionals, elected officials and members of the public on a wide range of challenging multimodal design issues. Recently Nick led the development of award winning new complete street design guidelines for the City of Boston, which include a new system of street types, and detailed roadway, sidewalk and intersection design guidance. Prior to joining TDG, Nick served as Deputy Director of the Active Transportation Alliance in Chicago, IL.

### EDUCATION

Bachelor of Arts, American Studies,  
Carleton College: 1995

### PROFESSIONAL AFFILIATION

TRB Bicycle Subcommittee:  
2011-Present

Association of Pedestrian and  
Bicycle Professionals (APBP)

### RELEVANT PROJECT EXPERIENCE

Cambridge On-Call, Cambridge, MA

AASHTO Guide for the Planning, Design,  
and Operation of Bicycle Facilities

Boston Complete Streets Guidelines, Boston, MA

Cambridge Bicycle Master Plan, Cambridge, MA

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## RESUMES



## CHRISTI APICELLA, AICP

Transportation Planner  
**MCMAHON**

Christine W. Apicella, AICP, Project Manager has more than 17 years of experience in transportation planning and community development for both public and private clients. Her expertise includes strategic transportation and community development plans, transportation demand management, parking analyses, public/private partnerships, and public outreach. In her prior role as senior planner at Medical Academic and Scientific Community Organization (MASCO) she provided planning, development, and transportation assistance to | 22 institutions in the Longwood Medical and Academic Area of Boston. She is also a former director in the City of Somerville, MA Office of Housing and Community Development.

### EDUCATION

Master of Urban Planning,  
University of Michigan

B.A., Geography , University  
of Arizona

### PROFESSIONAL AFFILIATION

Certified Planner, AICP (105073),  
1999

American Planning Association,  
Member

American Institute of Certified  
Planners, Member

Massachusetts Association of  
Consulting Planners, Member

Franklin (MA) Downtown  
Partnership, Member

Town of Franklin, MA 2013 Master  
Plan Committee, Member

### RELEVANT PROJECT EXPERIENCE

Design Services for the Kendall Square/Main Street Project, City of  
Cambridge, MA

EZRide Shuttle Service Phase III Study, Charles River TMA, Cambridge, MA

Kendall Square Mobility Plan, MassDOT, Cambridge, MA

“Grounding McGrath” Study, MassDOT, Somerville and Cambridge, MA

Fairmount Indigo Planning Initiative, Boston Redevelopment Authority (BRA),  
Boston, MA

Newmarket Industrial District Parking Supply and Demand Study, Economic  
Development and Industrial Corporation (EDIC)/Boston Redevelopment  
Authority (BRA), Boston, MA

Boston Marine Industrial Park Parking Services, Economic Development and  
Industrial Corporation (EDIC), Boston, MA

MBTA Attleboro Commuter Rail Station Improvements, Greater Attleboro  
Taunton Regional Transit Authority (GATRA), Attleboro, MA



## BYRON STIGGE, PE

Infrastructure Principal  
**LEVEL**

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

### EDUCATION

Harvard University Graduate  
School of Design, Master of Design  
Studies in Environmental Planning

Massachusetts Institute of  
Technology School of Architecture  
and Planning, Master of Science in  
Building Technology

Washington University in St. Louis  
School of Engineering, Bachelor of  
Science in Civil Engineering, Minor  
in Architecture

### PROFESSIONAL AFFILIATION

Forum/Institute for Urban Design:  
Board Member and Treasurer

Urban Land Institute: Member

American Planning Association  
International Division: Secretary /  
Treasurer

### RELEVANT PROJECT EXPERIENCE

Rebuild By Design, New York, New York 2014

100 Resilient Cities, Global 2014

Village Health Works, New York, New York 2014-2015

Arverne East Master Plan, New York, New York 2014

Palava Eco-City, Mumbai, India 2010-2013

Osaka Station Park, Osaka, Japan 2014

Punggol Master Plan, Singapore 2012

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## RESUMES



## JULIA AFRICA

Public Health Expert

**HARVARD CENTER FOR HEALTH  
AND THE GLOBAL ENVIRONMENT**

Julia Kane Africa leads the ecological infrastructure, biophilic design and restorative landscape areas of the Nature, Health, and the Built Environment (NHBE) program. In this role, she examines the ways in which nature (parks and green spaces) and natural design cues (natural features in built environment settings) in urban settings support psychological and physiological health and resilience. She then translates these insights into urban design and planning practices that are site-sensitive, ecologically ethical, and health-promoting.

She is currently conducting research in China, Japan, and in the US (on behalf of the National Park Service). The NHBE program draws on these activities to provide evidence-based recommendations for the Center for Health and the Global Environment's partners and outreach material for public health scientists, physicians, and urban planners.

### EDUCATION

Harvard Graduate School of Design, Master of Design Studies (MDesS)

Harvard School of Public Health Coursework in the Exposure, Epidemiology, and Risk Department

New England School of Acupuncture (NESAs) Master of Acupuncture & Oriental Medicine

Bryn Mawr College 1996–2000 BA cum laude in Anthropology with an Environmental Science focus. Year abroad at SOAS, University of London

### RELEVANT PROJECT EXPERIENCE

Health and Places Initiative (HAPI); US (Harvard) and China

Natural Environments Initiative; Cambridge, MA

Arup & Partners, LTD.: Design and research on an implementation of a biophilic soundscape environment for a corporate campus setting; San Francisco, CA

Urbanism, Spirituality and Wellbeing; Cambridge, MA







# PROJECT STRATEGY

UNDERSTANDING

APPROACH

SCOPE (STRUCTURE & STAGING)

TIMELINE



**THE CITY OF CAMBRIDGE HAS A STRONG IDENTITY, A FOUNDATION OF PLANNING, AND A DIVERSE ENGAGED COMMUNITY. STILL, TODAY'S CLIMATE OF COMPETITION MEANS THAT NO CITY CAN REST ON ITS OWN SUCCESSES. THE DYNAMIC CHARACTER OF CAMBRIDGE HAS ALREADY EMBODIED NEARLY FOUR CENTURIES OF CHANGE SINCE ITS FOUNDING. IN ORDER FOR CAMBRIDGE TO SUSTAIN AND IMPROVE ITS QUALITY OF LIFE, A COMPREHENSIVE, CREATIVE VISION FOR THE VISION FOR THE CITY MUST BE ENVISIONED, PILOTED AND IMPLEMENTED.**

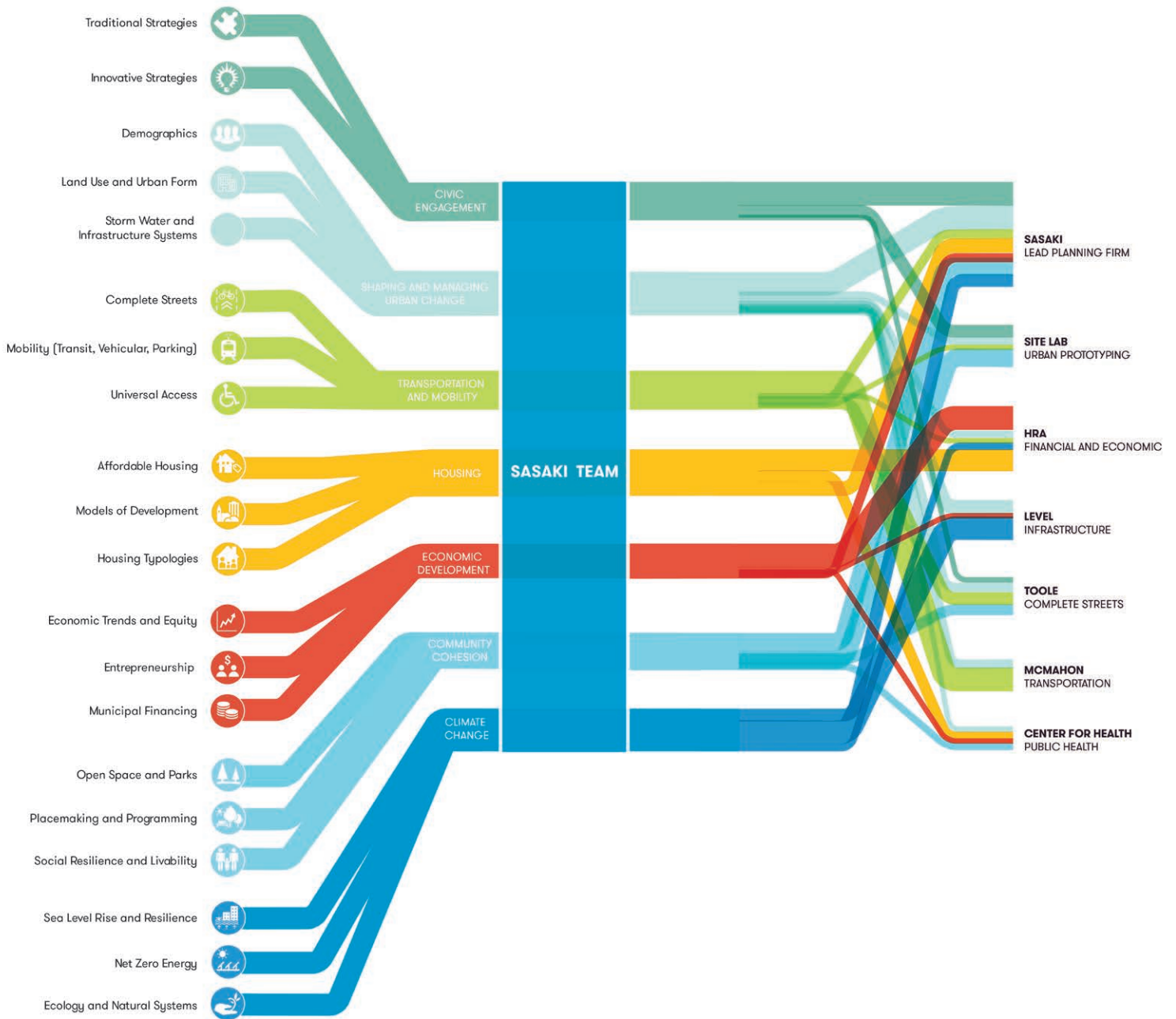
The project RFQ, Cambridge Conversations, and the many related plans tell a compelling story about the project's aspirations around mobility, engagement, long-term resilience, change and evolution, community cohesion, housing and economic development. While these are complex issues and require sensitive dialogue, trends show that the City is poised for continued transformation. Vehicle registrations continue to decline in Cambridge and the city was recently ranked #1 in the U.S. for bicycling by Redfin research center. The community health assessment outlined priorities for improved health access and health equity/social justice, among other key areas. Like all elements of this integrated city wide plan, these issues – of mobility and community health – are intertwined. The city's housing affordability challenge and economic development successes are similarly linked. We embrace the City's integrated approach to this process.

The integrated, topical approach to planning creates many opportunities for envisioning the future. For example, transportation planning and policy needs to be rooted in community values. This project provides the opportunity to look at mobility through a holistic lens and understand how it can support the values of Cantabridgians – promoting sustainability, choice, and physical activity. One opportunity is to pilot innovative mobility measures to share space and enhance the public realm. Cambridge's transportation

goals also relate to their sustainability, energy, and emissions. The Getting to Net Zero Task Force, the Climate Change Vulnerability Assessment & Preparedness Plan, the Climate Protection Goals and Objectives, and the Cambridge Compact for a Sustainable Future can be coordinated to create a model city for energy efficiency, renewable energy, climate mitigation and adaptation, storm water management, and green tech innovation with local businesses and institutions.

Ultimately, the planning topics need to add up to a unique sense of place, resilient public realm and community with longevity. In the immediate, tactical urbanism tools such as urban prototyping can test ideas for the City Wide Plan and build support, reveal issues and boost interaction and activity in the City. Some aspects of tactical urbanism — such as farmer's markets and outdoor concerts — are already part of the daily lives of Cantabridgians, and can be leveraged to test new ideas at the neighborhood farmer's markets or city festivals. With an eye toward improving life today and planning for the decades to come, the plan will establish an actionable framework for Cambridge's future growth that positions the city to meet the needs of its diverse populations, expand economic opportunities for all residents, provide compelling public spaces, and retain its distinctive sense of place.

# APPROACH



**THE FOLLOWING PAGES DESCRIBE OUR APPROACH TO THE CITYWIDE PLAN FOR CAMBRIDGE, AND BUILD UPON OUR UNDERSTANDING OF KEY ISSUES AND CONSIDERATIONS. THE APPROACH IS ORGANIZED AROUND TOPICAL THEMES INCLUDING:**

- **SHARED VISION THROUGH COLLABORATION**
- **ENGAGEMENT AND OUTREACH**
- **INQUIRY AND EXPERIMENTATION**
- **ACTION-ORIENTED**
- **LIVABILITY, COMMUNITY, HEALTH, AND SUSTAINABILITY**

SHARED VISION  
THROUGH  
COLLABORATION

**“ALL FOR ONE,  
ONE FOR ALL”**



**FUN FACT: COLLABORATION BEATS COMPETITION ANY DAY. SITELAB AND SASAKI RECENTLY WORKED TOGETHER ON THE KENDALL CONNECTS OPEN SPACE COMPETITION IN CAMBRIDGE. THIS COMPETITION WAS A MODEL FOR A COLLABORATIVE PARTNERSHIP WHERE ALL IDEAS WERE WELCOMED; WE LOOK FORWARD TO BRINGING THE TEAM'S ENERGY BACK TO WORK ON CITYWIDE THINKING.**

A primary outcome of this effort is the creation of a shared vision for the City of Cambridge—one that unifies and rallies the full spectrum of constituent voices. We believe that great plans truly embody the collective – and sometimes disparate – aspirations of a diverse, engaged community like Cambridge. Sasaki's core strength is our ability to listen intently, shepherd dialogue, and deliver tangible and compelling results for complex projects with diverse stakeholders. As an interdisciplinary practice we are compelled to think and maneuver across boundaries, constantly synthesizing and integrating feedback, seeking common threads and consensus, all with the goal of garnering support and enthusiasm around a compelling, shared vision. Sometimes, a multiplicity of viewpoints seems to obscure what are, ultimately, shared values in the community. Our team has extensive experience facilitating difficult conversations and working toward consensus.

Collaboration and consensus weave their way into our working practice as well. Transparency, collaboration, participation, and partnership—with the City, within our internal team, and with sub-consultants—underscore our approach. Collaboration is at the core of what we do. We embrace the notion that the collective power of the team is greater than that of any one individual and believe that the pace of innovation and inquiry accelerate with collaboration. We are excited by the prospect of working with the City of Cambridge as united partners in this process, coordinating engagement with the CET or integrating the goals of existing task forces and reports. We have put together a team who has collaborated together in the past and brings great respect for each other. Likewise, we work hard to develop strong relationships with clients and many of our clients are long-lasting.



ENGAGEMENT  
AND OUTREACH

**“HARMONIOUS  
CACOPHONY”**

**FUN FACT: LIFE'S A PARADE. AS PART OF THE REBUILD BY DESIGN COMPETITION, SASAKI AND HR&A WORKED SIDE BY SIDE IN ASBURY PARK, NJ, TO HELP THE COMMUNITY RECOVER POST-HURRICANE SANDY AND PLAN FOR LONG-TERM RESILIENCE. FOR ASBURY, THE KEY TO RESILIENCE WAS SOCIAL COHESION. TO SYMBOLIZE A UNITED ASBURY PARK, SASAKI WORKED CLOSELY WITH THE COMMUNITY AND LOCAL NON-PROFITS TO STAGE A CROSS-CITY PARADE THAT LINKED DISCONNECTED GEOGRAPHIES AND PEOPLE IN THE COMMUNITY.**

A successful process should enable and inspire dialogue, facilitate decisions, and build enthusiasm and advocacy for the ideas explored. It should be fun. It can be messy. Ultimately, community meetings are not only about listening; it's about transforming the conversation. We recognize that one size does not fit all. We offer multiple, proven avenues for engagement that incorporate diverse stakeholders as partners in the process with the goal of drawing out the full spectrum of voices. We will work with the City of Cambridge and the CET to craft a tailored engagement strategy that responds to what has worked well in the past, encourages participation across all constituents, allows for a difference of opinions, engages hard to reach communities, and aligns with the culture of Cambridge.

Intentionally tugging at the extremes, the strategies on the following pages represent outreach options that are simultaneously centralized and mobilized; traditional and innovative; predictable and spontaneous; analog and digital; broadcast and targeted; formal and informal. We seek inspiration from the cities and clients with whom we work, and are eager to innovate around engagement. We have experience with the following palette of tools, and look forward to crafting the appropriate approach with the City.

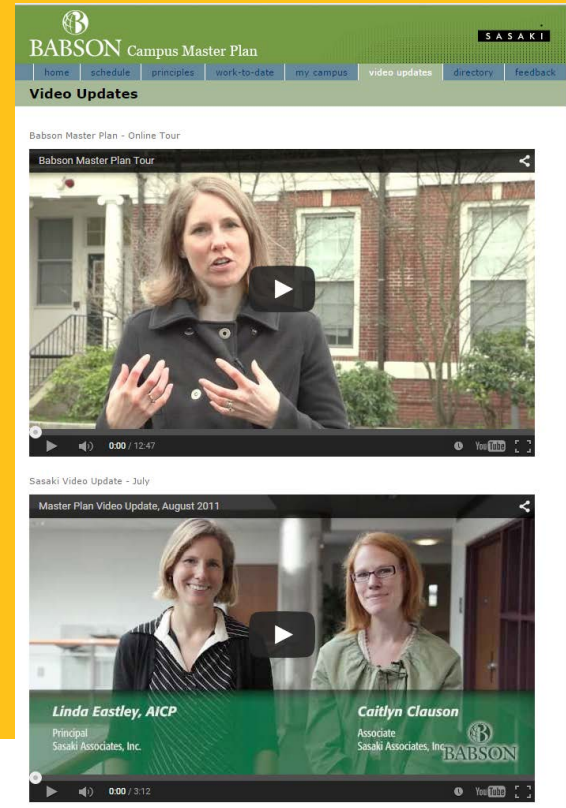


## APPROACH: ENGAGEMENT TOOLS



**Digital Tools** Today, no public process can be successful without an intensive online presence. At Sasaki, we create our own highly-graphic, customized online tools—such as MyCambridge and CrowdGauge—that allow participants to map and evaluate their urban experiences and place values on priorities. These tools can be linked to various partner websites, shared on social media (i.e. Twitter and Facebook), and can integrate various crowd-sourced data (i.e. Instagram and Tumblr). We will work with the client team to understand existing media infrastructures and potential new networks.

**Project Blog / Website** We are well-versed in developing an assortment of websites—Tumblr, blogs, or traditional websites. Project websites are particularly effective as repositories for inspiration, announcements, presentations, and project updates. We will work with the City of Cambridge to determine the look and feel, desired content, and how best to host the site.



**Video Outreach** Video updates provide another avenue for disseminating information in a visually dynamic manner. We film brief videos that subsequently get distributed to the public via email or posted to the project website.



**Public Meeting as Event** To garner attendance and repeat interest, public meetings must be more than information sessions. They must be fun, entertaining community events that create a venue for celebration, dialogue, and advancing the planning process.

**Interactive Work Sessions** Work sessions form the backbone of the planning process. To be most effective, work sessions tend to include a presentation element along with an interactive feedback component that allows the Steering Committee to deeply engage in the subject matter.

**Focus Groups and Interviews** Some stakeholders need the opportunity for more in-depth discussion—tailored “one-on-one” time to contribute. We will facilitate a series of focus group discussions and will work with the client team to develop the appropriate stakeholders.



**Event Based Tactics** On the ground, temporal tactics move the conversation from static conference rooms to places of vitality and gathering that already exist within the community. Working with the City of Cambridge, we will study event calendars for a diverse group of engagements. This could include manning a booth at a farmer’s market, participating in the Cambridge Arts River Festival, hosting trivia night at Shake Shack in Harvard Square, or letting loose at the City of Cambridge Dance Party. By going to where the people are, the process engages the community on familiar ground, helping to dispel traditional hierarchies and enabling a more open dialogue.

## APPROACH: ENGAGEMENT TOOLS

**Photobooths** Photobooths are frequently incorporated into public meetings as effective ways to document ideas and preferences, and collectively form a visual montage of the community. They provide the added benefit of creating a positive, long-lasting association with an event.





**Urban Prototyping / Tactical Urbanism** In our on-demand economy, people are increasingly impatient for the tangible results of long-term planning. Rather than awaiting the completion of a planning effort, urban prototyping allows for the immediate implementation of ideas or mid-process prototyping of experiences through short-term, low cost experiments. By testing ideas during the planning process, we can adjust long-term plans accordingly. It also has the added benefit of further publicizing the planning effort.

Tactical Urbanism tools such as Urban Prototyping can be powerful pilot projects that begin to test ideas for the citywide plan and build support, as well as reveal issues and constraints that may need additional education or information. Urban Prototyping typically explores the intersection of art, technology, and interaction in the public realm. More broadly, it is under the umbrella of Tactical Urbanism, which seeks to use rapid and often temporary projects to boost interaction and activity in the City, often targeting under-utilized space or features. Some aspects of tactical urbanism — such as farmer’s markets and outdoor concerts — are already part of our daily lives. New forms of Urban Prototyping for Cambridge will be tailored per the plan goals and may include projects such as: Parklets, pavement-to-parks, Food trucks, Food truck parks, Urban Prototyping festivals for downtown installations, mobile exhibits, Living Innovation Zones (LIZes), interim activation (from gardening to sports), container retail, mural projects, and more.



**CityLab** CityLab refers to the creation of a physical presence or storefront for the planning effort. Such a space functions as a homebase for the broader planning team, and can include informational projections, displays of project content, dropboxes for ideas, among others. We could even offer to host “office hours” as another means for individuals to directly engage in the effort. They provide the public with a visible destination for both inquiries and ideas, and in many ways represent an early form of urban prototyping. Ideally the “CityLab” pairs with another community-based tenant.

**Mobile, Itinerant Methods** Bring the engagement directly to the communities with a mobile engagement laboratory — a CDD truck that moves throughout the City, equipped with digital/analog outreach tools and feedback mechanisms including video, “storycorps”-style interviews, comment cards, and memory mapping, etc.

**Intercept Sessions** Intercept sessions provide the opportunity to informally and casually ask quick questions during community events, or while individuals are walking around public squares.

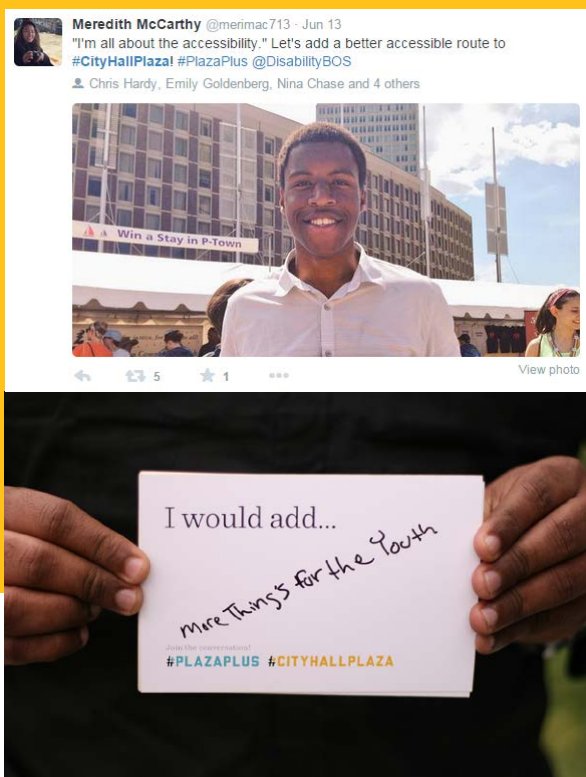


**Visual Storytelling** The ability to present and display the “fruits” of civic engagement is an integral part of a successful process. We have used local artists and ethnographers to informally interview locals, observe the city, and draw or illustrate them. In the past they have asked the question “What do you imagine for your neighborhood?” and documented their process with photo essay, collection of drawings, and sets of audio interviews. Collections could then be displayed at the “CityLab” and/or common advertising locations such as Cambridge buses.

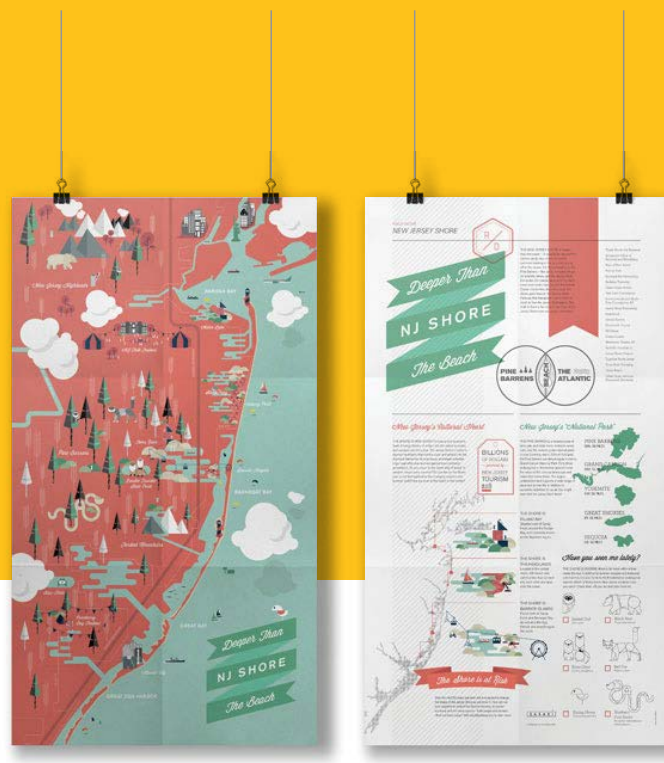


**Tours** Tours allow you to step into another person’s shoes and see the world through their eyes. We leverage tours at various points in the process—at the beginning as a means to understand the site, and toward the end, to take a physical tour of the future plan with stops located at key areas of anticipated change. Tours are geared toward education and exposure to parts of the city, themes of interest, points of learning, specific neighborhoods or uses, or best practices. In fact, the Alewife study would be a great choice for a tour of underutilized areas as well as ecological wins. We’ve conducted bike tours, boat tours, walking tours, trolley tours—perhaps it’s time to be inspired by Cambridge’s Pedicab Tours.





**Social Media** As participants in an active and networked society, social media enables us to create, share and disseminate information and ideas to vast audiences, and invites instant feedback. Social media is helpful as both a stand-alone engagement tool, or integrated as a component of a broader outreach strategy. We could initiate a phone-based game or create a custom #hashtag (#CompleteCambridge).



**Print Collateral** Active engagement is supported through our in-house print collateral, including posters, newsletters, postcards, banners, and logos, etc. More than a memo, print collateral aids in establishing and reinforcing a graphic identity for the project and should be accessible to all audiences.

INQUIRY AND  
EXPERIMENTATION

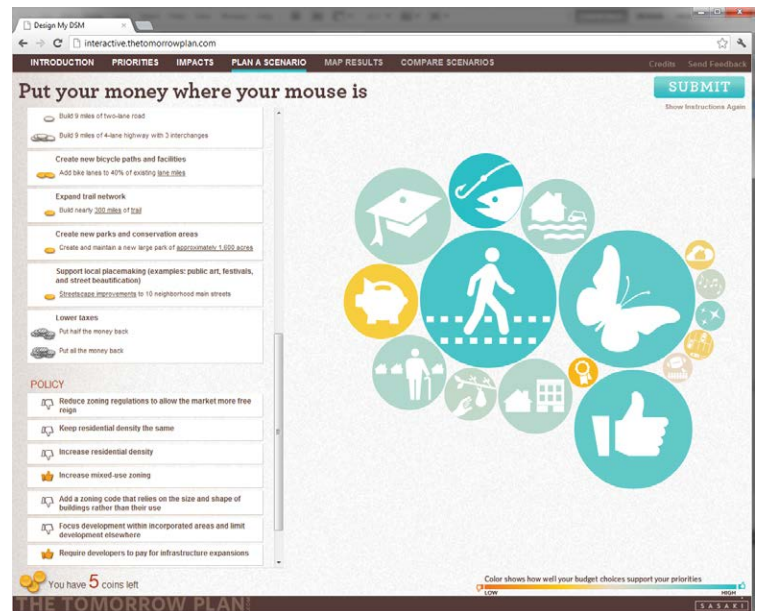
**“ASSUME  
NOTHING; TEST  
EVERYTHING”**

As problem solvers, we believe in the need to define the problems before looking for the answers. Our plans are not formulaic, but are customized to address the specific questions at hand. We don't need to reinvent the wheel, but we do feel it is important to create space to test new ideas. Through the rapid iteration of many ideas a single, powerful planning and design vision will emerge. We have developed tools and technologies that we will apply in our planning and design process with you that will allow us to not only reach new solutions, but also ask and answer new questions—often framing a problem in new ways and changing basic assumptions. Understanding community concerns within the City of Cambridge through robust outreach and analytical investigation will form the cornerstone of the effort, and help to define the questions we seek to answer.

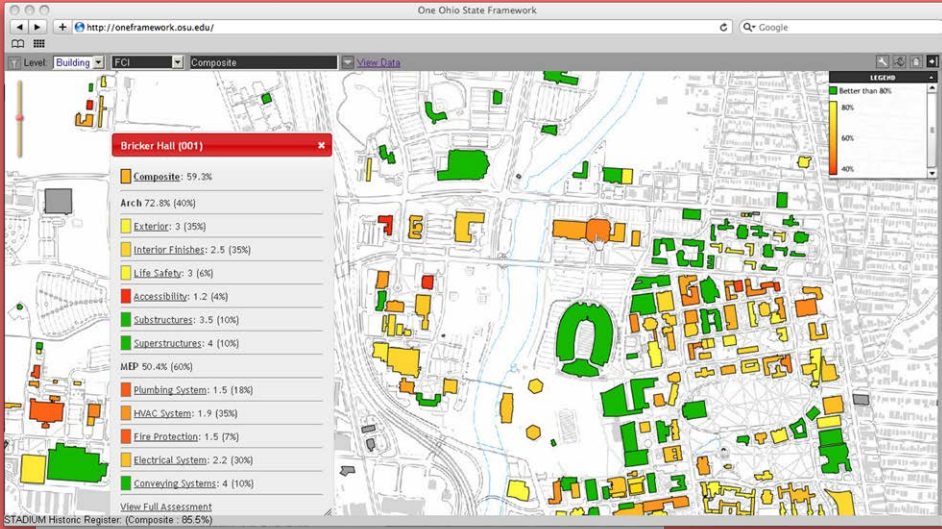
Sasaki's data-driven approach provides a strong foundation for testing and experimentation; yields long term dividends; generates a common understanding of conditions; surfaces key areas of concern and opportunities; and provides insights into transformative solutions. Placing facts on the table substantiates findings and facilitates constructive decision-making. Our rigorous analysis is supplemented with a robust set of strategic planning tools (outlined on the following pages) developed by our in house strategic planning think-tank, Sasaki Strategies. Comprised of computer programmers, data analysts, and geographers, Sasaki Strategies enables us to deliver data driven planning solutions in an integrated and iterative manner. Sasaki Strategies can provide the following services for the City of Cambridge effort: Manage and visualize comprehensive city-wide datasets; prepare web-based graphic survey tools; prioritize potential projects by aligning them with community goals; test alternative development scenarios and measure their impacts (phasing, costs, parking, traffic, etc.) in real time.

By integrating strategic thinking with physical and financial awareness, our planning work creates a collective vision amongst constituencies and stakeholders. We will work with the City of Cambridge to determine the most relevant tools for this planning effort.

**FUN FACT: WE BELIEVE ENGAGEMENT, DATA AND ITERATION GO HAND IN HAND – AND THAT SURPRISES ARE GOOD. WHILE DEVELOPING A REGIONAL SUSTAINABILITY PLAN FOR NORTHEAST OHIO, WE LAUNCHED CROWDGAUGE, A TOOL TO COLLECT THE VALUES AND PRIORITIES OF THE COMMUNITY. WHILE DISCUSSION OF MUNICIPAL SPENDING AND JOBS DOMINATED DISCUSSION AT COMMUNITY MEETINGS, THE SURVEY SHOWED THAT THE OVERWHELMING MAJORITY OF PEOPLE WERE IN AGREEMENT ABOUT THEIR TOP PRIORITY: ACCESS TO CLEAN AIR, WATER AND LAND. WHEN WE CAN'T FIND AN ANSWER THROUGH DATA, WE WILL GROUND-TRUTH OUR IDEAS THROUGH URBAN PROTOTYPES, SUCH AS OUR WATERFRONT TRAIL MOCK-UP AT PARK(ING) DAY IN PITTSBURGH.**

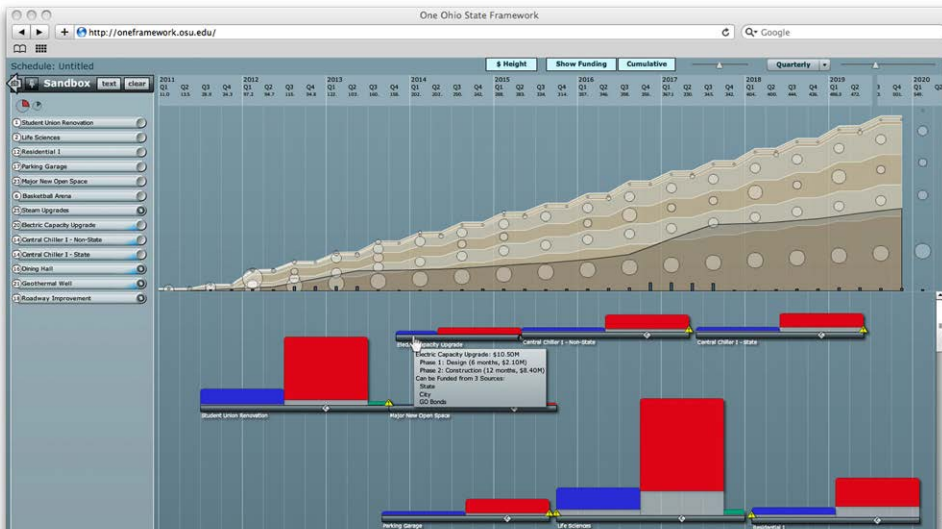


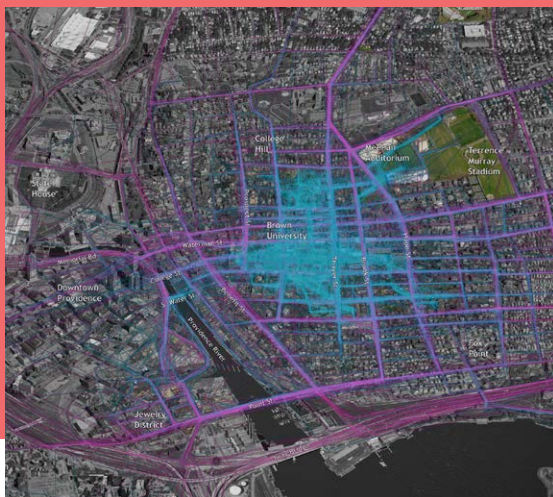
# APPROACH: PLANNING TOOLS



**The Visualizer** The Visualizer provides a planning interface that graphically maps City data, with the ability to easily incorporate new data sets, such as building types and uses, ownership, historic significance, circulation, open space, etc. The Visualizer can incorporate and graphically display analysis, findings and recommendations of the previous planning studies.

**The Prioritizer** The Prioritizer ranks potential capital improvement projects depending on their contribution to stated goals that support a shared vision. Projects reshuffle in priority based on how strongly the user weighs the relevance of the various goals. The tool subsequently provides a flexible platform to test the phasing of individual capital projects based upon project dependencies, desired goals, outcomes, and priorities. This platform will define the overall sequencing of projects, while ensuring the master plan is financially feasible and in-line with anticipated funding streams.





**CrowdGauge** CrowdGauge is an online platform designed to help communities achieve better public participation and understand trade-offs. First, it asks users to rank a set of priorities, and then demonstrates how a series of actions and policies might impact those priorities. Democratic by design, the final step in the sequence asks individuals to vote on the actions they support most.

**MyCambridge** MyCambridge is an interactive online survey that enables individuals to comment on how they use and experience the existing urban environment, according to a series of elements such as favorite dining and social spaces, inspirational and memorable spaces, opportunity areas, underutilized spaces, most frequent circulation patterns, and parking areas, among others. This tool can be used to better understand the way that the city is used, perceptions of public spaces, and how to best leverage opportunity areas.

**Smart Plan** Through the use of “SmartPlan,” we are able to help cities make informed real-time decisions on design strategies by linking spatial, financial, and environmental data in a single 3D model. Employing this technology in the design process enables the team to test changes to development programs and assess, in real time, the resulting impacts on a variety of different outcomes including development capacity, parking demand, traffic generation, project revenue, fiscal impact, and environmental impacts such as storm water runoff. The SmartPlan software allows for quick study of multiple alternatives with complex variables—simplifying the visualization and analysis of value and impact.



ACTION-ORIENTED

**“READY, SET, GO”**

Another pillar of success for the Cambridge citywide plan is the creation of actionable recommendations rooted in community consensus. Our team's integrated approach to planning—one that marries financial and physical realities—creates a collective understanding across all constituencies of the interrelationships and inherent tradeoffs involved in the planning process; our data-driven approach puts facts on the table and allows us to solve problems from multiple angles; and our collaborative methodology creates a platform for tackling the hard questions. These strategies facilitate the creation of specific and clear action-oriented recommendations designed to advance and implement Cambridge's shared vision. Recommendations may take the form of policy recommendations, zoning changes, and phased capital and infrastructure projects. At the end of the planning process, the City of Cambridge will see a future that is inspiring, achievable, and realistic.

**FUN FACT: SASAKI AND HR&A RECENTLY COLLABORATED ON THE DESIGN AND PROGRAMMING OF BOSTON'S NEW – TEMPORARY – PARK, THE LAWN ON D, AT THE MASSACHUSETTS CONVENTION CENTER. THE PARK WAS IDENTIFIED AS AN ACTIONABLE NEXT STEP DURING SASAKI'S PLANNING EFFORT FOR THE BOSTON CONVENTION AND EXHIBITION CENTER. THE PARK IS AN EARLY ARRIVAL ON D STREET AND A PROTOTYPE FOR CIVIC IMPACT THAT EXPRESSES THE AMBITIONS OF THE NEW WATERFRONT DISTRICT. THE DESIGN'S FLEXIBLE EVENTS SPACE COMBINED WITH A CLEAR BUSINESS PLAN AND PROGRAMMING STRATEGY HAVE MADE THE POP-UP OPEN SPACE A NEW FAVORITE, AND A NATIONAL AWARD WINNER.**



LIVABILITY, COMMUNITY  
HEALTH, AND SUSTAINABILITY

**“SYSTEMS-  
THINKING”**

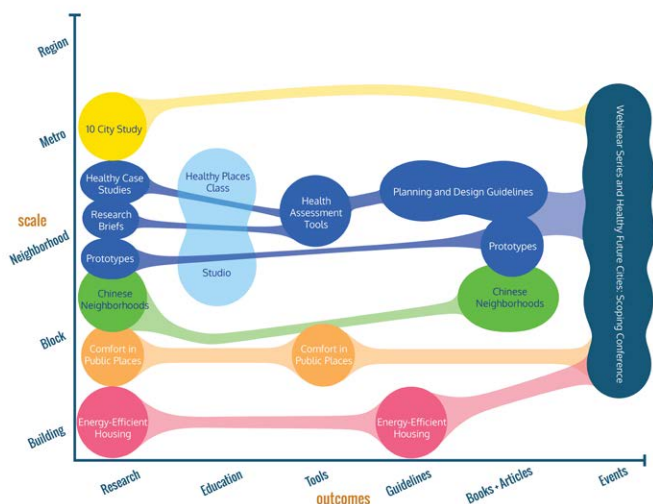


Cambridge today is a national model of a livable community. Livable, healthy communities require the holistic integration of civic, cultural, social, physical, and economic life, where education, public health, safety, a diversity of housing and transportation options, and open space and public realm amenities are woven together into the underlying structure of the city. Cambridge is comprised of multiple neighborhoods, each rooted in its own distinct identity and culture and linked by the river, transit, complete streets, trails, and services. This plan provides the opportunity to strengthen the unique and dynamic nature of each neighborhood; create strong and connected civic hearts that are both memorable and accessible; enhance their livability; and create spaces for dialogue and interaction between them. While the 2014 Cambridge Health Assessment demonstrated that Cambridge has many successes and opportunities for residents, there are still gaps around affordability, homelessness, and concerns about environmental changes, as well as desires for greater access to physical activity and healthy eating for all ages. While addressing these challenges is complex, the citywide plan offers the chance to enhance the physical environment and policies toward a new paradigm.

We approach sustainability and resilience from all angles, yet targeted to essential areas. We believe that a holistic approach to sustainability leads to a comprehensive understanding of social, cultural, environmental, and economic parameters and paves the way for the creation of highly integrated, stable, and healthy communities. Income equality, affordability, social needs, and diversity are examined alongside environmental elements, such as net zero energy, water, resilience and climate change, enabling the creation of sustainable entities where small businesses can thrive, the quality of life can improve, and local culture can flourish.

Leveraging Cambridge's existing work with the STAR Community Rating System, we will work closely with you to identify goals, and establish benchmarks and metrics specific to those goals. Similarly, we will coordinate closely with the Climate Change Preparedness and Resilience Plan. Sustainability workshops held over the course of the project will help us align solutions with goals. The City of Cambridge is inextricably linked to its physical, social, economic, and environment contexts; the plan needs to sensitively respect and celebrate these connections, and should stand as a sustainable vanguard.

**FUN FACT: THE CENTER FOR HEALTH AND THE GLOBAL ENVIRONMENT IS AT THE FOREFRONT OF INVESTIGATING QUESTIONS SURROUNDING LIVABILITY AND HEALTHY ENVIRONMENTS. IN COLLABORATION WITH HARVARD'S GRADUATE SCHOOL OF DESIGN, THEY HAVE EMBARKED UPON THE HEALTH AND PLACES INITIATIVE (HAPI), WHICH INVESTIGATES THE CONNECTION BETWEEN HEALTH AND PLACE WITH THE GOAL OF CREATING GUIDELINES FOR BETTER COMMUNITY DESIGN.**



**THE PROCESS THAT FOLLOWS REPRESENTS OUR PROPOSED APPROACH FOR THIS EFFORT. WE ANTICIPATE REFINING AND TAILORING THE PROCESS, SCOPE, AND SCHEDULE TO BEST ALIGN WITH THE NEEDS, TIMEFRAME, WORKING PATTERNS, AND CULTURE OF THE CITY.**



A strong working partnership between our team and the City will be critical to the plan’s success. Our experience on other master plans, as well as on plans led by a client partnership, will ensure we lead a clear and coordinated effort. We suggest working closely with a subset of individuals from the broader Steering Committee—referred to as the **Core Team**—who will serve as our primary contacts. It is recommended that we consult with this entity on a weekly basis. We understand the **Steering Committee** will include representation from the Community Development Department with representation from its divisions including Housing, Environmental and Transportation Planning, Community Planning, and Economic Development; along with representation from other City departments including Human Services Programs, Public Works, Traffic, Parking and Transportation, and the Cambridge Health Alliance. We recommend meeting with the Steering Committee on a monthly basis to present findings and receive feedback. Materials will always be reviewed and vetted with the Steering Committee before any public meetings. With our local office in Watertown, we will be able to be very responsive and present to the needs of the City and client group.

In addition to the Steering Committee, we anticipate extensive engagement and interaction with the **consultants preparing ongoing initiatives** with the City, especially the Climate Change Preparedness and Resilience Planning effort. We will work with the City to build specific integration sessions into the schedule.

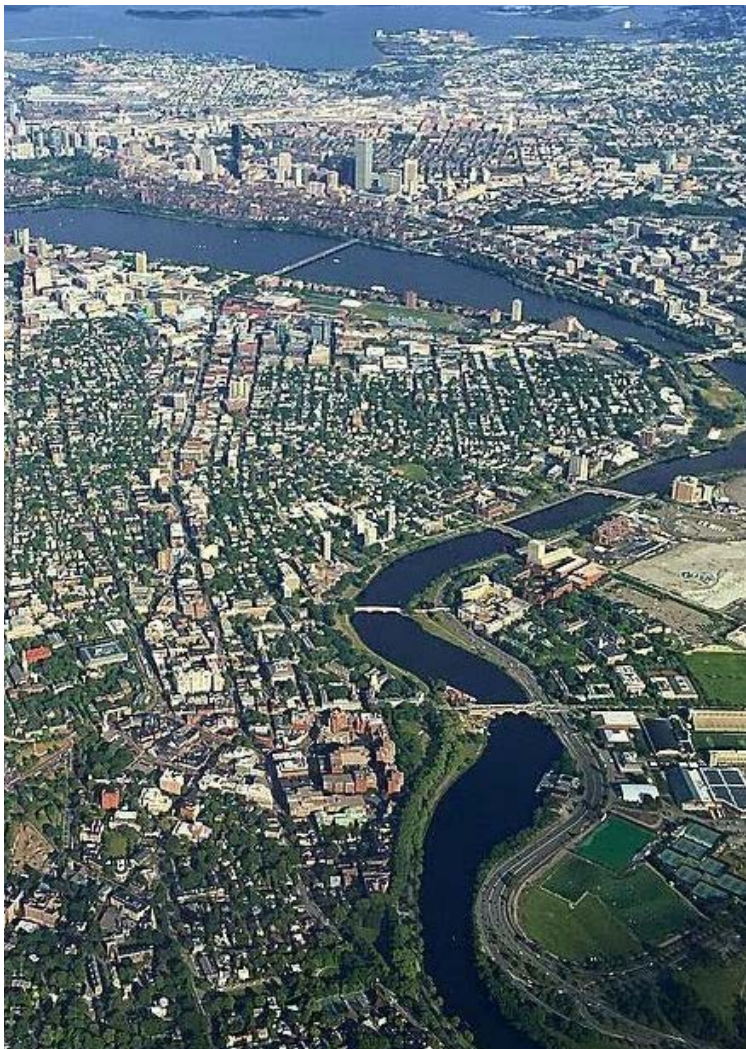
Public engagement and sustained dialogue will be critical during the three-year process. We have identified three additional levels of community outreach. The first is outreach with **neighborhood clusters**, in which the City’s 13 neighborhoods are grouped into smaller clusters of two to three adjacent neighborhoods. Working in smaller areas will allow close focus on key issues, and enables cross dialogue and development of a shared understanding. This would allow for more detailed outreach with specific communities. The second layer speaks to the **city as a whole**, enabling comprehensive dialogue across all neighborhoods. The final layer is that of specific, targeted outreach, which can take on many forms including focus groups, stakeholder interviews, etc. We have also factored in consultation with the **City Council and Planning Board** on a quarterly basis, or at the conclusion of key milestones.

\* We have reviewed all of the addenda, including the City contract, and do not foresee any challenges.

## PROPOSED PROCESS

To complete the master plan, we propose a three-year, six-phase planning process that commences in September of 2015 and concludes in 2018. Please reference the accompanying schedule for the specific timeframe of phases. While the schedule is somewhat linear, we see the process as iterative and realize there may be overlap between phases as we refine and re-test ideas. The schedule is organized to provide a deliberate and interactive process with the Cambridge community, and includes the following:

- Phase 1** Project Initiation
- Phase 2** Analysis and Visioning
- Phase 2b** Fresh Pond / Alewife District Study Early Action Plan
- Phase 3** Variables and Scenarios
- Phase 4** Shared Vision Plan
- Phase 5** Actionable Recommendations
- Phase 6** Final Plan and Approvals



## PHASE 1 PROJECT INITIATION

(SEPTEMBER – OCTOBER 2015)

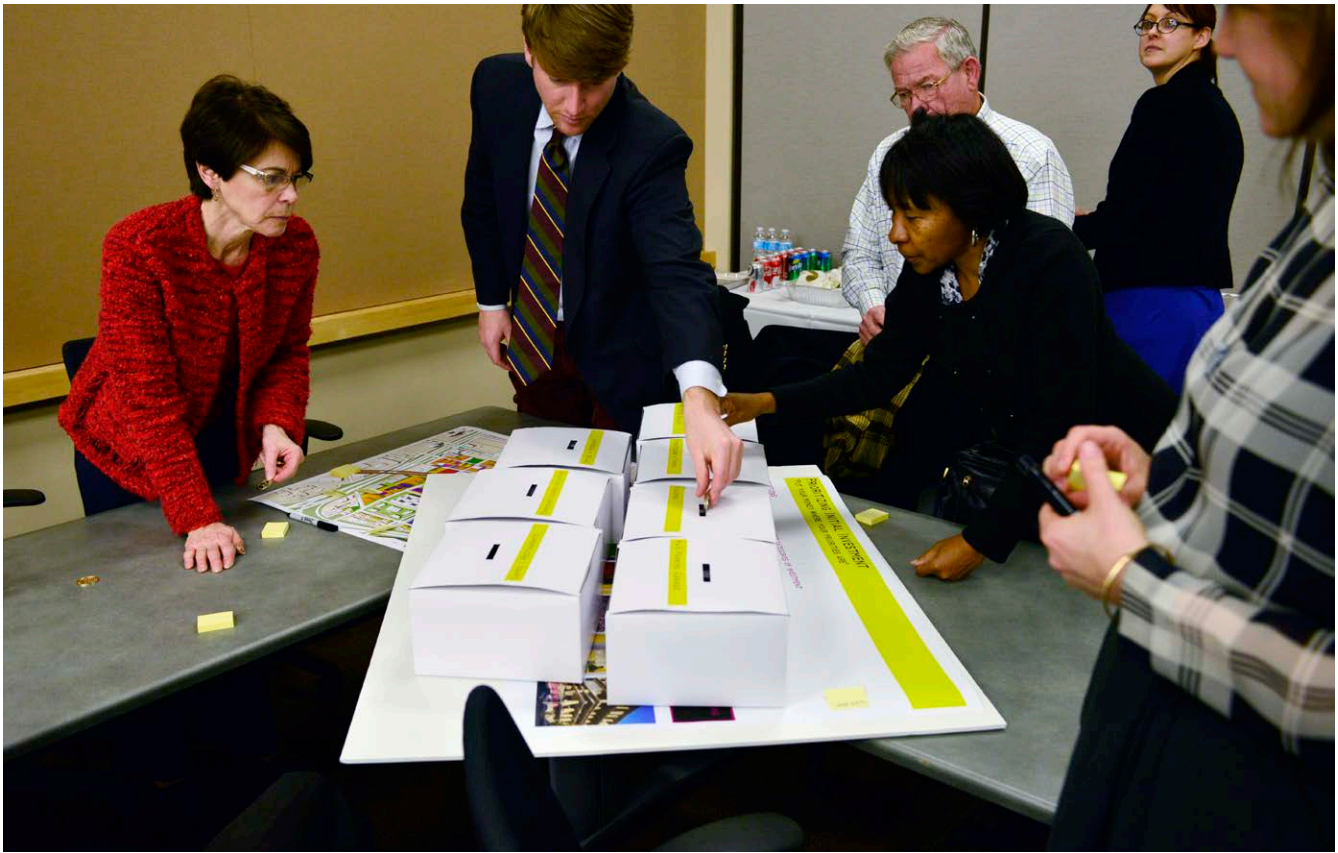
**Scoping** At the outset of the process, we will meet with the Core Team to confirm the overall scope and project schedule, including the schedule for the Fresh Pond / Alewife District study; to determine the best process to integrate with previous and ongoing planning studies; discuss communication protocols; establish key milestones and deliverables; review the approvals process; and define strategies and measures for success.

**Engagement Strategy** Concurrent with defining the scope, we will work closely with the City and CET to craft a tailored and comprehensive engagement strategy, specific to Cambridge. We want to understand what has worked well in the past, and what has not, where is there great representation versus the “holes” where we want to target some of our engagement, and how to best reach the under-represented communities.

**Big Picture Visioning** Before embarking on the analysis in the following phase, we will conduct a high level visioning session with the Steering Committee during its kick-off meeting, and with the broader Cambridge community during a city-wide public meeting. The dialogue from Cambridge Conversations will provide a strong foundation to build on. The city-wide public meeting will be structured as a launch party, including a visioning photo booth and use of Sasaki’s online tool, CrowdGauge, to ascertain aspirations for the City and understand priorities and key concerns to be addressed in the plan.

**Project Identity** After conducting the initial visioning session with the Steering Committee and city constituents, Sasaki’s graphic design group will begin to develop a graphic identity for the project, including color palette, font, logo, tagline etc. The identity will embody and reflect the key ideas or themes introduced during the visioning session. Infused throughout presentation materials, print and web collateral, and urban prototyping experiments, the consistent use of a graphic content creates a recognizable identity for the project. We have found that a consistent, accessible identity can lend coherence to a long planning process, such as this three-year effort, as well as help communicate the open, inclusive approach.

**Deliverables** Project initiation package including the detailed scope of services, project schedule and work plan, along with clearly defined coordination, communication, and engagement strategies



## PHASE 2 ANALYSIS AND VISIONING

(NOVEMBER 2015 – APRIL 2016)

**Gather Information** A data request will be issued outlining the data and materials needed for this effort. The team will subsequently collect and review existing relevant documents including the available materials related to previous and ongoing planning efforts referenced in the RFP; recent operating and capital budgets; demographic, market, and employment trends; among others. The team will review and compile available 2D and 3D base materials including maps, aerial photographs, 3D digital models, etc. that will inform the plan.

**Review and Synthesize Previous Planning Documentation** This planning effort builds upon the breadth and depth of the previous and ongoing planning studies; there is much already to build on. We will commence the analysis by gathering, reviewing, compiling, and visually unifying all previous planning documentation into a single database. We will subsequently review the compiled content with the Core Team to determine what is still relevant, what needs to be reconsidered, and to identify what new, original content needs to be developed on the ground.

### **Stakeholder Interviews and Focus Groups**

Stakeholder insight is critical throughout all stages of the planning process, but especially at the beginning. Sasaki will work with the Core Team to determine the list of appropriate stakeholders or focus groups to consult, and will provide a set of interview questions to distribute and review in advance of the meetings. At minimum, we would anticipate meeting with entities represented by the Steering Committee, along with key community organizations. Focus groups will be facilitated with approximately 10 individuals per group and may include residents, seniors or youth, employees, environmental groups, institutional leaders, community and neighborhood leaders.

**Launch Online Tools** During this phase the online presence will begin to take shape and will include the creation of a project website and the launch of two surveys—MyCambridge and CrowdGauge. We will work with the City to discuss the project website strategy, including graphic style, desired content, and host server. To better understand the user experiences and preferences of Cambridge citizens, we will launch MyCambridge, Sasaki's interactive online mapping tool that enables individuals to comment on how they use and experience the City. In many ways, it provides an interpretive map of the city and its neighborhoods, with perceptions of the quality

## SCOPE

of places. CrowdGauge will complement the spatial mapping of MyCambridge by collecting community values; these values can be used later in the process to evaluate recommendations and set priorities. In addition to leveraging CrowdGauge during the Big Picture Visioning session, the link to the online survey will be distributed for city-wide feedback. Both MyCambridge and CrowdGauge will be linked directly to the project website.

**Analysis of Specific Topic Areas** After gathering existing, relevant documentation and developing 2D and 3D base materials, the team will embark upon a robust analysis and mapping effort. Understanding that the plan must result in concrete recommendations, the analysis will be rigorous and action-oriented. Using primary and secondary research, GIS data, online survey data, precedent materials, and on-the-ground data collection, the planning team will analyze the following topic areas, others may be added if desired by the City:

**Demographics and Economic Projections** Examine relevant demographic trends in Cambridge, including population growth and age structure, race/ethnic composition, household composition and size, household income, and educational attainment, among others.

Drawing on relevant population and housing demand projections from the Metropolitan Area Planning Council (MAPC), the team will summarize expected future trends in relevant demographic indicators, with a focus on expected growth in households and school enrollments, as well as employment growth and socioeconomic diversity. Our analysis will critically inform an assessment of future housing needs in the community.

**Housing** A particular emphasis on housing strategy and production is warranted, given the mounting challenges associated with housing affordability in Cambridge. Given the City's economic positioning and desirability, these pressures are unlikely to relent anytime soon. Delivering more housing in Cambridge to alleviate this shortage, including both market-rate and regulated affordable units, will require reconciling difficult trade-offs around location, density, and affordability targets. We will first evaluate housing market dynamics, including the characteristics of the housing stock; unit counts by type, tenure, unit size, affordability, and age; service demand impacts of housing growth; and student and faculty housing needs. We will subsequently evaluate the financial feasibility of delivering affordable housing units in different parts of Cambridge given available tools



(e.g. Inclusionary Housing; Affordable Housing Trust) and varying assumptions about desired densities and development deal structures. This analysis will provide valuable information to the team and community in designing the alternative scenarios Phase 3.

**Real Estate Assessment** Our work will begin with an assessment of the development landscape, including existing development in the City by type, density, and tax revenue generation potential; and existing development guidelines, regulations, and processes. We will then perform a real estate market analysis, including residential, office, retail, hotel, and industrial uses. We will assess overall supply and demand trends, including absorption, rents/prices, vacancy, and leasing terms. We will also evaluate the financial feasibility of developing each type of asset given prevailing market rents, construction costs, and land prices in different parts of the City. The quantitative analysis will be supplemented with conversations with the local offices of real estate brokerage firms and interview brokers to understand emerging tenant trends, needs, and opportunities in Cambridge. Our real estate analysis will conclude with an evaluation of specific publically or privately-owned underutilized sites that could accommodate future growth.

**Transportation** We understand that the City of Cambridge seeks to work with a range of stakeholders to enhance mobility, reduce dependency on driving, and encourage healthy, multimodal transportation consistent with the City of Cambridge's goal for reduction in greenhouse gases. The citywide plan provides a unique opportunity to build upon the Kendall Square Mobility Task Force process by focusing on specific modes of transportation, and providing a holistic approach to mobility that balances local and regional issues. An understating of existing roadway infrastructure and traffic operations will play a role in developing alternatives to enhance transit, bicycle and pedestrian use throughout Cambridge.

For this effort, the team will build upon existing research and analysis, collecting and mapping outstanding data and conditions by mode

- **Transit** We will combine the analysis of the existing public transit transportation system with the demographic, employment and economic development completed by

other team members, and an understanding of potential mode shift desired. This analysis will allow us to identify issues and deficiencies associated with the transit system in Cambridge, and assist in developing recommendations for the future land use and development patterns in Cambridge.

We will prepare maps showing the relationship of population density, trip generators/employment centers and areas targeted for economic development to the public transit network to identify gaps in transit service. The potential for operational efficiencies for buses within the context of a complete streets approach will be considered.

- **Parking** Based on available land use information, we will evaluate parking demand based on existing and future scenarios. This may be a projection for a future build condition ("build-out" scenarios) or a potential demand scenario for changes in zoning and land use configurations.

- **Traffic** We will use available traffic volume data to review existing operations at key intersections within focus areas identified by the project team. Multimodal traffic counts will be conducted as needed where data is outdated or otherwise unavailable. We will work with the City of Cambridge and the team to employ the most appropriate analysis tool to support other project elements, including Critical Movement Analysis, Synchro Capacity Analysis Software, VISSIM Traffic Simulation.

- **Complete Streets** The City of Cambridge has long been a leader in piloting innovating shared and complete street designs. The citywide plan provides the opportunity to expand upon this work, potentially culminating in specific Complete Streets Policy. We will begin this effort by mapping existing pedestrian, bike and street conditions, configurations, characteristics, and networks to understand opportunities to calm traffic, innovatively share right-of-way, reduce multi-modal conflict zones, and create safer, more habitable pedestrian environments.

**Economic Development** We will perform an economic analysis to evaluate the city's economic development trajectory. To do so, we will consider both industry and workforce development issues:

- **Industry Analysis** Perform a baseline sectoral analysis of the City, prioritizing prominent sectors like biotech/life sciences, education, and healthcare. We will conduct location quotient and shift share analyses of the City in order to reveal strategic market opportunities in sectors where Cambridge evinces competitive advantage, and other sectors where declining employment may signal the need for targeted initiatives or worker support programs. Our location quotient analysis will reveal industries with a local high concentration, while the shift share analysis will compare industry performance in the City and region versus the Commonwealth and Nation in order to identify industries offering emerging opportunities. We also focus on entrepreneurial activity within the City, including new business starts, venture capital/access to capital, and diversity of business ownership.

- **Workforce Analysis** We will evaluate the capacities of the workforce in the City to understand how skill acquisition could lead to higher quality of life for members of the community and improve business competitiveness. We will begin with an assessment of existing workforce development programs, focusing on their ability to connect community members to emerging opportunities in growth industries. We will map the level of educational attainment and skill sets desired by growing sectors, and characterize areas where the existing workforce development infrastructure could be improved to allow community members to build career ladders and more fully participate in Cambridge's innovation economy. Our analysis will consider best practice examples drawn from around the nation.

**Municipal Finance Analysis** HR&A will consider the municipal financing landscape for Cambridge, and consider the tax generation and service demand implications of various types of development in the alternative scenarios.

**Land Use, Urban Design, and Community Health** The Sasaki team will review current land use, zoning, development guidelines, and building use patterns, along with any local plans, policies and regulations that may affect the future development context. Overall massing, density, floor area ratios (FAR), site

capacity, land use by density, building typologies and building height will be examined along with sustainability parameters—orientation, prevailing wind direction, etc. Diversity of housing and its correlation to affordability, social infrastructure, and transit access will be carefully mapped and analyzed. Vulnerable sites for future development will be identified, and will parallel an analysis of development opportunities and challenges for each neighborhood. We will link this analysis to the City's community health goals, specifically for urban environmental quality improvement, health and well-being (i.e. green spaces and health outcomes).

**Cultural and Social Resources** Cambridge has a rich and varied building stock with multiple conservation and historic districts that house buildings of significant cultural and historical value. Preservation regulations and historic district ordinances will be analyzed to better understand their long term implications on the overall urban fabric. These studies will be augmented by the mapping of social resources (homeless shelters, special needs programs, schools, religious centers, community learning centers, recreation centers etc.), commercial centers or squares, and landmarks, which will be mapped against parameters of accessibility, demographics and income distribution. Public art will be catalogued as well.

**Natural Systems and Open Space** We will begin by situating and mapping the City of Cambridge within its broader regional context, and will assess slopes, topography, climate, hydrology, stormwater management systems, and adjacent watershed data to understand current practices and watershed behavior. Sasaki will subsequently assess the landscape and open space systems and conditions throughout the city, including open space character, typologies, edge treatments, urban forest canopy, and impervious and pervious areas. City gateways and impact on city image will also be assessed.

**Climate, Energy and Infrastructure** The City of Cambridge has a number of ongoing climate change mitigation and adaptation initiatives with which we will coordinate and build upon during the citywide planning process. The Getting to Net Zero Task Force will provide the context of how Cambridge can become a "net zero community". The Climate Change Vulnerability



Assessment & Preparedness Plan will provide a deep understanding of the impacts of climate change and the vulnerabilities the city faces. We will work with the Climate Protection Action Committee to fully understand and translate the Climate Protection Goals and Objectives into the citywide planning process. We will also draw upon the Cambridge Compact for a Sustainable Future to fully understand the opportunities for energy efficiency, renewable energy, climate mitigation and adaptation, storm water management, and green tech innovation with local businesses and institutions. Based on the output and data generated by these initiatives, we will develop scenarios for energy and emissions trajectories for the next 20 years.

Analysis in this phase will involve creating a baseline scenario of a business-as-usual base case of greenhouse gas emissions of the city and the impacts of climate change on the city. Emissions sources by end-use sector, fuel type, and other useful categories will be geospatially mapped across the city. Existing infrastructure assets such as water, wastewater, power, police, fire, hospitals, and other critical infrastructure systems will also be mapped. Against the infrastructure asset mapping, the effects of climate change can be overlaid to begin to understand the risks and vulnerabilities critical facilities face over the next 20 years. Understanding the existing conditions and opportunities of infrastructure assets in Cambridge will inform the citywide planning process and the city's financial plan. The result of this analysis will be to understand and communicate both the current sustainability and resilience situation so that planning proposals and scenarios developed can be compared and contrasted in future citywide planning phases.

**Visioning and Analysis Outreach** In an effort to better understand the needs of the neighborhoods and to disseminate findings, the Sasaki team will conduct a series of neighborhood forums. The City's 13 neighborhoods will be grouped into smaller clusters of two to three adjacent neighborhoods, allowing for more site specific conversation. The neighborhood forums will include a visioning session and a condensed presentation of the analysis findings, which will lead to an interactive exercise focused on defining the ideas and variables to be tested in the development of scenarios that follows.



After completing all of the neighborhood forums, the planning team will host a citywide public meeting to present synthesized feedback on the visioning, key analysis findings, and identification of variables. The goal for this meeting is to leave with a unified understanding of the shared vision, variables, and ideas to be explored in Phase 3.

**Deliverable(s)** We will prepare a Milestone Status Report of Phase 2 findings, including all topic areas covered within the existing conditions analysis, online survey findings, precedent analysis materials, along with feedback from the initial stakeholder and focus group outreach, neighborhood forums, and city-wide public meeting.

## PHASE 2B FRESH POND/ ALEWIFE DISTRICT STUDY EARLY ACTION PLAN

[CONCURRENT]

Concurrent with the analysis and outreach in Phase 2, we will commence a deeper investigation of existing conditions, previous planning studies, comparable precedents and issues surrounding the Fresh Pond / Alewife district, with significant emphasis on transportation and traffic, broader mobility and connectivity, infrastructure, development, climate change, and place-making. Alewife is an important area of opportunity for the City of Cambridge. It is the location of a large intermodal station, situated at the end of the Red Line, and is a commercial hub, with significant office and R&D development. However, Alewife has significant environmental contamination issues, traffic congestion challenges, and underutilized retail property (the Fresh Pond Mall).

Rather than wait until Phase 3 to develop alternative scenarios, the development and evaluation of scenarios will be frontloaded during this phase, and will include accompanying preliminary recommendations and identification of early action items. As part of this, we will conduct additional targeted analysis as well. The findings and recommendations will later be integrated into the citywide plan.

**Research and Analysis** We will identify key data necessary to evaluate Alewife's future development potential, including transportation, traffic, parking, connectivity, open space and natural resource systems, planned development and infrastructure projects, land ownership status, rents and prices for key real estate asset classes, construction and land acquisition costs, and demand indicators such as population and employment trends.

**Alternative Scenarios** We will analyze growth scenarios for the future that are market based, improve connectivity, support place-making, and realize community goals. These scenarios will consider market feasibility (highest and best use); the city's policy objectives: transportation and connectivity; mixed land use; compact form; sustainable design; preservation of neighborhood character; expanded employment opportunities for local residents; infrastructure development needs and costs; and fiscal and employment benefits.

**Recommendations and Early Actions** Working closely with the City, the team will recommend a preferred growth scenario, and develop an implementation roadmap. The roadmap will identify catalytic projects for near-term implementation.

**Deliverable(s)** Fresh Pond / Alewife District Study, including summary of research and analysis, scenarios, recommendations, and early action items.

## PHASE 3 VARIABLES AND SCENARIOS

[MAY – OCTOBER 2016]

**Variables and Prototyping** Based upon feedback from neighborhood forums, we will develop a comprehensive matrix of planning variables, e.g. density, massing, building height, zoning, circulation networks, social and cultural identity, etc. to be tested in the scenarios. Recognizing the value of urban prototyping (rapidly testing and adapting ideas in the field), we will pay special attention to defining demonstration projects, programs, and policies that can be executed quickly to provide “proof of concept” for the plan and create momentum, such as maximizing the community benefits of projects in the pipeline; enhancing existing workforce training programs, and implementing streetscape improvements in targeted areas. Working closely with SiteLab, we will leverage urban prototyping tactics to test a number of variables and gauge the level of interest and overall reaction from the community.

**Scenario Development** After confirming the population, demographic, transportation, housing, environmental and economic projections, we will develop scenarios that embody the shared vision for the city and address topic areas identified in Phase 2. Scenarios will integrate the trends and trajectory envisioned for the city, as well as imagine creative ways to achieve community values and goals around sustainability and place-making. Scenarios will subsequently be evaluated and presented in a manner that highlights trade-offs between each option.

**Comprehensive Outreach** Similar to Phase 2, we will leverage neighborhood forums to solicit feedback on the scenarios, highlighting tradeoffs and collectively evaluating each option. Additionally, we will work with the Core Team to identify a range of creative outreach tactics for further feedback. Scenario outreach will culminate in a citywide public meeting, where the planning team will report back on input and feedback received at all outreach avenues. The goal for the meeting is to arrive at a preferred plan in support of the shared vision for Cambridge.

**Deliverable(s)** We will prepare a Milestone Status Report that documents the content of each scenario, the evaluation and testing techniques, community outreach feedback, and any underlying projection assumptions.

## PHASE 4 SHARED VISION PLAN

(NOVEMBER 2016 – APRIL 2017)

**Shared Vision Plan** Based upon the outreach conducted in Phase 3, we will advance and develop the preferred plan in greater detail, breaking down the plan into systems frameworks that address each topic area identified in Phase 2, such as community health, mobility, open space, urban design and place-making, and more. The preferred plan will embody the shared vision for the city.

**Comprehensive Outreach** Using methods and tactics similar to Phase 3, we will conduct comprehensive outreach across Cambridge to solicit feedback on the shared vision plan. This comprehensive outreach will culminate in another city-wide public meeting, where the preferred plan along with all feedback received to-date will be presented. Based upon feedback received during the outreach process, we will work closely with the Core Team and others as appropriate to iteratively refine the shared vision plan. Additional public meetings can be conducted until we reach consensus on all elements of the plan.

**Deliverable(s)** We will prepare a Milestone Status Report that documents the preferred plan, outreach feedback, and preliminary recommendations.

## PHASE 5 ACTIONABLE RECOMMENDATIONS

(MAY 2017 – JANUARY 2018)

**Actionable Recommendations** A set of actionable recommendations will accompany the shared vision plan, and will include policy and zoning recommendations, a development strategy (identification of capital improvement projects, city-wide urban design principles, development plans for precincts or targeted areas including parks and open space, and urban design guidelines), financial strategy, and phasing strategy. We will create an accountability framework that identifies performance metrics

and assigns specific individuals or departments to each actionable recommendation. Each element is described in greater detail:

### **Policy and Zoning Recommendations**

Create a policy framework for the action plan. The framework may include modifications to the city's Inclusionary Zoning Ordinance and/or citywide project review process; environmental and energy programs; expanded condominium acquisition, homebuyer education, and home improvement programs to support affordable housing, etc.

**Development Strategy** The development strategy will include a number of items, including the identification of capital improvement projects, citywide urban design principles, development plans for precincts or targeted areas including parks and open space, and urban design guidelines.

**Financial Strategy** The financial strategy will identify a funding strategy and assess budget implications of key projects and initiatives identified within the development strategy. For each of the key projects and initiatives, we will identify potential funding sources at the local, state and federal levels, such as the Affordable Housing Trust, matching funds provided through state Community Preservation Act, etc. We will consider opportunities for innovative public-private partnerships and non-profit collaborations.

**Phasing Strategy** We will develop an implementation roadmap by identifying short, medium, and long-term development phases along a timeline, public realm and infrastructure projects and economic development initiatives, considering the current priorities, funding, and capacity of the City and other key partners.

**Development of Indicators and Accountability Framework** We will develop indicators that allow the City to effectively measure the plan and performance over time. These indicators will consider the plan's role in accommodating development in a way that maximizes economic, financial, social, and environmental benefits and minimizes negative effects. They will also include measures of sustainability, energy consumption, and community health.

**Roles and Responsibilities** The plan will require champions across multiple organizations in order to be realized. The team will identify key stakeholders necessary to implement the action plan both within and beyond the City.

**Comprehensive Outreach** We will conduct comprehensive outreach across Cambridge to solicit feedback on the actionable recommendations, which will culminate in another city-wide public meeting. Based upon feedback received during the outreach process, we will work closely with the Core Team and others as appropriate to iteratively refine the actionable recommendations. Additional public meetings can be conducted until we reach consensus on the recommendations.

**Draft Plan** Once consensus on both the shared vision plan and actionable recommendations is achieved, we will create the draft plan report. After ample vetting of the report with the Core Team and Steering Committee, the report will be distributed to the community for review and posted to the project website, with opportunities to comment online and in person. We will work with the city to determine the desired format for the final plan documentation, which may include print or web-based components. We believe that plans should be highly accessible and graphic. We often supplement technical documentation with creative solutions such as graphic maps, brochures, or web material.

#### **Deliverables**

- Milestone action plan that identifies the actionable recommendations
- Accountability framework related to the actionable recommendations
- Draft Citywide Plan Report

## **PHASE 6 FINAL PLAN AND APPROVALS**

(FEBRUARY – APRIL 2018)

**Final Plan** After the completion of the Draft Plan, we will continue to engage in outreach sessions for final refinement and comments. During this stage we will develop compelling graphics and diagrams that convey the vision, ideas, and proposed strategies of the plan in both 2D and 3D formats. Illustrative drawings, eye level perspectives, and aerial renderings combined with key diagrams and detailed narrative will help convey the message of the plan to the City and its constituents. These deliverables will be made available to the broader community and will serve as a guiding document for future development of the city. A technical appendix will accompany the final plan and will include detailed analysis findings, technical information and data, community outreach input, etc.

**Outreach: Making the Plan Visible** As part of the development of the final plan we will work with SiteLab to develop pilot projects that engage and inspire the broader community, and garner support for the adoption of the plan. Bike and/or pedi-cab tours of the final plan focus areas will also be offered to create enthusiasm and excitement, and showcase the breadth of the planning effort.

**Approvals** Depending upon the content of the final recommendations, e.g. zoning changes, we will work closely with the City staff on the approvals process, as needed.

**Deliverables** Final Citywide Report and Technical Appendix

## LOOK LIKE ALLY?

...this region can be measured in many  
...of cities, land divided by highways,  
...collection of watersheds...you probably  
...visible and invisible boundaries every day



THE TOMORROW PLAN

## THE PROJECT AREA

We don't usually think of ourselves as living within a region...instead, we often identify with the towns and cities we call home. In some systems, like water and transportation, as well as many others considered in this study, are

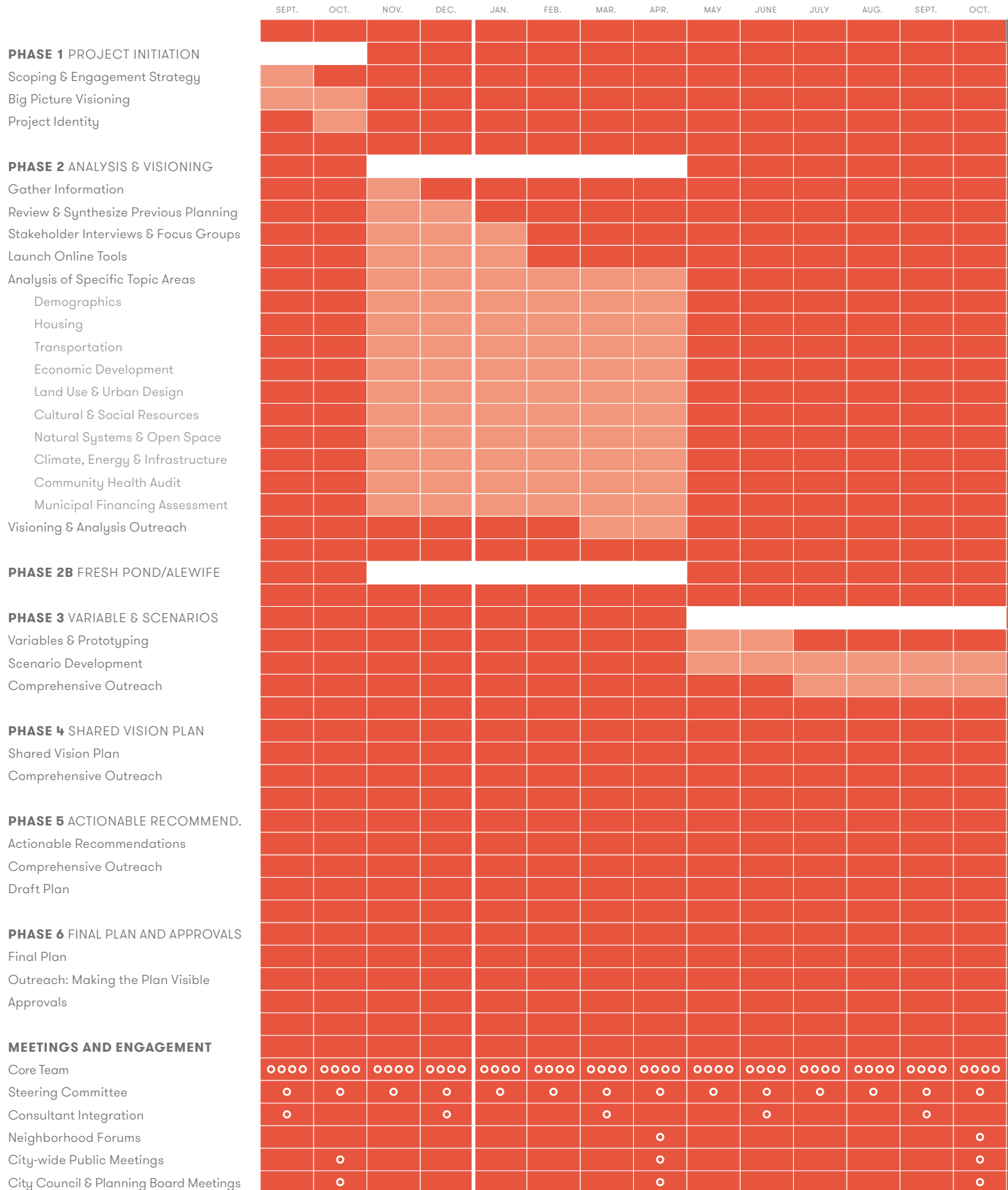
And even though you might not think in terms of the greater region, chances are you live, work, and play regionally. The interactive mapping game later in this section will show you what your regional network looks like



# TIMELINE

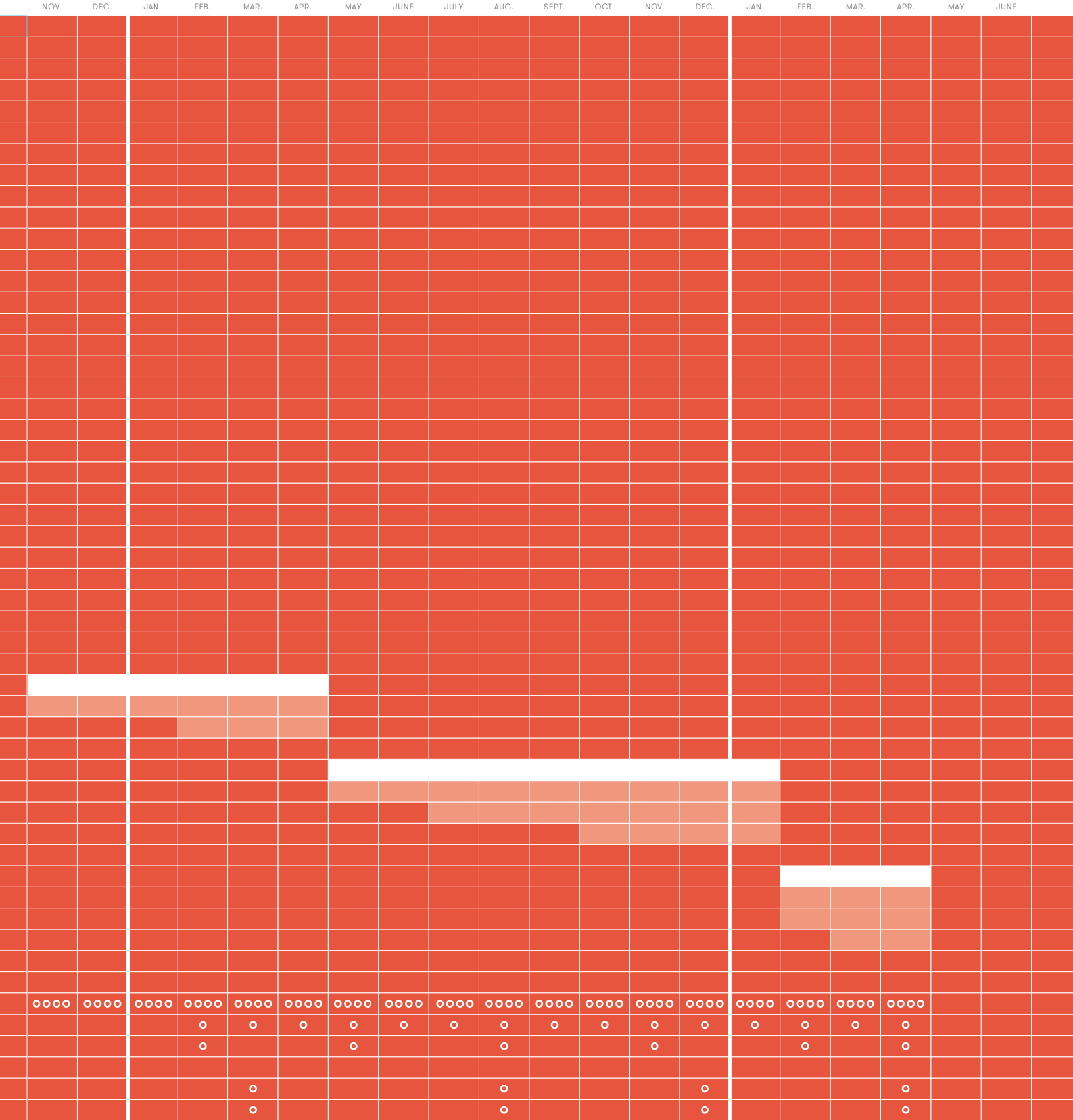
# 2015

# 2016



# 2017

# 2018







# PROJECT EXPERIENCE





## CITY OF RALEIGH DOWNTOWN MASTER PLAN

RALEIGH, NORTH CAROLINA

Sasaki led development of a downtown plan for Raleigh, North Carolina. Raleigh is a fast growing city, and the plan is working to focus future investments on ways to incentive growth and create a balance of residential and office development downtown, while protecting historic and district character and creating an authentic sense of place. Raleigh's downtown is an urban grid framed around a historic plan with a system of civic squares, many of which remain intact today. Programming and enlivening of these historic park squares, linked to surrounding economic development is a component of the plan.

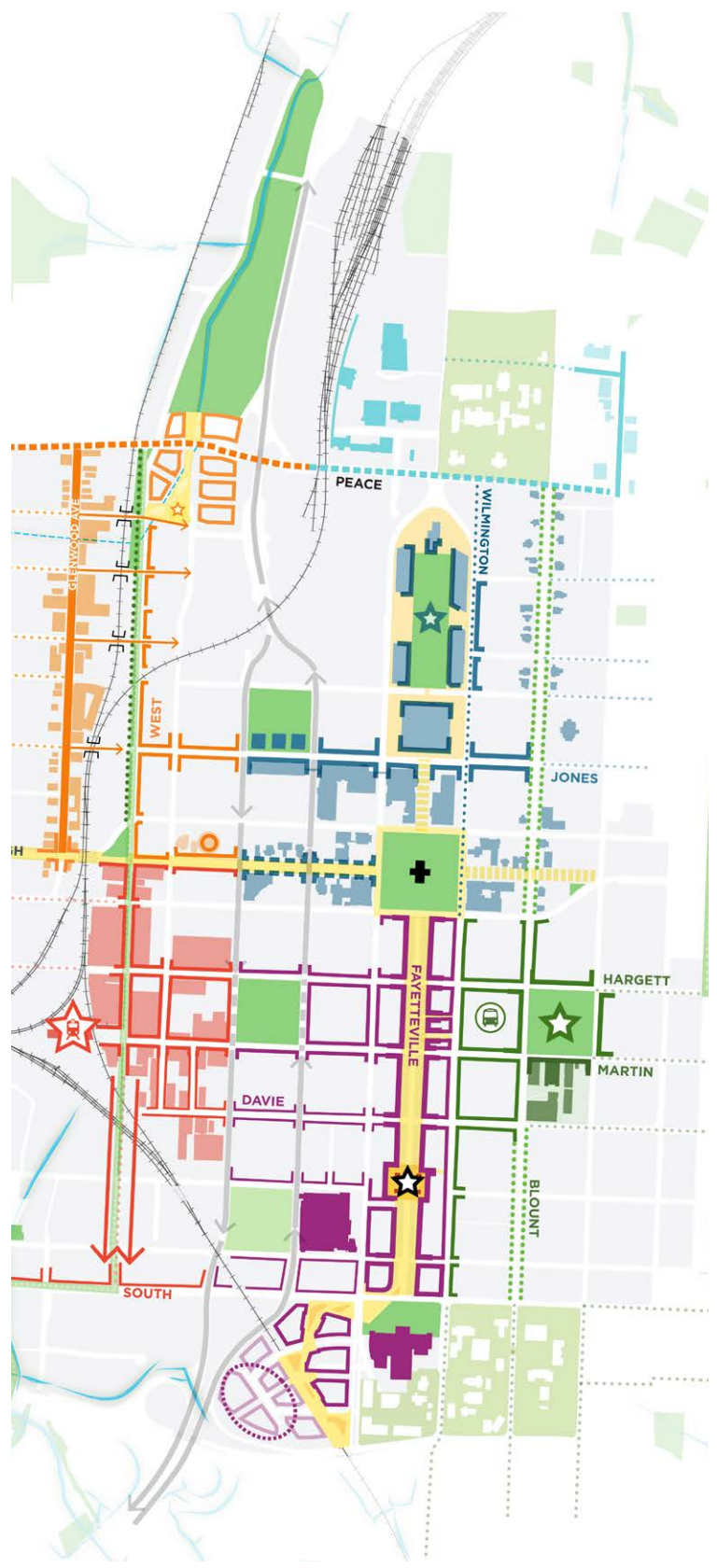
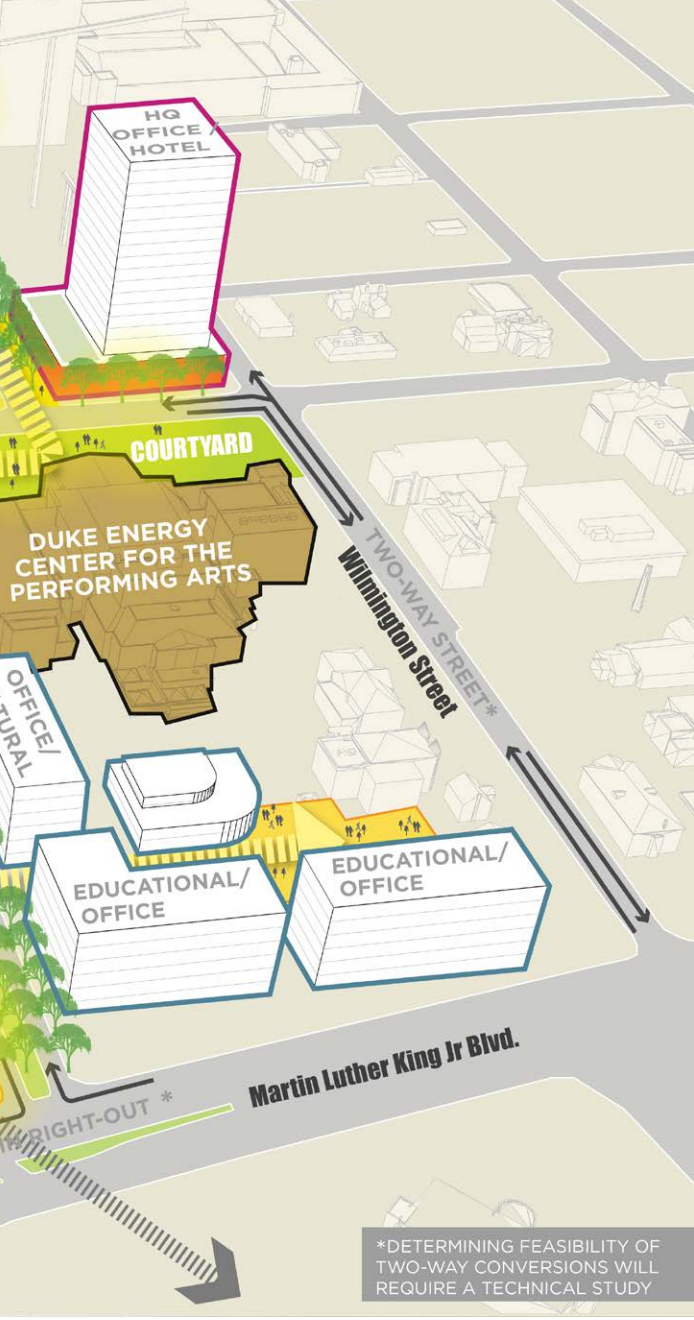
**SIZE**  
950 acres

**DATE**  
February 2015

**SERVICES**  
Planning and Urban Design

**FIRM INVOLVEMENT**  
Sasaki (lead), HR+A





# VIBRANT NEO 2040

## NORTHEAST OHIO

Vibrant NEO 2040 was a regional planning effort spanning a 12-county area of Northeast Ohio, including the Cleveland, Akron, and Youngstown metro areas. The Sasaki team developed guidelines and recommendations at multiple scales and for a diverse range of community-types, including several major downtown areas. In this context, key themes included economic development, finance, transportation, redevelopment, land use, urban design, recreation, and the environment. When planning for downtown reinvestment, special consideration was paid to the coordination of public and private entities and specific enabling legislature and financing strategies. To validate its recommendations, Sasaki implemented customized economic forecasting and spatially-calibrated fiscal impact models to test various kinds of development and infrastructure.

Outreach and engagement was a major component of the project at all stages. This required consensus building among a complex group of stakeholders from the private, public, and non-profit sectors. The team conducted design workshops at which attendees created their own scenarios, which were digitized and used to guide the eventual plan. The project also included targeted group outreach, open houses, key pad polling events, a media campaign, and a Sasaki-built online tool for exploring regional trade-offs.

The culmination of the project was a master plan and implementation toolbox that could be used by a variety of stakeholders at multiple scales and delivered in both traditional as well as digital formats. Collectively, these deliverables comprised aspirational goals, recommendations, initiatives, indicators, design guidelines, local development strategies, citizen participation opportunities, best practices, case studies, pilots, funding sources, an online engagement platform used for on-going education and outreach, and design specifications for a dashboard to measure plan progress.

### SIZE

Northeast Ohio (12 counties)

### DATE

2014









### SERVICES





















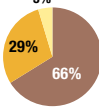







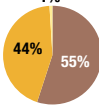



Comprehensive Planning, Regional Planning




### FIRM INVOLVEMENT

Sasaki

## ALTERNATE SCENARIO SUMMARY

	POPULATION 2040	EMPLOYMENT 2040
<b>TREND</b>	 <b>3,914,600</b> residents	 <b>1,839,800</b> jobs
<b>GROW THE SAME</b>	 <b>4,696,400</b>	 <b>2,232,700</b>
<b>DO THINGS DIFFERENTLY</b>	 <b>3,914,600</b>	 <b>1,839,800</b>
<b>GROW DIFFERENTLY</b>	 <b>4,696,400</b>	 <b>2,232,700</b>

POPULATION GROWTH 2010–2040	EMPLOYMENT GROWTH 2010–2040	NEW PARKS AND CONSERVATION LAND	NEW HOMES (# AND TYPE)	NEW ABANDONED HOMES	ACRES OF OUTWARD MIGRATION	LANE MILES OF NEW ROADS
 <b>93,430</b> new residents	 <b>108,100</b> new jobs	 <b>121,500</b> new acres of parks and conserved land	 <b>276,800</b> new housing units 	 <b>174,900</b> new abandoned housing units	 <b>23,400</b> acres consumed by outward migration	 <b>3,100</b> lane miles of new roads
 <b>875,000</b>	 <b>501,000</b>	 <b>121,500</b>	 <b>546,000</b> 	 <b>93,100</b>	 <b>48,400</b>	 <b>6,000</b>
 <b>93,430</b>	 <b>108,100</b>	 <b>288,500</b>	 <b>120,000</b> 	 <b>19,800</b>	 <b>4,100</b>	 <b>700</b>
 <b>875,000</b>	 <b>501,000</b>	 <b>205,600</b>	 <b>459,000</b> 	 <b>2,400</b>	 <b>29,800</b>	 <b>2,400</b>

Types of Housing  
 Urban Home or Multifamily Apartment  
 Suburban Home  
 Rural Home



## ALLEGHENY RIVERFRONT GREEN BOULEVARD STUDY PITTSBURGH, PENNSYLVANIA

In the 1800s, the Allegheny River became the birthplace of industry for Pittsburgh. The filled riverfronts housed steel mills, and accommodated transport—both via water and rail—of coal and steel. In the wake of these declining industries, Pittsburgh today seeks to transform their riverfronts and the identity of the city. Sasaki is leading the Allegheny Riverfront Green Boulevard (ARGB) study, an initiative to transform 6.5 miles of the Allegheny Riverfront from downtown to the city limit. The project will connect neighborhoods to the riverfront, and reimagine Pittsburgh as a river city. The project is focused on five tasks: integration of a commuter rail into the Allegheny Valley Railroad freight corridor along with a multi-use path; station area planning around the proposed station areas and station design; creation of a new riverfront open space system with

access points, habitat and ecological enhancements, and riverbank stabilization; public outreach to engage the Pittsburgh community in this process; and overall project management.

The U.S. Department of Housing and Urban Development's (HUD) Livability Principles organize the Allegheny Riverfront Green Boulevard study, which link transportation, land use, open space, ecology, and sustainable development planning. Sasaki's open space plan identifies access to the river from a parallel trail, as well as from surrounding neighborhoods via priority green streets. The plan identifies a multi-use bike path integrated into the Allegheny Valley Railroad right of way and includes landscape concept plans for three neighborhoods.



**SIZE**

6.5 miles

**DATE**

2013

**SERVICES**

Planning, Landscape Architecture,  
Urban Design

**FIRM INVOLVEMENT**

Sasaki



# KENDALL CONNECTS

CAMBRIDGE, MASSACHUSETTS

SITELAB urban studio was one of four finalists for the Connect Kendall Square Open Space Competition for the City of Cambridge. The SITELAB Team designed and programmed the 4 feature parks, as well as three other “found” spaces (in redevelopment areas and narrowed streets), in a comprehensive “Commons” approach that increases open space for the district and considers the streets and the riverfront as the connective tissue. As Team Leader SITELAB provided the overall project vision, concept design, open space programming, strategy, and public outreach in a collaborative effort with Sasaki Associates, among other consultants.

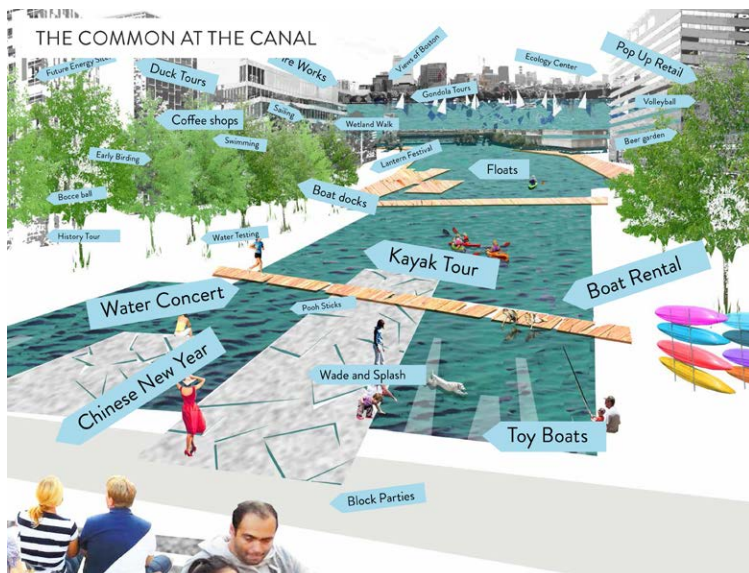
The SITELAB Team envisioned a future Kendall Square that is a magnet for public life, rooted in the Kendall DNA of water, innovation, and people, embedded with tactics for the neighborhoods to make each open park their own, and identifies the small steps and partnerships to accomplish the bold vision over time.

**SIZE**  
N/A

**DATE**  
2015

**SERVICES**  
Planning, Landscape Architecture,  
Urban Design

**FIRM INVOLVEMENT**  
SITELAB (lead), Sasaki







AHEARN FIELD

2ND STREET CAFE

COSTA PARK

# CTION

## NEW BINNEY STREET

## INFINITE FIELD

LAND TRUST OFFICE

FOUNDRY BUILDING

AMPHITHEATER

PICNIC AREA

PARKLET

FILM FEST

BIKE POP-UP

VIEWING PLATFORM

NEY WALKWAY

## CYPRESS GROVE

CAMPING

LEARNING LAB

## COMMON + CANAL

GUEST CHEF CAFE

FLOATING POOL

PAVILION

BAND BARGE

HARVEST FEAST

LE CORDON BLEU COLLEGE OF CULINARY ARTS

BROAD CANAL

T  
T

## THE TEMPLE TO THE GALAXY

MIT SLOAN

LONGFELLOW BRIDGE

## THE GREAT MARSH

MIT LIST

WATER VIEW

MIT MEDIA LAB

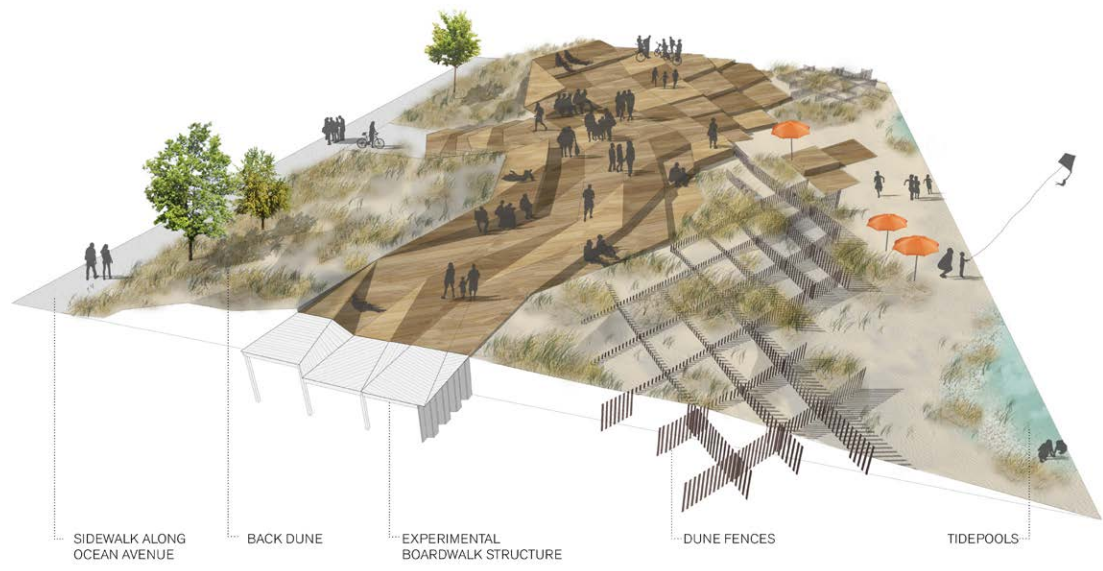
LAND BRIDGE

CYCLE SUNDAYS

ASTRONOMY CLUB

BIRDING WALKS

WARMING HUT





## REBUILD BY DESIGN

OCEAN & MONMOUTH, NEW JERSEY

An initiative of the Hurricane Sandy Rebuilding Task Force, Rebuild by Design is a competition that asks some of the world's most talented design professionals to envision solutions that increase resilience across the Sandy-affected region. Leveraging nontraditional partnerships among designers, scientists, the local communities, and the federal government, Rebuild by Design is developing resilience solutions that are locally contextual, but also regionally scalable. Selected proposals will be implemented through both public and private funding. Sasaki's proposal—selected as one of 10 from the 148 proposals submitted from around the world—focuses on resiliency for the Jersey Shore. Our vision for an overall framework is built upon one of the Jersey Shore's most valuable assets: the beach.

New Jersey's beaches compose a complex system of fluctuating populations, transit networks, settlement patterns, and ecological conditions that are unique to the Atlantic coast. Within this framework, there are three coastal landform typologies: barrier islands, the headlands, and the inland bay. Each offers unique characteristics and vulnerabilities, and they all appear in many other areas along the eastern seaboard. Sasaki's design evolves from not only a physical and ecological understanding of the three coastal typologies, but in fact a cultural understanding. Ultimately, the project goal is to protect future communities as well as the role of the beach as a cultural icon and economic driver for the Jersey Shore. To accomplish this, ecological relationships, beach infrastructure, tourism, and settlement patterns will be adapted to accommodate new modes of beach travel. Solutions for the three typologies will work in coordination and build off each other to create a new type of resiliency—one that not only protects the beach, but also enhances social capital and connectivity.

**SIZE**  
N/A

**DATE**  
2014

**SERVICES**  
Graphic Design, Landscape Architecture,  
Planning and Urban Design

**FIRM INVOLVEMENT**  
Sasaki, working alongside HR+A and Level







## TECHTOWN INNOVATION DISTRICT

DETROIT, MICHIGAN

TechTown—an emerging knowledge district in Midtown Detroit—is currently characterized by surface parking, vacant properties, and inward-facing, siloed hubs of activity. The TechTown Plan articulates an inspiring vision for the revitalization of the district. Developed in collaboration with Midtown Detroit Inc. and U3 Ventures, the plan accelerates innovation, promotes entrepreneurship, and builds community around the generation of ideas in a vibrant, mixed-use setting. Leveraging the potential of key institutional anchors within the district (Wayne State University, College for Creative Studies, and Henry Ford Health System), the plan creates an environment that fosters knowledge generation and innovation. The plan repurposes the historic building stock with uses that support innovation and create vibrancy, and also strengthens connections within Midtown Detroit and to surrounding neighborhoods. Environmental, economic, and cultural sustainability are foundational elements of the plan. Public open space improvements create a walkable district that reduces demand for parking, and provide access to light rail transit.

A key feature of the plan, and an early action item, is a plaza at the heart of the district that contains a variety of program and design elements to foster creativity and the exchange of ideas throughout all seasons, flexible places and spaces for planned and serendipitous gatherings. Collaboration cubes—moveable, adaptable workstations—can be reconfigured and relocated to meet specific user needs. Fabrication labs anchor the southern side of the plaza. A projection screen, climbing wall, fire pits, and a café with seating among a grove of trees attract knowledge and creative workers to the heart of the district. The plaza hosts events such as a maker's fair and hacker challenge in the summer, while curling lanes and campfires activate the plaza during the winter.

The team employed a variety of strategies to encourage participation in the TechTown planning process. A regular series of open forums, interactive games, and MyTechTown—an interactive online graphic survey helped the design team tailor the planning, programming, and urban design strategies.

### SIZE

149 Acres

### DATE

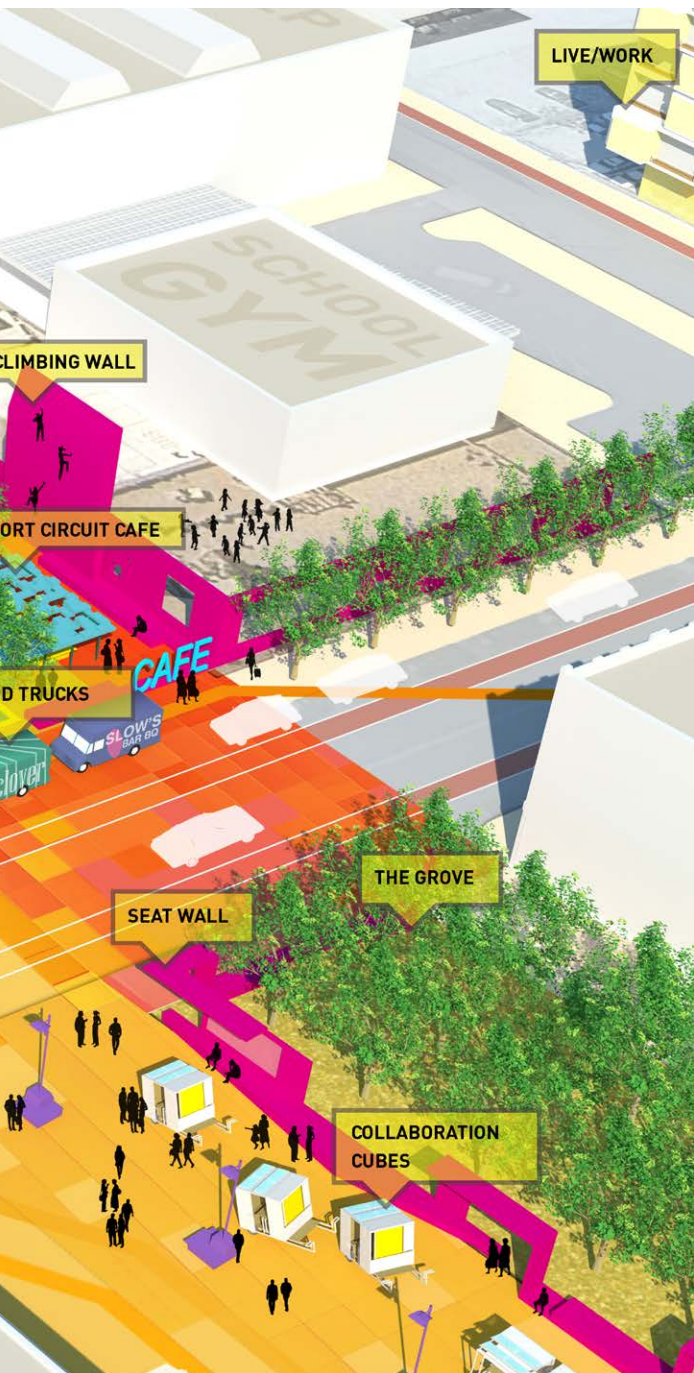
2014

### SERVICES

Planning, Urban Design, Landscape

### FIRM INVOLVEMENT

Sasaki



# MASTER PLAN FRAMEWORK

- Commercial
- Mixed-Use / High Density Residential
- Residential
- Educational Institution
- Religious Institutions
- Open Space
- Priority Street
- Street Greening
- Kirkpatrick Recreational Trail
- Dramatic Views
- Community Resource
- Gateway
- H Hospital
- Bus Rapid Transit

Golden Triangle

Lower Hill

Reconnect the Lower Hill to the rest of the Hill District and rebuild it as an active connection to Downtown.

Duquesne University

Crawford Corridor

Improve pedestrian connections between the Lower Hill/Crawford-Roberts and Uptown.

Uptown Opportunities

Identify strategic sites for residential infill and mixed-use, catalytic development. Explore TOD opportunities and improve multimodal transit along corridors to Oakland and Centre Avenue.

Strip District

Bedford Avenue Corridor

Transform into a fully developed residential avenue that takes advantage of the spectacular views to the north and its recreational amenities

Herron Avenue

Transform into a commercially viable and attractive avenue.

Kirkpatrick Recreational

Use existing green space to establish recreation opportunities and improve pedestrian connections.

Centre View

Reinforce Centre Avenue as the primary retail/commercial node and strong residential neighborhood.



## PITTSBURGH HILL DISTRICT

PITTSBURGH, PENNSYLVANIA

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

The master planning process engaged Hill District residents, neighborhood leaders, local foundations, and city agencies in developing goals and strategies for regeneration and redevelopment. Sasaki also helped these parties establish criteria for evaluating proposed residential, commercial, and institutional investment and development in the future. The master plan and development strategy resulted a physical plan that provides a strategic foundation for guiding ongoing public, private, and institutional investment in the Greater Hill District, as well as a strategic implementation plan to guide high-priority propositions and projects for specific locations. The master plan also includes recommended program initiatives for projects to assist the Hill District meet its goals for improving the quality of life for residents while contributing to the city's broader regeneration goals.

**SIZE**  
1,200 acres

**DATE**  
May 2011

**SERVICES**  
Landscape Architecture,  
Planning and Urban Design

**FIRM INVOLVEMENT**  
Sasaki

# BRIDGEPORT PARKS MASTER PLAN

BRIDGEPORT, CONNECTICUT

As Connecticut’s largest city with a growing population, Bridgeport’s park system will play a critical role in the future health of the City’s ecosystem, economy, and community. The City recently recognized the need to develop a parks master plan to set forth a vision for its parks system with consideration of neighborhood needs, recreation, historic and cultural identity, circulation, design of open space, maintenance, and sustainability. The Parks Vision will provide a new legacy for Bridgeport: an interconnected network of historic and community parks that respects and sustains the Park City tradition while endowing future generations with healthier ecological, social and economic environments.

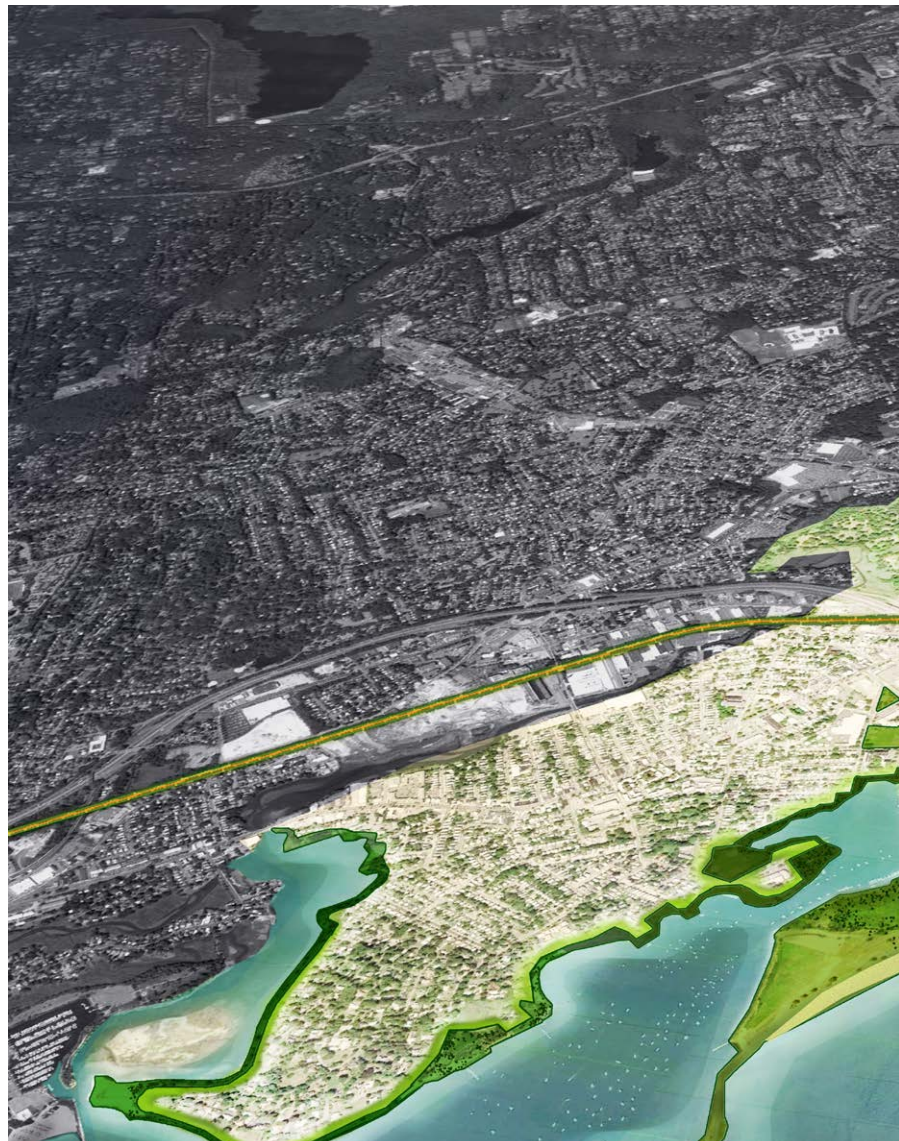
The Master Plan embraces the ideas that the park system should directly reflect the needs of Bridgeport’s residents, and that its future implementation critically depends on engaging the community as active partners. The public outreach was structured to ensure that the community not only contributed their voices to the planning process, but also found ways to engage with the future maintenance and continuing health of the park system. Additionally, the development of a new, inspiring brand for the Parks Master Plan – that harkened to historic legacies while looking toward a brighter future – was integral to the plan’s presentation, public engagement process, and success at gathering broad momentum, understanding, and support for the planning process.

**SIZE**  
1,356 acres

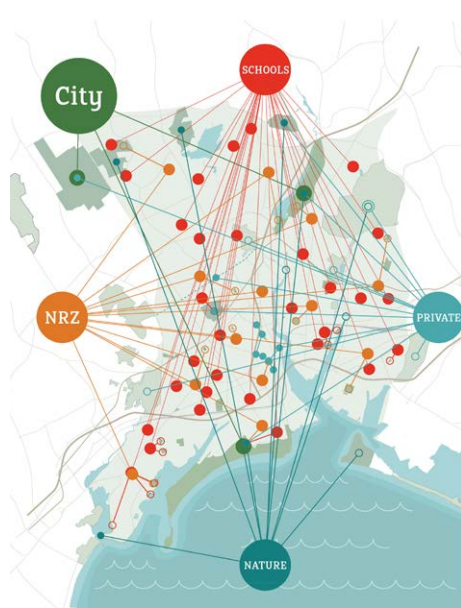
**DATE**  
2013

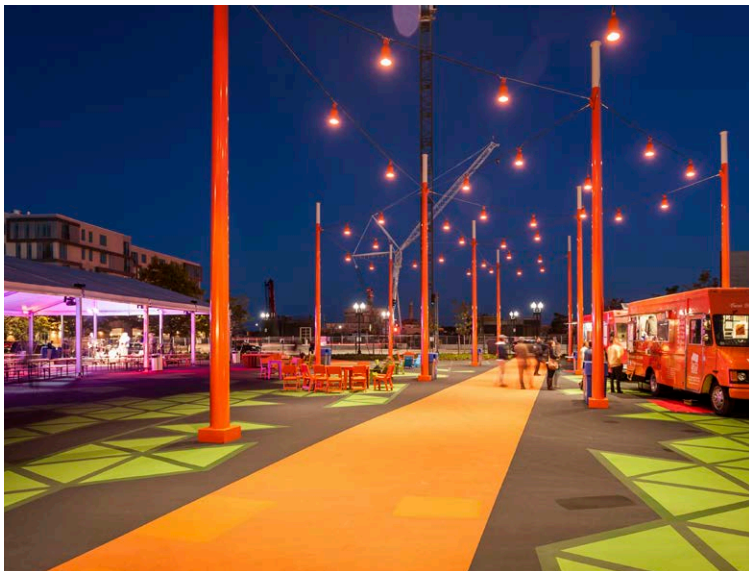
**SERVICES**  
Graphic Design, Planning and Urban Design,  
Landscape Architecture

**FIRM INVOLVEMENT**  
Sasaki











## LAWN ON D

BOSTON, MASSACHUSETTS

Sasaki brings The Lawn on D to life as a key component of a larger urban design collaboration with our friends at Utile, Inc. for the Massachusetts Convention Center Authority (MCCA). This ambitious initiative seeks to transform D Street through a carefully choreographed re-development of several connected parcels of land along its length. The ultimate goal of this effort is to create a vibrant and innovative urban district that will support the recently approved upcoming BCEC expansion and bolster surrounding neighborhoods.

Since its opening on August 15, 2014, Lawn on D has hosted art installations, musicians, food trucks, private events, and most importantly the public. The Sasaki-designed landscape is an attraction unto itself - the colorful furniture, lighting installation, painted hardscape, and flexible lawn add much to D Street. The strong design also makes the landscape an excellent incubator for yet more strong design. The lawn makes a perfect stage to host a flexible and varied program of events that energize the space, giving life to what just recently was a stretch of D Street most would never stop to notice.

### SIZE

2.1 Acres

### DATE

2014

### SERVICES

Landscape Architecture

### FIRM INVOLVEMENT

Sasaki (lead), HR+A

## ONE NEW YORK

NEW YORK, NEW YORK

On behalf of the Office of the Mayor of New York City, HR&A helped to lead a multi-agency, cross-disciplinary planning effort that resulted in release of the City's long-term plan, known as OneNYC, in 2015. OneNYC is a successor to the City's PlaNYC strategic plans of 2007 and 2011, for which HR&A also provided policy support, and PlaNYC: A Stronger, More Resilient New York, prepared in the aftermath of Hurricane Sandy, for which an HR&A Partner served as Deputy Director. OneNYC advanced many of the innovative sustainability, resiliency and growth initiatives developed in these plans while also incorporating the City's ambitions for a just and equitable New York.

In addition to providing project management, agency coordination, and a major community and stakeholder outreach initiative, HR&A prepared an analysis of the economic, demographic, and environmental trends influencing the city and its surrounding region today and in the future, leading to the development of the Plan's economic, transportation, and housing initiatives. HR&A helped to set ambitious long-term targets and create major initiatives to support job creation, population growth, household income, housing supply, and transit

access to jobs for New Yorkers. HR&A also headed an unprecedented effort to create a database and map of \$266 billion in planned future capital investment by the City and its regional and state partners, providing a valuable tool for informing future investment decisions.

Mayor Bill de Blasio launched OneNYC on April 22, 2015, and the City subsequently proposed a 10-year capital strategy within its executive budget that includes \$22 billion in capital allocations to OneNYC initiatives.

### SIZE

N/A

### DATE

2015

### SERVICES

Resiliency Planning, Economic and Demographic Analysis

### FIRM INVOLVEMENT

HR+A



# One New York

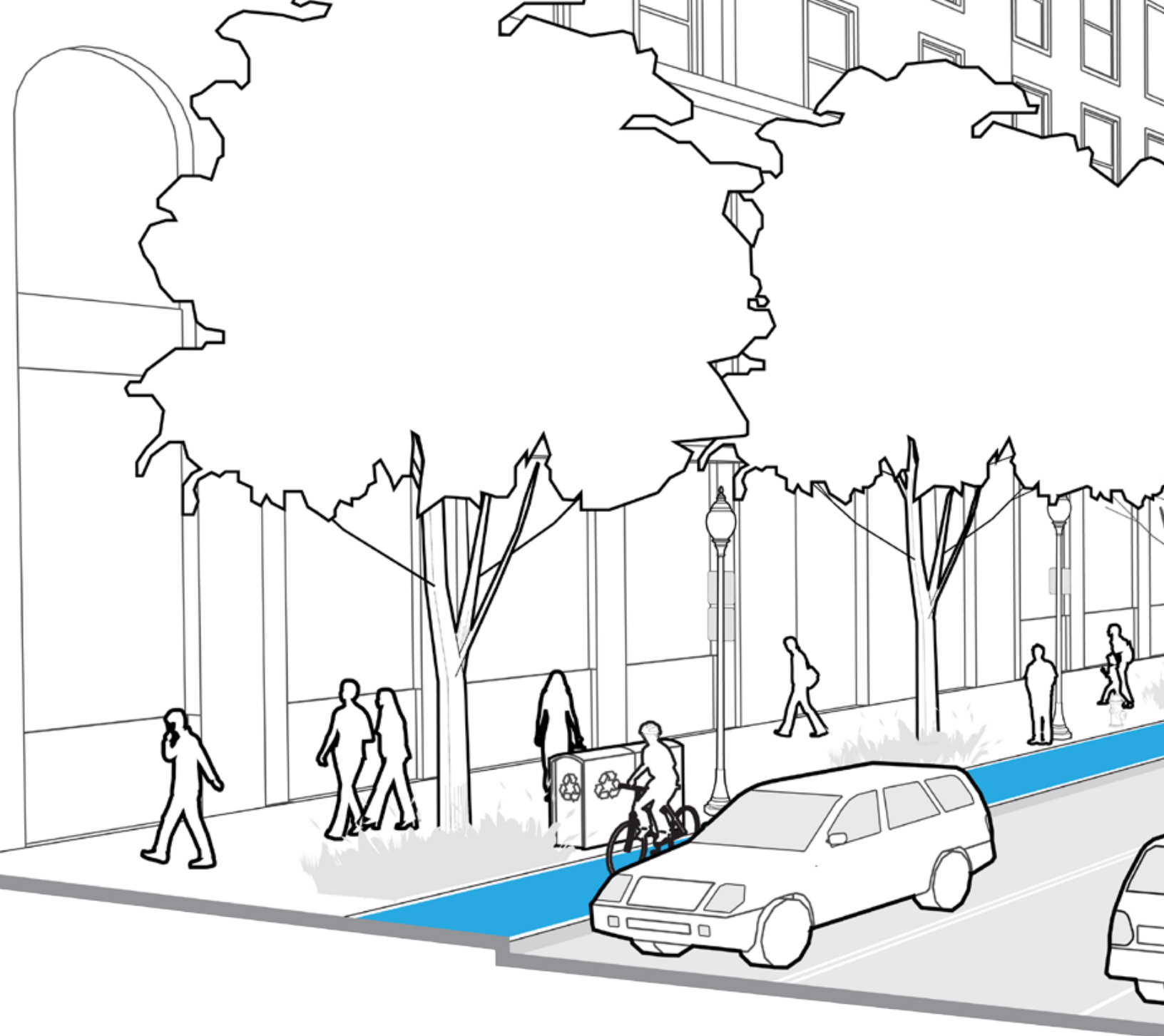
## The Plan for a Strong and Just City



The City of New York  
Mayor Bill de Blasio

Anthony Shorris  
First Deputy Mayor

**NYC**

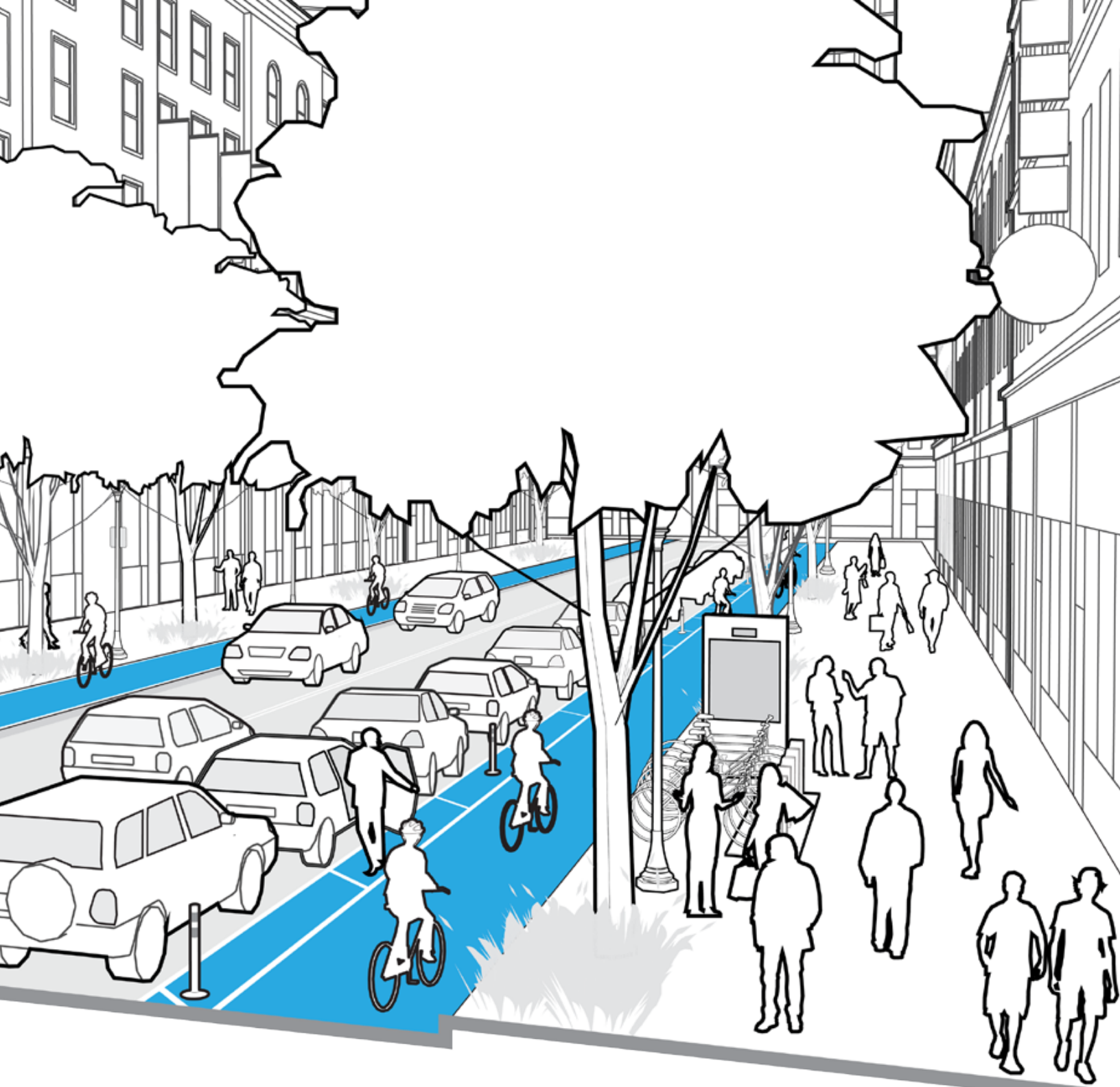


## BOSTON COMPLETE STREETS

BOSTON, MASSACHUSETTS

Toole Design Group (TDG) was the prime contractor for the City of Boston's Complete Streets Design Guidelines. The Guidelines represent a fundamental change in Boston's approach to street design and operations, in concert with Boston's vision for becoming a more walkable, bikeable, transit-friendly, and livable city. The Guidelines are structured around three major street design themes: multimodal, green and smart (use of technology in the public ROW). The Guidelines establish a new set of context-sensitive street types for Boston and

include recommendations for minimum lane widths as well as dimensions for the different zones that make up sidewalks. The Guidelines also feature detailed intersection design guidance on topics ranging from pedestrian signal timing to separated bike lane (cycle track) design at intersections. TDG was responsible for all aspects of the project, including development of the guidelines, coordination between numerous city agencies and an advisory panel that included a wide array of stakeholders, and final publication and production of



the guidelines. TDG is now serving as a consultant to the City to facilitate implementation of the guidelines. The City of Boston's Complete Streets Design Guidelines has won the Congress for New Urbanism New England Grand Award, the Institute of Transportation Engineers, Pedestrian and Bicycle Council Best Project Award, and the National Planning Excellence Award for a Communications Initiative.

**SIZE**  
N/A

**DATE**  
2013

**SERVICES**  
Street Design, Guidelines

**FIRM INVOLVEMENT**  
Toole Design Group

# CAMBRIDGE ON-CALL TRANSPORTATION PLANNING AND ENGINEERING

CAMBRIDGE, MASSACHUSETTS

McMahon provided transportation wide planning and engineering services on an on-call basis to the City of Cambridge from 2011 to 2014, which included the following tasks:

After a pedestrian refuge island was constructed at the intersection of Sparks Street and Brattle Street McMahon evaluated the effectiveness of the refuge island by conducting a pedestrian yield study, measuring the distance vehicles yielded from the intersection and the percentage of vehicles that yielded to pedestrians. Results were presented in a memorandum to the City. McMahon evaluated the existing traffic conditions along Pearl Street by collecting vehicular, bicycle and pedestrian counts, and speed data and undertaking traffic signal analysis at select intersections. McMahon subsequently undertook a parking study to determine the feasibility of removing parking along one side of Pearl Street to facilitate bicycle accommodations.

In 2012 as part of the citywide bi-annual bicycle count program, McMahon coordinated the counts, including capturing bicycle movements with and against traffic, on sidewalks, and red light running, and summarized and presented the data results in graphic format using GIS software. McMahon developed concept and final design plans for roadway improvements along Waverly Street Extension. Although initial concepts sought to provide a roadway, inclusive of a multi-use path that would extend the existing path running adjacent to the MIT campus, observations indicated that the roadway was used exclusively for deliveries and parking. By allowing a small area for deliveries and displacing parking to neighboring underutilized lots, the design was streamlined to a multiuse path only, surrounded by landscape and streetscape, thereby extending the atmosphere of the existing path and fulfilling a gap in the City's bicycle master plan. Design services were also provided for a roadway improvement project along Waterhouse Street in Harvard Square.

## SIZE

N/A

## DATE

2011 – 2014

## SERVICES

Transportation Planning and Engineering

## FIRM INVOLVEMENT

McMahon







## 100 RESILIENT CITIES

BOULDER, CO; EL PASO, TX; CIUDAD, JUAREZ;  
NORFOLK, VA; LOS ANGELES, CA; JACKSONVILLE, FL

Pioneered by the Rockefeller Foundation, 100 Resilient Cities is an initiative that seeks to help cities develop the capacity to prepare for the increasing shocks of the 21st century. The organization defines resilience as “the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.” Simply put, resilience enables people to bounce back stronger after tough times, and live better in good times.

In collaboration with HR&A, LEVEL is developing Resilience Plans for 6 of the first round of 32 selected cities. Through participation in the Resilience Workshops and the City Resilience Plan outputs of the 100RC program, LEVEL is providing technical support to the

resilience diagnostic and risk assessment aspects of the planning assignment. Aside from working specifically on the six cities, LEVEL is contributing to the development of the City Resilience Framework for the entire 100 RC initiative, making customized tools that help each city understand its respective risks and opportunities.

**DATE**  
In progress

**SERVICES**  
Resiliency Planning

**FIRM INVOLVEMENT**  
Level, HR+A



# REFERENCES



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## REFERENCES

### SASAKI

#### Firm References

##### RALEIGH DOWNTOWN PLAN

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(formerly) US department of housing  
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#### Brie Hensold

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#### Caitlyn Clauson

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##### CRTMA

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#### SUSTAINABLE URBAN ENERGY AND EMISSIONS PLANNING GUIDEBOOK SUEEP

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Gary Adamkiewicz  
HSPH professor  
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Catie Ryan  
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# COMPLETED FORMS



**CITY OF CAMBRIDGE**

**DESIGNER'S/ENGINEER'S OR CONSTRUCTION MANAGER'S  
TRUTH-IN-NEGOTIATIONS CERTIFICATE**

**For Negotiated Fees**

The undersigned hereby certifies under the penalties of perjury that the wage rates and other costs used to support its compensation are accurate, complete and current at the time of contracting.

The undersigned agrees that the original contract price and any additions to the contract may be adjusted within one year of completion of the contract to exclude any significant amounts if the City determines that the fee was increased by such amounts due to inaccurate, incomplete or noncurrent wage rates or other costs.

BY: B Hensold

Name and Title: Brie Hensold, Principal-in-Charge

Project: No. 6848: Cambridge City Wide Planning

Date: June 24, 2015

**Reference: M.G.L. c. 7, §38H(b)**

**RETURN THIS FORM WITH YOUR PROPOSAL**



**CITY OF CAMBRIDGE  
REQUEST FOR PROPOSALS  
ANTI-COLLUSION/ TAX COMPLIANCE STATEMENT**

The undersigned certifies under penalty of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

As required by M.G.L. Chapter 62C, Section 49A, the undersigned further certifies under penalty of perjury that the bidder has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support".

B Hensold  
Signature

Brie Hensold, Principal-in-Charge  
Name and title of person signing proposal

June 24, 2015  
Date

Sasaki Associates, Inc.  
Name of business

64 Pleasant Street, Watertown MA 02472  
Address

---

**RETURN THIS FORM WITH YOUR PROPOSAL**


**CORI COMPLIANCE FORM**

Persons and businesses supplying goods and/or services to the City of Cambridge (“Vendors”), who are required by law to perform CORI checks, are further required by Section 2.112.060 of the Cambridge Municipal Code to employ fair policies, practices and standards relating to the screening and identification of persons with criminal backgrounds through the CORI system. Such Vendors, when entering into contracts with the City of Cambridge, must affirm that their policies, practices and standards regarding CORI information are consistent with the policies, practices and standards employed by the City of Cambridge as set forth in the City of Cambridge CORI Policy (“CORI Policy”) attached hereto.

**CERTIFICATION**

The undersigned certifies under penalties of perjury that the Vendor employs CORI related policies, practices and standards that are consistent with the provisions of the attached CORI Policy. **All Vendors must check one of the three lines below.**

1. \_\_\_\_\_ CORI checks are not performed on any Applicants.
2.   X   CORI checks are performed on some or all Applicants. The Vendor, by affixing a signature below, affirms under penalties of perjury that its CORI policies, practices and standards are consistent with the policies, practices and standards set forth in the attached CORI Policy.
3. \_\_\_\_\_ CORI checks are performed on some or all Applicants. The Vendor’s CORI policies, practices and standards are not consistent with the attached CORI Policy. Please explain on a separate sheet of paper.

Brie Hensold, Principal-in-Charge _____ (Typed or printed name of person signing quotation, bid or Proposal)	 _____ Signature
---	--

Sasaki Associates, Inc.  
\_\_\_\_\_  
(Name of Business)

**NOTE:**

**The City Manager, in his sole discretion may grant a waiver to any Vendor on a contract by contract basis.**

**Instructions for Completing CORI Compliance Form:**

**A Vendor should not check Line 1 unless it performs NO CORI checks on ANY applicant. A Vendor who checks Line 2 certifies that the Vendor’s CORI policy conforms to the policies, practices and standards set forth in the City’s CORI Policy. A Vendor with a CORI policy that does NOT conform to the City’s CORI Policy must check Line 3 and explain the reasons for its nonconformance in writing. Vendors, who check Line 3, will not be permitted to enter into contracts with the City, absent a waiver by the City Manager.**

**RETURN THIS FORM WITH YOUR PROPOSAL**







SASAKI

HR+A

SITELAB

TOOLE DESIGN GROUP

MCMAHON

LEVEL

HARVARD CENTER  
FOR HEALTH  
AND THE GLOBAL  
ENVIRONMENT

