



# City of Stamford Comprehensive Plan 2025-2035

PROPOSAL - RFP 2024.0137  
NOVEMBER 2, 2023

SASAKI



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November 2, 2023

City of Stamford Land Use Bureau  
888 Washington Blvd 5th floor,  
Stamford, CT 06901

Dear Selection Committee,

Sasaki is honored to submit our proposal for Stamford's 2025-2035 Comprehensive Plan. As an urbanist who's deeply invested in the Greater New York region, I understand that this project represents an amazing opportunity to demonstrate what inclusive, resilient, and community-driven planning can look like in a key city. Stamford today is at a critical junction. A place that has historically prided itself on welcoming all people, Stamford continues to attract a growing and increasingly diverse population—thanks to its convenient access, robust economy, and high quality of life. At the same time, its success is challenged by issues of declining housing affordability, climate change, lingering dislocations related to the pandemic, and the highly unequal impact these have on the city's most vulnerable. The Land Use Bureau has shown great leadership in organizing this planning effort and laying out what's really at stake for Stamford in the coming decade. We applaud this type of foresight and believe, as a firm, that good planning is a means to action that addresses hard issues head on. On behalf of our experienced and committed team, I look forward to being your trusted partner—not only in creating an innovative Comprehensive Plan, but also in thinking strategically about how to make it implementation-ready, and crucially, how to bring all residents of Stamford along as authors of their city's future.

To accomplish this, Sasaki brings a unique integration of planning and urban design, landscape architecture, community engagement, sustainability, and technology. This interdisciplinary perspective will be invaluable in delivering a successful and lasting Comprehensive Plan that tackles the complexities of urban socioeconomic, environmental, and infrastructural systems. Our team works seamlessly across scales—from city-wide planning strategies to site-scale design and implementation to translate big-picture goals into visible progress on the ground. We know the ins and outs of urban development and green infrastructure. We understand the governance, funding, and operational aspects to make these urban investments a success. We know how to make change happen.

Sasaki has had the privilege of helping many cities and regions envision a more resilient, equitable, and just future. In 2017, I led a key part of the Regional Plan Association's 4th Regional Plan, "Bright Coastal Urbanism," which developed strategies to help the Greater New York region become more resilient and productive in the face of climate change. Our resiliency practice works across regional planning and site-scale built work, giving us a unique ability to translate resiliency goals into implementable projects. We have brought this ability to help cities across the country and the world—including Boston, Chicago, Davenport, Iowa, Cincinnati, and Memphis. To our team, questions of resilience are inseparable from questions of equity. We understand and care deeply about how climate change puts simultaneous stress on people, infrastructure, the environment, and the economy—with a disproportionate impact on the most vulnerable populations. We recently completed a Heat Resilience Strategy for the City of Boston—which is part of the larger Climate Ready Boston initiative that we also led—which puts equity at the center of mitigating climate change-induced extreme urban heat.

A successful Comprehensive Plan is about brokering the complex conversations about the future of Stamford, ultimately bringing residents together around a shared vision they can be proud of. We understand the critical importance of community engagement in this process, and bring a range of innovative high-touch and high-tech approaches that are rooted in the spirit of close listening and collaboration. We have led many successful citywide engagement efforts, often overcoming language barriers and historical divisions. Most recently, we've been selected to lead the digital engagement process for City of Pittsburgh's first ever Comprehensive Plan—an unprecedentedly ambitious effort to reach 30,000 Pittsburghers. In Stamford, we understand that the contentious politics of land use and development are a key consideration. We've outlined a thoughtful approach to creating new structures for bringing new voices into this conversation—particularly those of the youth—and we look forward to crafting a tailored community engagement approach with you if we are selected.

Our team reflects the integrated collaboration that a Comprehensive Plan requires. I, Susannah Drake, have led many of Sasaki's most ambitious regional planning and resiliency projects. I will serve as the team's leader and primary contact. I am joined by my partners Mary Anne Ocampo, whose practice focuses on diversity, equity, and inclusion, and Siqi Zhu, whose unique background spans strategic urban planning, community engagement, and technology. Our project manager, Joshua Price, is a planner and landscape architect with a deep investment in equity, urban resilience, and community engagement—as well as experience managing large, complex projects. We are joined by Matt Khinda, a planner with experience in local government and community-driven planning, as well as topical experts in land use, transportation, and sustainability. Our team is primarily located in New York, with Joshua in particular based in Connecticut, and has ready access to Stamford as required by the project.

We are further supported by a team of trusted advisors and collaborators. James Lima Planning + Development (JLP+D)—a long-time Sasaki collaborator—has been involved in delivering some of the most complex affordable housing policies, programs, and projects in the region. They will lead the housing affordability aspect of the Comprehensive Plan and help ensure the financial feasibility of keystone projects. We are also excited to collaborate with My Architecture Workshop, a Stamford-based majority WBE/MBE-owned firm with a proven ability to engage Stamford's youth. Lastly, Sasaki has a large ecosystem of additional collaborators that offer the full spectrum of disciplinary expertise that this project may require.

We come to this project with humility, curiosity, determination, and above all a passion to work with you—the Land Use Bureau and the residents of Stamford. Together, I believe we can shape a future for Stamford in which “The City That Works” continues to work for everyone. We will listen, collaborate, and bring the best planning and technical expertise to the table. Most importantly, we will bring renewed energy and a sense of excitement to planning in Stamford. Let's get to work.

Sincerely,

A handwritten signature in black ink, appearing to read "Susannah Drake".

Susannah Drake, FASLA, FAIA  
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**1 –**

**About Sasaki**

# About Sasaki

For 70 years, Sasaki has been guided by the commitment to collaboratively planning for the future of sustainable and inclusive cities. Our way of working is distinguished by an integrated approach, whereby planners, landscape architects, architects, ecologists, technologists, and other allied disciplines work under one roof and as one team, with deep engagement in the communities we serve.

Our vast, integrated expertise is particularly meaningful on projects where issues of community process, resilience, equity, land use, urban design, transportation, historic and cultural context, regulatory approvals, and other urban system complexities all must be addressed simultaneously and through a rigorous and tightly managed planning process.

**Sasaki's holistic, integrated approach yields bold, fresh, and actionable strategies** that address the complex physical, social, environmental, economic, and regulatory questions facing contemporary cities. We have a track record as trusted advisors and partners to leading cities and clients around the world. With the recent opening of a new office in Brooklyn as a result of a merger with DLANDStudio, a pioneering New York City-based practice in urban resiliency, **we have greatly expanded our capacity to work closely with cities across the New York metro area** and help them realize a more sustainable and inclusive future.





**Top Left**

Downtown Houston Development Framework  
(Houston, Texas)

**Top Right**

Public engagement for the Greenwood  
Community Park Master Plan (Baton  
Rouge, Louisiana)

**Bottom**

4th Regional Plan: Bight Coastal Urbanism  
(Tri-State Region)

# Centering Inclusive & Innovative Community Engagement

We recognize that a successful project must be championed by the surrounding community.

Sasaki has a long history of successfully executing inclusive, robust, and fun outreach and engagement processes based on the layered use of innovative engagement approaches. From outdoor events to digital activities, our team has the capacity to develop thoughtful tools that are tailored to the unique places in which we work.





**Clockwise from Bottom Left**

As part of the public engagement phase at **Boston City Hall Plaza**, virtual experiences of the new plaza design—right on the plaza—helped passersby interact with the new spatial designs for this civic space.

Sasaki designers created a “pop-up kit of parts to build a park,” dubbed **Kit of Parks**, that embraces the popular parklet model, but adds a twist: the kit is packable, lightweight, and mobile. Kit of Parks is designed to serve under-programmed public spaces in any neighborhood.

For the **Congress Avenue Urban Design Initiative**, over 500 stakeholders and members of the public were engaged through a series of meetings and discussions. One engagement event included activations and pop-up displays along the Avenue and demonstrated potential streetscape design elements.

Despite the challenges of the COVID-19 pandemic, for the **Ogden Nine Rails Creative District** Sasaki and our partners Union Creative found resourceful ways to collect community input, from low-tech pop-up engagement to online surveys.

Our local engagement consultant, My Architecture Workshops, runs **after-school community workshops in Stamford**. The after-school workshops teach graphic design, landscape, structures, physics, and engineering/robotics. Industrial design, interior design, and crafts while focusing on architecture and S.T.E.A.M. concepts.

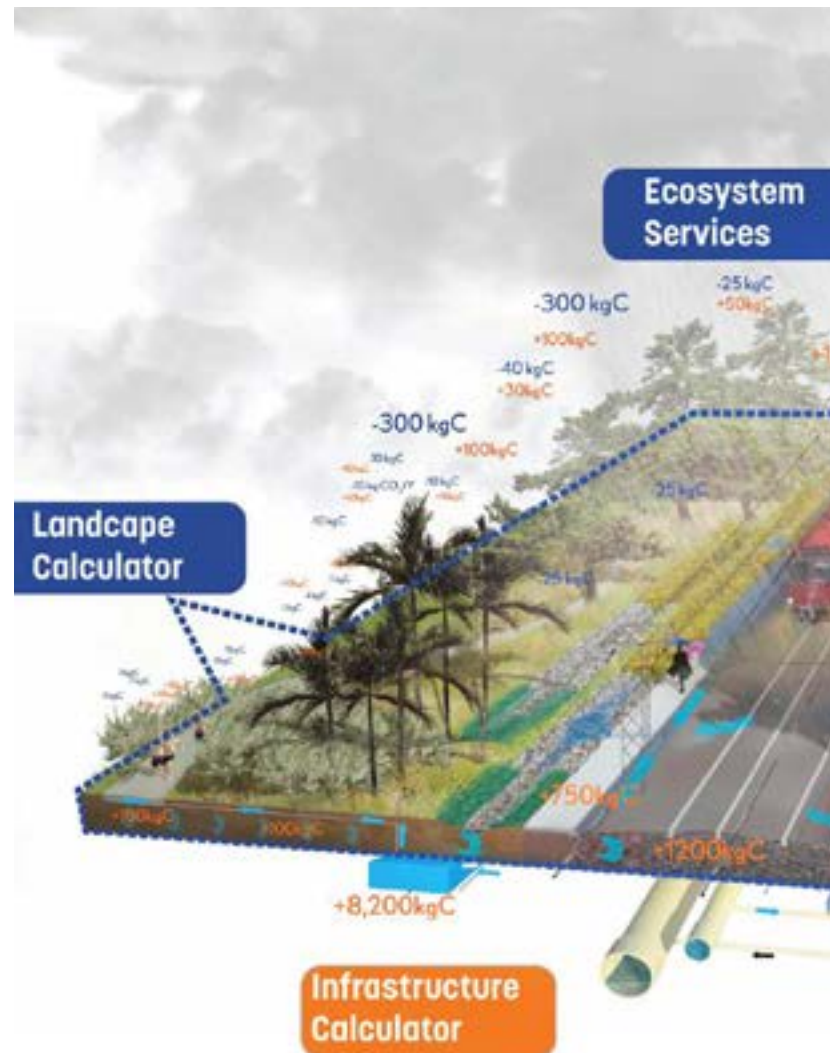
# Supporting Planning with Innovative & Useful Technologies

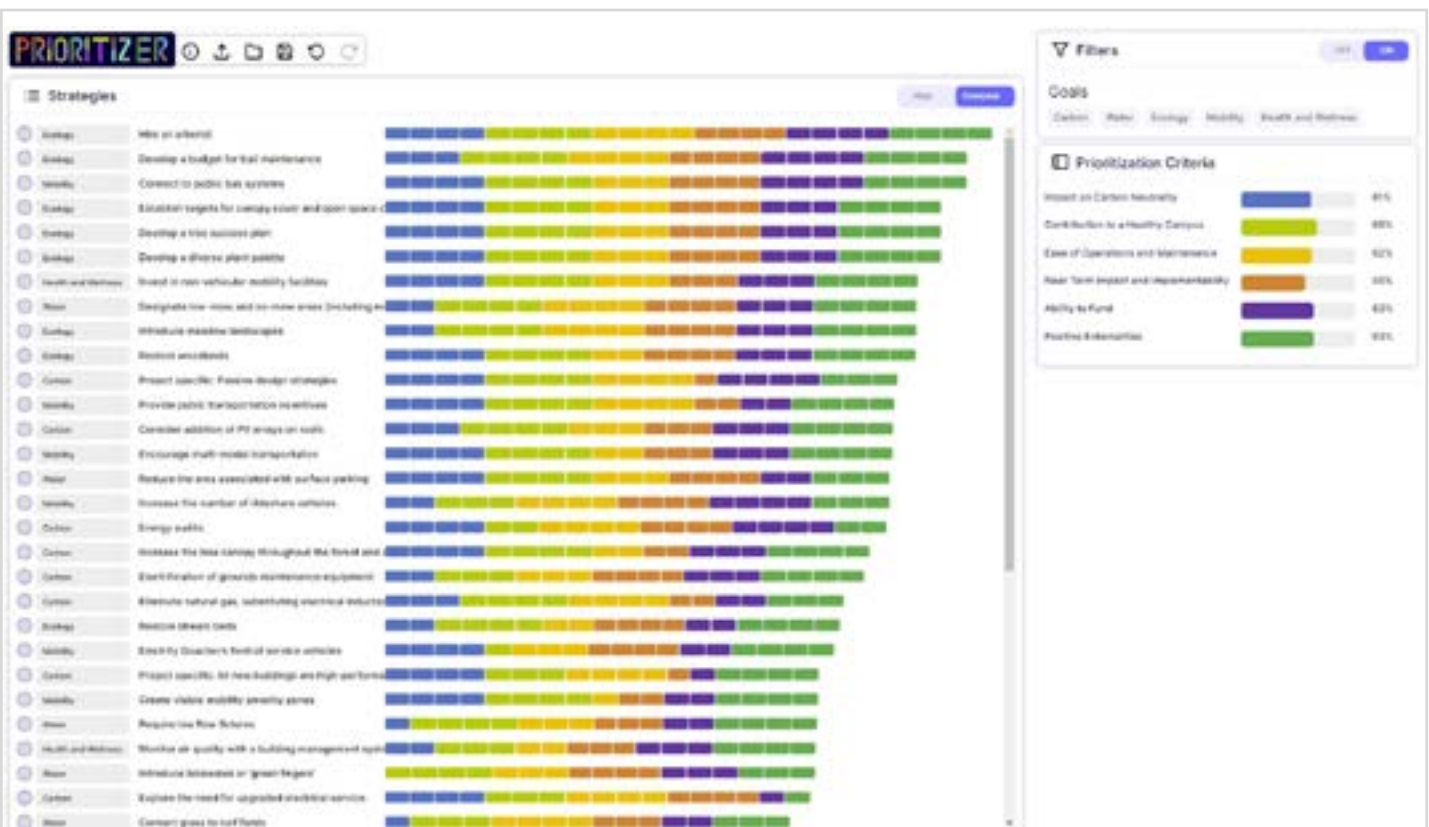
Sasaki brings deep experience in envisioning, prototyping, and helping clients successfully adopt cutting-edge technologies to address the needs of developing and implementing a city-wide comprehensive plan.

As both seasoned technologists and experienced planners and designers, we do not rely on technology for technology's sake. Rather, we use purpose-driven technologies to solve the most pressing strategic questions specific to each project in effective, insightful ways.

Sasaki Strategies, our in-house technology, data, and innovation team, will support the comprehensive plan in several ways:

- ▶ **Data Science & Analysis**, using both tried and true data sources, emerging data products such as remote sensing, and spatial statistics to examine and visualize city dynamics around people, environment, and economy
- ▶ **Technology-enabled Community Engagement**, including Sasaki's platforms for collective mapping (Comap), surveys (Nudge), and goal prioritization (Prioritizer), as well using 3rd-party "computational democracy" tools like Polis
- ▶ **Supporting Comprehensive Plan Implementation**, using Sasaki's Dashi platform, which keeps track of the implementation phase of large planning projects.





**Above**

Our capital **Prioritizer Tool** allows clients and teams to comprehensively work through prioritization and sequencing of projects. It provides a framework for scoring and ranking projects according to high-level goals. The ranked list can then be used to inform decisions about sequencing on a timeline, while also taking into account project dependencies, available funds, and other constraints.

**Left**

Sasaki has developed the **Carbon Conscience App** to help designers assess carbon impact from the early stages of planning.



# Planning for Equity

We believe that equity is both an outcome of good planning and an ongoing process. It involves having challenging conversations about how policy impacts people and how perceptions impact decision-making. It means setting up clear goals and equity metrics that future plans must be accountable to. It means considering issues from multiple vantage points and putting in the effort to do what is right—taking the high road over the path of least resistance.

Equity, as a successful process, should be far-reaching. While it must engage with key stakeholders like government officials, community leaders, and historical preservation organizations, it also needs to **invite in everyday people who call Stamford home**—whether for generations or as a recent arrival. We must pay particular attention to those individuals and groups who have borne the burden of inequitable planning decisions throughout the city and country’s history. Through an affirmative and empowering process, these communities are able to build the confidence and capacity to talk about the planning issues that are most important to them.

Equity, as a tangible outcome, should be visible in all facets of a city’s planning and operations. It is about **delivering spaces and services that allow residents to live a dignified and fulfilling life in Stamford**—from how they get around, to which schools they attend, to where they live and work. Clear, equity-oriented benchmarks should offer measurable progress from the status-quo, serving to build trust over time. Tying equity to the things people see around their city—like street trees, bike lanes, housing quality, and open spaces—helps us move beyond an abstract conversation and arrive at meaningful change.





**Left Top**  
Party in the Park Engagement Event (Baton Rouge, Louisiana)

**Left Bottom**  
Boston City Hall Plaza (Boston, Massachusetts)

**Above**  
Community Engagement for the Aurora Parks, Recreation, and Open Space Master Plan (Aurora, Colorado)

# Tackling Challenging Questions of Urban Resiliency

We are a national and international leader in innovative urban resilience strategies and user-friendly resilience tool development.

Susannah Drake, principal-in-charge, is behind some of the most influential ideas in urban resilience, such as *A New Urban Ground* that reimagines coastal protection for Lower Manhattan. We are helping cities—such as Boston, Chicago, Davenport, Cincinnati, and Memphis in the U.S., Wuhan in China, and Vina del Mar in Chile—plan for sea level rise, coastal and river flooding, drought, heat, and other climate change stressors. As an integrated team that blends perspectives from planning, landscape architecture, and ecology, we uniquely appreciate how these stressors put pressures simultaneously on people, the environment, and the economy, often with a disproportionate impact on the most vulnerable.

With cities, regions, and towns facing increasingly tight budgets and an ever-growing list of needs, it's never been more important to invest strategically. That's why our approach focuses on identifying multi-benefit solutions. We plan for resiliency solutions that are also economic development catalysts, neighborhood amenities, green stormwater infrastructure, and more.





# Championing Housing Affordability

Our team member James Lima Planning + Development (JLP+D) has a wide range of affordable housing experiences both in NYC and nationwide.

While at NYC Department of Housing Preservation and Development, James Lima **managed citywide initiatives that created over 3,000 new affordable and market-rate housing units**, as well as economic development and community facilities investments, all valued at nearly \$1 billion. He led teams responsible for concept planning, consensus building, developer selection, financial feasibility, transaction negotiation, construction monitoring, and marketing processes for a range of housing construction, from prefabricated single family homes (Nehemiah Program), to two- to three-family townhouses (Partnership New Homes), and multifamily, mixed-use buildings.

James also initiated a partnership with The Architectural League of NY **seeking to raise the bar on design quality for the city's sizable annual pipeline of affordable housing** new construction projects. This led to the exhibition *Arverne: Housing on the Edge*. James also has considerable experience navigating the regulatory and design review processes associated with housing development and rehabilitation within historic districts.



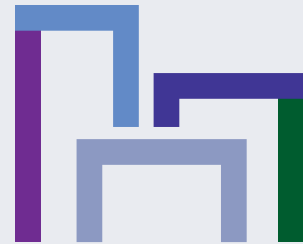


**Top**

Internal work session for the Caño Martín Peña Affordable Housing Advisory Services project.

**Bottom**

Arverne Urban Renewal Area.



For the Planning Board of the city of Glen Cove, Long Island, James worked as part of a multidisciplinary team to conduct an economic and market analysis of a proposed mixed-use development with residential, hotel, office, and public uses. The proposal included affordable and market-rate housing components within an ambitious waterfront redevelopment plan. James researched development assumptions and compared them against existing market conditions to provide an initial feasibility analysis.

Similarly, James directed a comprehensive master plan and environmental assessment for the redevelopment of the Arverne Urban Renewal Area, a predominantly vacant 300-acre oceanfront site located on the Rockaway Peninsula in Queens, New York and owned by the City of New York. Extensive community consensus-building was required to rebuild trust in the city's planning efforts after more than thirty years of failed attempts to implement redevelopment plans. James was the principal author of requests for proposals to real estate developers, which offered residential and commercial development opportunities and required that significant public amenities be provided in tandem. More than 1,000 units of housing have been built, as well as a new large-format supermarket, a YMCA, and a renovated subway station. The project has been built to flood and storm protection standards that largely protected the entire new community of homes and businesses from the devastating effects that adjacent properties suffered during Hurricane Sandy in 2012, and is now cited as a notable example of the demonstrable benefits to private and public properties of thoughtful planning for climate change and sea level rise.

# Showing up in Stamford

Our team is not new to Stamford. Previously, Sasaki has contributed to major local planning and development projects, having assembled a plan for the Mill River Corridor and participated in the planning and design of Harbor Point.

Our partners, James Lima Planning + Development were part of the interdisciplinary team that led the city's recent Parks Strategic Plan, and Stamford-based My Architecture Workshops has been running local design education workshops for many years.

We are **eager to build on this shared history, bringing both familiarity and a fresh perspective** to the comprehensive planning process. Our understanding of Stamford will be informed, but not confined, by the past. Cities grow and change, and the most successful ones embrace that with equal parts intention and ambition. This is exactly what our collective experience and expertise offers to Stamford.

**When we say that “we know Stamford,” it is a statement of potential** and a look towards the future, not simply a nostalgic characterization of a place. Faced with this opportunity to help define Stamford's next comprehensive plan, we are not just working to guide land uses and affordable unit counts; we strive to shape its stories, its memories, and its legacy.







# 2 – Approach

# Our Approach

Helping “The City That Works” work for everyone. The Comprehensive Plan for Stamford is a once-in-a-decade opportunity to take stock of the state of the city and ask probing questions about its future.

**Stamford today is a place of great dynamism**, with a growing population, a robust economy, nationally-recognized community diversity, and an ambitious and forward-looking city administration. In one striking and illustrative statistic, 40% of Connecticut’s population growth between 2010 and 2020 is attributable to Stamford alone. But that success has come with its own challenges, not least of which is declining housing affordability and a divisive debate about how best to address it. In the coming decade, the city is also set to confront more global uncertainties, from climate change that will make extreme heat and flooding a commonplace reality, to the lingering effects of the pandemic that has scrambled economic geographies, reshaped real estate markets, and exacerbated tendencies towards inequality.

It is against this backdrop that Stamford embarks on its 2025-2035 Comprehensive Plan. More than just planning for growth per se, the key question at **the heart of the plan is to imagine how to make that growth resilient and broadly inclusive**. It is about making sure that growth in “The City That Works” continues to work for everyone.

We see success for the Comprehensive Plan process as two-fold. First, it must articulate community vision and aspirations and align its collective priorities for the future. In the Stamford context, the plan must encourage the community to talk substantively about issues that truly matter to the future prosperity of the city—equity, resilience, and housing affordability. **It must inject the (often contentious) current debates around development with new perspectives and ideas.** To do so, it must break the mold on traditional community engagement and bring in voices historically outside these debates—including minorities, “new” Stamfordites, and the city’s youth.

Secondly, **success for the plan hinges on delivering tangible actions with measurable impact.** The four main topic areas identified in the RFP—sustainability and resilience, diversity, equity, and inclusion, housing affordability, and mobility—outline in broad terms the “grand challenges” facing Stamford. This framework allows us to think holistically and creatively about connected, multi-benefit strategies, resulting in fewer, but more concrete recommendations. Keystone Projects will serve as a helpful litmus test of these recommendations—how can we, for example, transform an underutilized suburban site into an opportunity for affordable housing and equitable job access, all while addressing flood mitigation? And how will the project work under proposed changes to zoning and economic incentives? More importantly, these projects ground ideas in place, and create a springboard for the Land Use Bureau and its partner agencies to turn the plan’s vision into tangible reality.

Our team and approach have been crafted to address the specific demands and opportunities of the Comprehensive Plan process. The following pages outline our strategy and approach:



NEIGHBORHOOD IN STAMFORD, CONNECTICUT

# Data Collection, Analysis, & Sense-making

With the help of Sasaki Strategies, our in-house data science and technology innovation group, our team will start with a robust process of data collection, compilation, analysis, visualization, and sense-making, setting a solid analytical foundation for future phases of work.

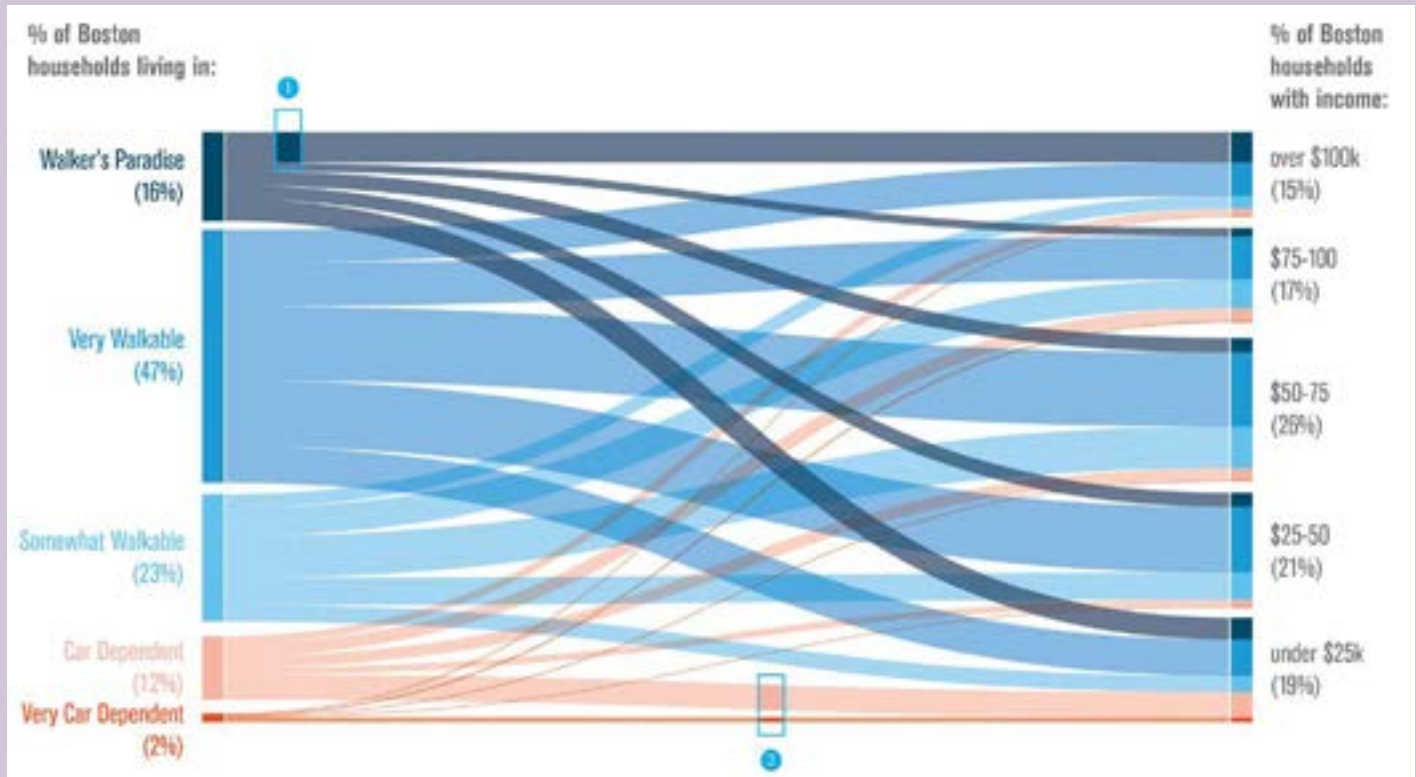
## UNDERSTANDING NEEDS & SETTING DATA STANDARDS

The Comprehensive Plan’s data collection will produce a foundational data asset for multiple planning initiatives, including those undertaken by the Community Development Department. For this shared asset to be robust and useful, we will do the upfront work to understand what data is needed, by whom, and for what purpose. Based on that, we will develop clear organizational structure, documentation, and meta data standards for data collection.

Crucially, we will treat community engagement as its own form of data collection, ensuring that, where possible, valuable community feedback is captured and stored in a consistent format useful for future planning endeavors.

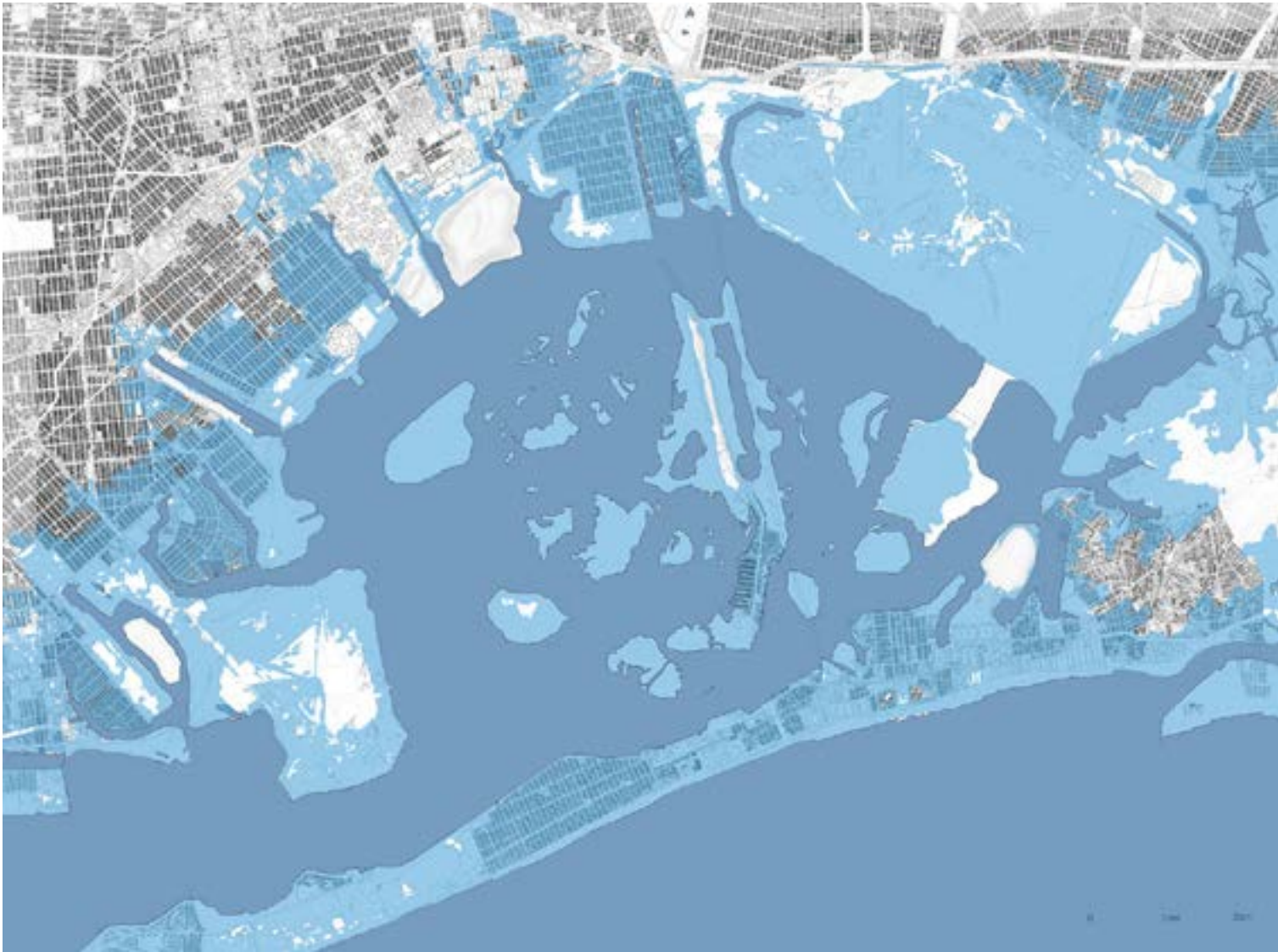
## DATA COLLECTION & SPATIALIZATION

Based on the data needs we’ve identified, we will collect and compile data across multiple topic areas, including demographics, socioeconomics, housing, transportation and mobility, environmental conditions, and climate risks. We will rely on both tried-and-true data sources and methods, such as the census, as well as more innovative data products where appropriate, such as satellite/remote sensing data (for assessing climate risks and resilience issues) and micro-population data (for mobility dynamics). Data will be packaged, documented, and delivered based on the standards we’ve developed with the city.



## GoBoston 2030

In Go Boston 2030—Boston’s city-wide long-range mobility plan—innovative data visualization served to illuminate the city’s key transportation equity challenges and animate community discussions about how to address them.



4TH REGIONAL PLAN: BIGHT COASTAL URBANISM | TRI-STATE REGION

### REVIEWING RELEVANT LOCAL & REGIONAL PLANS

We will review relevant local and regional plans—including the Regional Plan Association’s Planning for Affordability in Connecticut playbook, Connecticut’s statewide Conservation and Development Policies, and the suite of recent local Executive Orders across housing affordability, climate, and equity—to ensure the Comprehensive Plan builds upon existing efforts both within and beyond the city. We will use an alignment matrix to distill where these planning efforts align, understand geographic overlaps, and surface potential misalignments and gaps that the Comprehensive Plan should address.

### ANALYSIS, VISUALIZATION, & SENSE-MAKING

A successful data collection effort ultimately helps us to make sense of Stamford today—its key dynamics, challenges, and opportunities—and frame the right questions for subsequent phases of planning. Our robust in-house data science and visualization capabilities will help us generate these productive, data-driven insights.

Well-designed data visualization not only helps our internal team, but also serves as a powerful instrument for community engagement. By narrating where Stamford is today, these visualizations can help the community build shared understanding of the city’s challenges and dive deeper into potential solutions. Our team brings a wealth of experience building static and interactive data stories, and we will explore ways to use that capacity in the upcoming engagement phase.

# Engagement Strategy

## ENGAGEMENT VALUES

We believe engagement is the heart from which the entire planning process emerges and revolves.

### Our Starting Point: Bigger Ears than Mouths

We approach this project with a spirit of humility: we need to be honest listeners, be open to changing tactics as we learn what works and doesn't, and fully understand the perspective of the Stamford community. We are committed to listening and seeking collaborative ways to incorporate that insight into the planning process. In order to give the plan substance, credibility, and momentum, it must belong to the city and the community. We don't run from a critical audience; instead, we will seek out ways to hand community members "a red pen," asking them to check our work to make sure each planning step is reflective of feedback.

### Grounded in Intention and Values

Our team takes a value-centered approach, prioritizing aspects that are often overlooked in traditional planning processes. We value lived experiences and we will value community knowledge. Our approach focuses on relational connections and the quality of conversation. Bolstered by our experience in a range of platforms, methods, and tactics, our team is fully committed to tailoring our engagement approach to the needs of the Stamford community.

### Engagement Isn't Just a Phase

For us, engagement is not merely a quick phase of an overall process, but a holistic conversation that is woven into all aspects of planning. A primary reason many engagement efforts reach limited audiences is because they are not given enough time or space. Building awareness and trust takes time.

In the same way that we don't see engagement confined to just a starting step, we also see in-city activation as an opportunity that can be incorporated from the very beginning. Temporary activations like displaying visual art installations related to planning efforts, organizing tours of Keystone Project sites, and inviting local experts to speak on Stamford's history, environment, future, and more, are opportunities for more residents to build their own relationship with the planning process, and thus enable them to more fully participate in envisioning their city's future.

### High-Touch and High-Tech

Our team brings an approach to engagement that is high-touch and high-tech. We greatly appreciate the Land Use Board's ambition to move beyond the well-worn playbook of town hall meetings towards more inclusive and exciting methods of public participation. Through thoughtful technology and tailored engagement strategies, we can reach new audiences in new ways to better capture the diverse voices of Stamford residents.



MY ARCHITECTURE WORKSHOPS YOUTH ENGAGEMENT | STAMFORD, CONNECTICUT



ENGAGEMENT FOR GREENWOOD COMMUNITY PARK MASTER PLAN | BATON ROUGE, LOUISIANA

### CO-DESIGNING AN ENGAGEMENT APPROACH

As experienced planners and designers, we have a robust toolkit and understanding of what has worked elsewhere, but we also appreciate that Stamford is unique in many ways. To ensure we run an engagement process that truly reflects this, we have designated a month-long working period with the Steering Committee and other key stakeholders to co-design an engagement process that will speak to all Stamfordites in various settings and languages, and through different activities. As a result of this process, the team will submit an inclusive engagement strategy to the Land Use Bureau for their review. The strategy will be a living document outlining key audiences, outreach tactics, and evaluation metrics, and will evolve over the course of the engagement process through participatory feedback, and on-the-ground learning. The intent is that members of Stamford's diverse communities will be updated and consulted to inform the future recommendations in the Comprehensive Plan.

Knowing that many of the details will emerge from that collaborative process, the following section outlines a flexible proposed framework that can be fine-tuned in close collaboration with the stakeholder advisory groups and the Land Use Board.

### STAKEHOLDER ADVISORY GROUPS

We know that creating a successful plan for Stamford requires leaning on and learning from those who know it best. To do that, we have outlined three types of stakeholder advisory groups, each of which will lend a valuable perspective that will help guide a more effective comprehensive planning process.

#### Steering Committee

As outlined by the Land Use Bureau in the RFP, our team will work closely with a Steering Committee to articulate how the plan will align with and best support the ongoing policy and planning priorities in the city. We agree fully with the proposed makeup of the group, including members such as the Planning Board Chair, Zoning Board Chair, a member of the Board of Representatives, a member of the Board of Finance, a representative of the Mayor's office, and the City's Director of Diversity, Equity, and Inclusion. We expect to meet with this group quarterly, providing both clear progress updates, while reserving time for meaningful discussion of the plan's evolving direction and recommendations. Detailed meeting minutes will be kept and key decisions will be noted to ensure transparency and accountability through the process.

### Technical Advisory Committee

Our team also expects to meet monthly with a Technical Advisory Committee made up of local organization and city agency leaders who will lend their subject matter expertise across a range of planning topics like housing, mobility, sustainability, and infrastructure. This knowledge will be instrumental in helping set necessary performance benchmarks tied to planning goals, and in honing the topic-specific recommendations that are made within the plan's different sections. Given their practical experience, they will also support the proper selection and scoping of Keystone Projects.

### Neighborhood Working Groups

In an effort to move beyond a typical monolithic conception of a Citizen Advisory Committee, our team is putting forth the idea of assembling Neighborhood Working Groups which reflect the unique considerations that arise from Stamford's varied geographies. Identifying the most appropriate grouping of neighborhoods, aiming to congregate those that share a common set of conditions and concerns, will be a month-long effort at the outset of the project with substantial guidance from city partners and local team members. We will make a concerted effort to ensure that these groups reflect a diversity of perspectives and lived experiences within those areas, and that their input is regularly incorporated into the plan's evolution.



PRINCIPAL-IN-CHARGE SUSANNAH DRAKE MEETING WITH STAKEHOLDERS AND GOVERNMENT OFFICIALS FOR A RESILIENCE PROJECT IN FLUSHING MEADOWS CORONA PARK | QUEENS, NEW YORK



**ENGAGING FROM VISION TO IMPLEMENTATION**

To best align with our planning framework and approach, our team will structure community engagement efforts in four primary parts:

**1. Defining Shared Vision & Values**

Initial engagement activities and workshops will serve to define a shared vision and values from which future planning and recommendations will grow. These will span the various planning topics, and focus on the aspirational outcomes that Stamfordites wish to see in their city in the next ten years.

**2. Validating Goals**

Following from the collectively defined principles, and supported by additional data analysis, the next engagement series will test out initial goals across the different planning topics to understand what feels appropriate, exciting, or potentially unclear to residents in the process. The goal language will also be work-shopped in different languages to ensure that explanations will be accessible and easily understandable.

**3. Surfacing Strategies**

Our team will use the third phase of engagement to surface and explore planning strategies, incorporating diverse feedback to ensure they are grounded in the genuine needs, priorities, and values of the community. Through this inclusive approach, the strategies are not only collaboratively evaluated, but also foster a sense of collective ownership and commitment among community members.



VIRTUAL ENGAGEMENT FOR THE FORT POINT OPEN SPACE PLAN | BOSTON, MASSACHUSETTS

**4. Ground-Truthing Actions & Recommendation**

Finally, to help participants clearly understand the link between their input and the plan's proposals, a fourth round of engagement will be used to examine the specific proposals put forth in the plan, particularly the ideas for Keystone Projects that are high-priority. In part, these conversations will also function as a soft introduction to forward-thinking ideas in a participatory and conversational setting that helps move beyond initial reactions towards deeper productive discussion.

## ENGAGEMENT METHODS

### In-context engagement

We are committed to meeting Stamfordites where they are. This means actively showing up at Stamford’s signature events and spaces—from Stamford Day festivities in Mill River Park to Harborfest at the SoundWaters center to local farmers’ markets downtown—ensuring our presence is felt in the places that already mean a lot to people. It also means taking a creative approach to reaching residents in unexpected ways, like capturing the commuter perspective with quick-hit activities at the Metro-North train stations or conducting “walkshops” where locals are empowered to tour us through their neighborhoods and speak to their Stamford experience. By integrating ourselves into spaces and activities that are already part of everyday life, we can foster authentic dialogue and gather insights that reflect residents’ true spirit and aspirations.

### Digital Engagement

We also believe that technology can play an invaluable role in offering communities new ways to see their city and share their perspective. By taking advantage of Sasaki’s custom survey and collaborative mapping platforms like CoMap, and external products like the “computational democracy” tool Polis, we can capture spatial, conversational, and open-ended feedback in a digital format that moves beyond a typical online comment box. Equally, these tools make analyzing the collected data far more efficient and actionable for planning than traditional survey tools.

We will also hold virtual public meetings in parallel with the previously described in-context activities, to provide accessible alternatives for those who may not be able to participate in person. We do recognize, though, that not everyone has easy access to the internet or connected devices. Our thoughtful use of these technologies is just one part of a larger strategy to reach out broadly and connect deeply with residents—both online and on the ground.



#### CoMap

Participants are invited to create their own map of their community using pins, routes, and comments. By framing the engagement more flexibly, we can reduce “survey fatigue” and get answers to questions we might not think to ask in a more traditional, question/answer survey.

### Youth-focused Engagement

We know that this plan must speak to and learn from today’s youth, because they are the ones who will grow up alongside this plan’s implementation and reap its benefits for years to come. To honor this fact, our team will develop a targeted engagement plan, rooted in the youth-focused expertise of My Architecture Workshops, to make the planning process exciting, educational, and empowering for young people in Stamford. The programming will be curated from a range of participatory games and activities, each focused on students and children of different ages. These may include card-game inspired prioritization processes, hands-on collaging and visioning, and social media-based storytelling. By inviting the next generation of Stamfordites into the conversation, we can co-create lasting change and build buy-in for decades to come.

### Engagement with Hard-to-Reach Populations

We appreciate that a truly comprehensive citywide plan must be informed by the diverse voices of all community members, especially those often deemed hard-to-reach. Our community engagement strategy is intentionally designed to bridge this gap. We’ll build on the local knowledge and trust our team has already cultivated through My Architecture Workshops’ longstanding community-based work in Stamford. These efforts will include canvassing and flyer-ing in a range of Stamford’s most spoken languages, hosting events and activities in often overlooked places like public housing developments, or conducting trauma-informed engagement in community or social service centers. By actively seeking out and valuing the input of these traditionally underrepresented groups, we can lead a planning process that ensures everyone feels welcomed and heard.

#### Left

Bike tour with community members as part of the High Line Canal Outreach & Visioning Plan | Denver, Colorado



MAW WORKSHOP IN STAMFORD, CONNECTICUT



MAW WORKSHOP IN STAMFORD, CONNECTICUT

### MONITORING & EVALUATING ENGAGEMENT

To ensure that our community engagement process is both inclusive and effective, we will work with the stakeholder advisory groups to establish a robust set of quantifiable metrics that will be monitored over the course of the project. While arriving at specific measures will be a cooperative effort, some of the dimensions of engagement we will likely track are outlined here.

First, we expect to assess the representativeness of the people engaged, ensuring that the participants reached mirrors the diverse makeup of the city's overall population, with special attention paid to youth and hard-to-reach groups as highlighted in the proposal. This will also include keeping count of the total number of people engaged across the different types of activities and phases of the project.

Second—reflecting our attention to accessibility—we anticipate keeping a record of the locations and times of all engagement activities, ensuring that they are spread across the city and at varied times to cater to differing schedules and accessibility needs. Lastly, recognizing the linguistic diversity of Stamford, we plan to note the different languages in which engagement is conducted—either through live interpretation or translation of activity materials. This proactive evaluation of ongoing engagement will allow the project team to best focus its efforts in the many cycles of outreach, and allow the city to feel confident that the plan is truly born out of the many experiences and voices of Stamford.

# Recommendations & Implementation Strategy

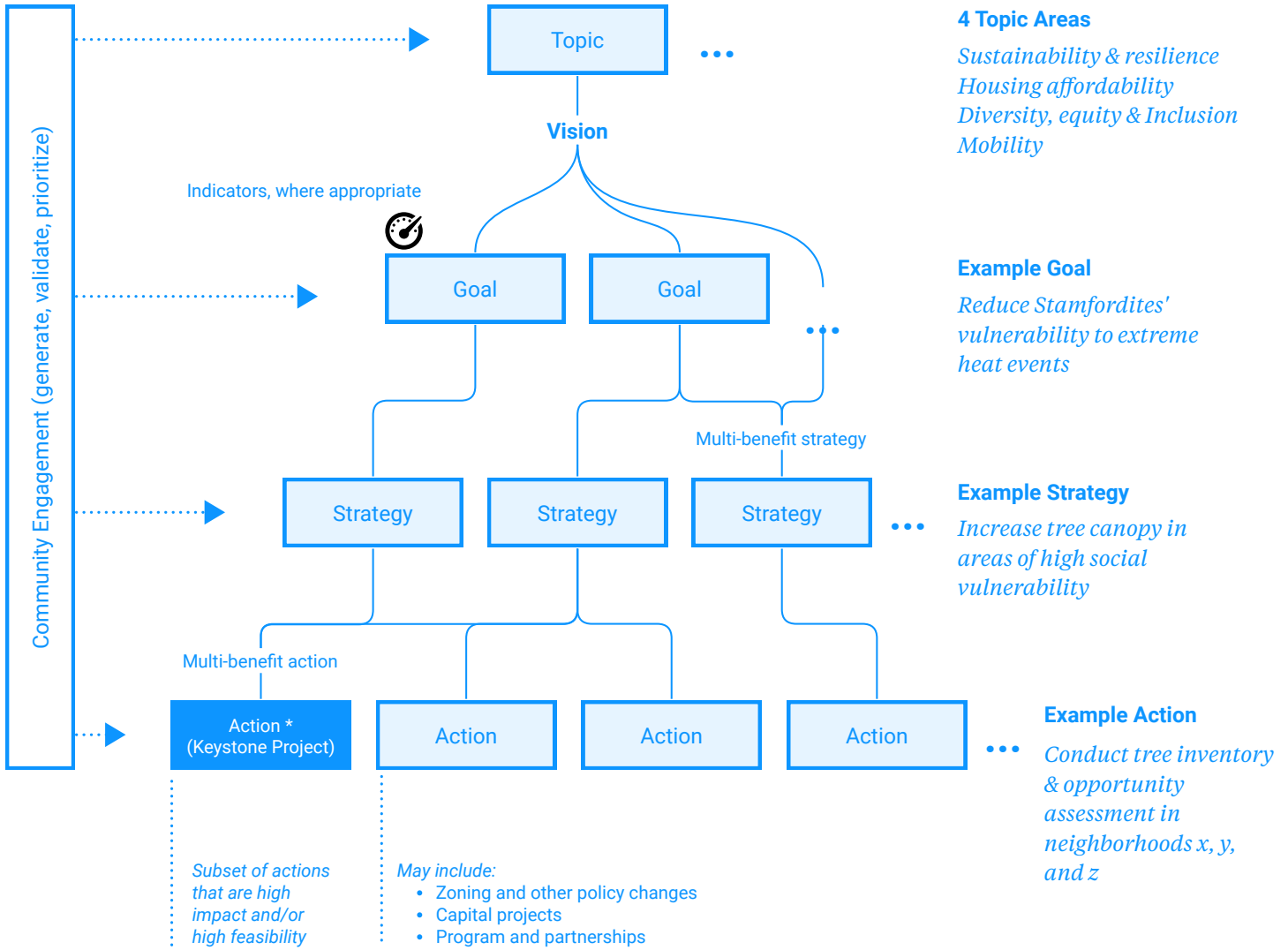
## A ROBUST, CLEAR PLAN FRAMEWORK THAT ENCOURAGES INTEGRATED, MULTI-BENEFIT RECOMMENDATIONS

Our approach to developing Comprehensive Plan recommendations begins with a robust framework. This framework is organized around the key topics most relevant to the future of Stamford: sustainability and resiliency; diversity, equity, and inclusion; mobility; and housing affordability. These topics are interrelated, and the framework is designed to accommodate—and encourage—integrated and multi-benefit strategies and actions. It is also designed to make abstract planning goals concrete and actionable, by drawing a direct link from these goals to specific action items.

- ▶ **Topics** are the broad principle of the plan (i.e. sustainability and resiliency; diversity, equity, and inclusion; mobility; and housing affordability), and may form the basis of standalone deep-dive reports. We may leave room to expand that list as we hear from residents about issues most pressing to them.
- ▶ **Goals** are broad aspirations of what we want to achieve in each topic area.
  - » Where appropriate, we will set specific and measurable targets for goals.

- ▶ **Strategies** are the targeted approach we need to take to turn the goals into reality. Where possible, strategies should be connected, concentrated, and multi-benefit.
- ▶ **Action items** are the specific activities (e.g. zoning and other policy changes, programs, capital projects, partnerships) that the city uses to implement strategies. They should be specific in their scope and clear in their accountability. Some action items may already be underway, or are under the primary purview of partner agencies other than LUB; in these cases, the Comprehensive Plan provides a useful organizing and coordination function.
  - » **Keystone Projects** are a subset of these action items. They are the most high-impact and/or high-feasibility action items, and should demonstrate how single projects can support multiple planning goals.

Community engagement undergirds this entire framework. Through a “listen-learn-test-suggest” iteration cycle with the community, we seek to generate, validate, and prioritize goals, strategies, and action items.



COMPREHENSIVE PLAN FRAMEWORK DIAGRAM

### ENSURING PLAN RECOMMENDATIONS ARE IMPLEMENTATION-READY

The framework we’ve proposed embodies implementation-readiness at its core. Goals in each topic area are directly traceable to specific action items, the list of which essentially serves as an “action plan” for the city in the years to come. Furthermore, by exploring a subset of Keystone Projects in greater detail, our team can bring them into an even higher level of implementation readiness. Whether this is about re-developing a vacant site or piloting a new green infrastructure, our team brings the necessary technical, design, and financial know-how to figure out how to design it, what it will cost, and what funding sources might exist to pay for it.

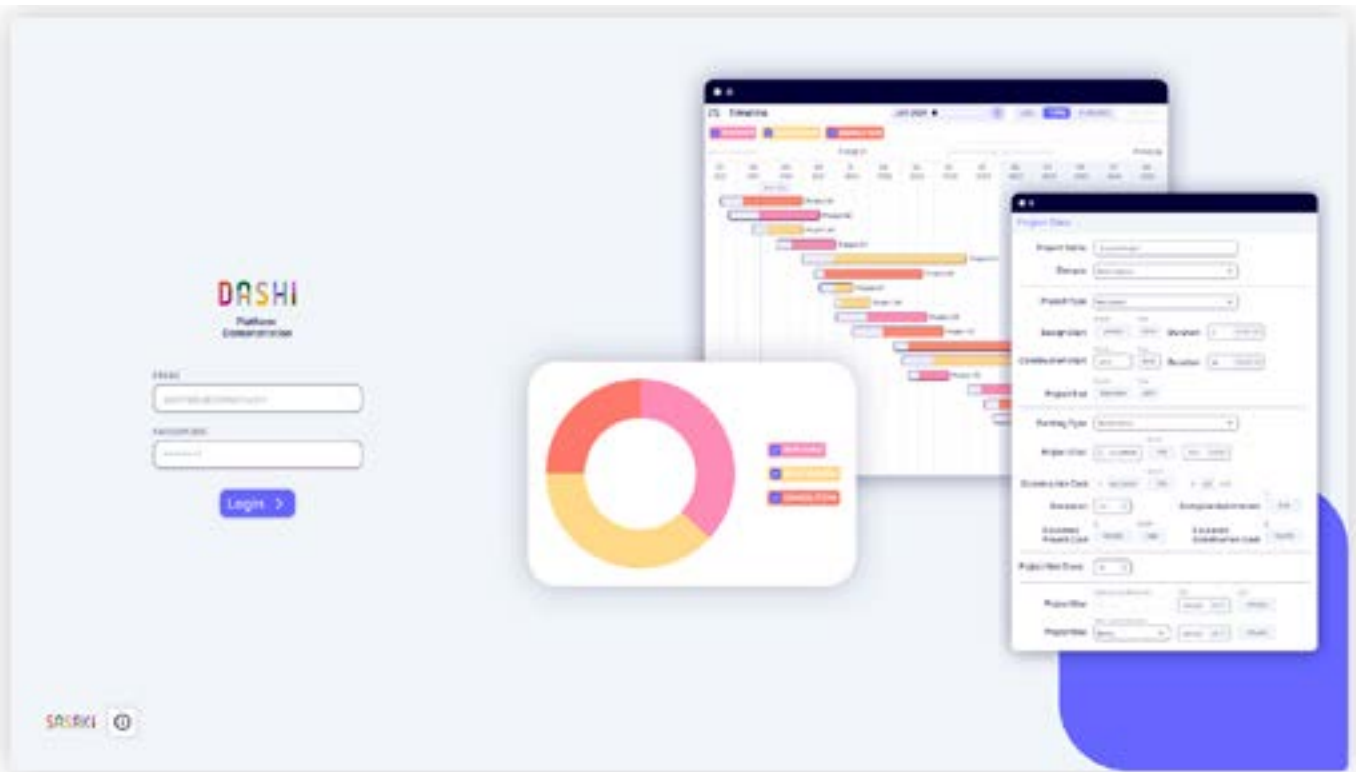
Finally, we will explore with the city how to facilitate plan implementation with technology. For example, we could deliver the list of action items as a project management database, rather than a static report, so that interdependencies, progress, and accountability for each can be more easily tracked and updated. Sasaki’s Dashi platform is built for exactly this use case of keeping the implementation of long-range planning projects on track.

### DIVERSITY, EQUITY, & INCLUSION

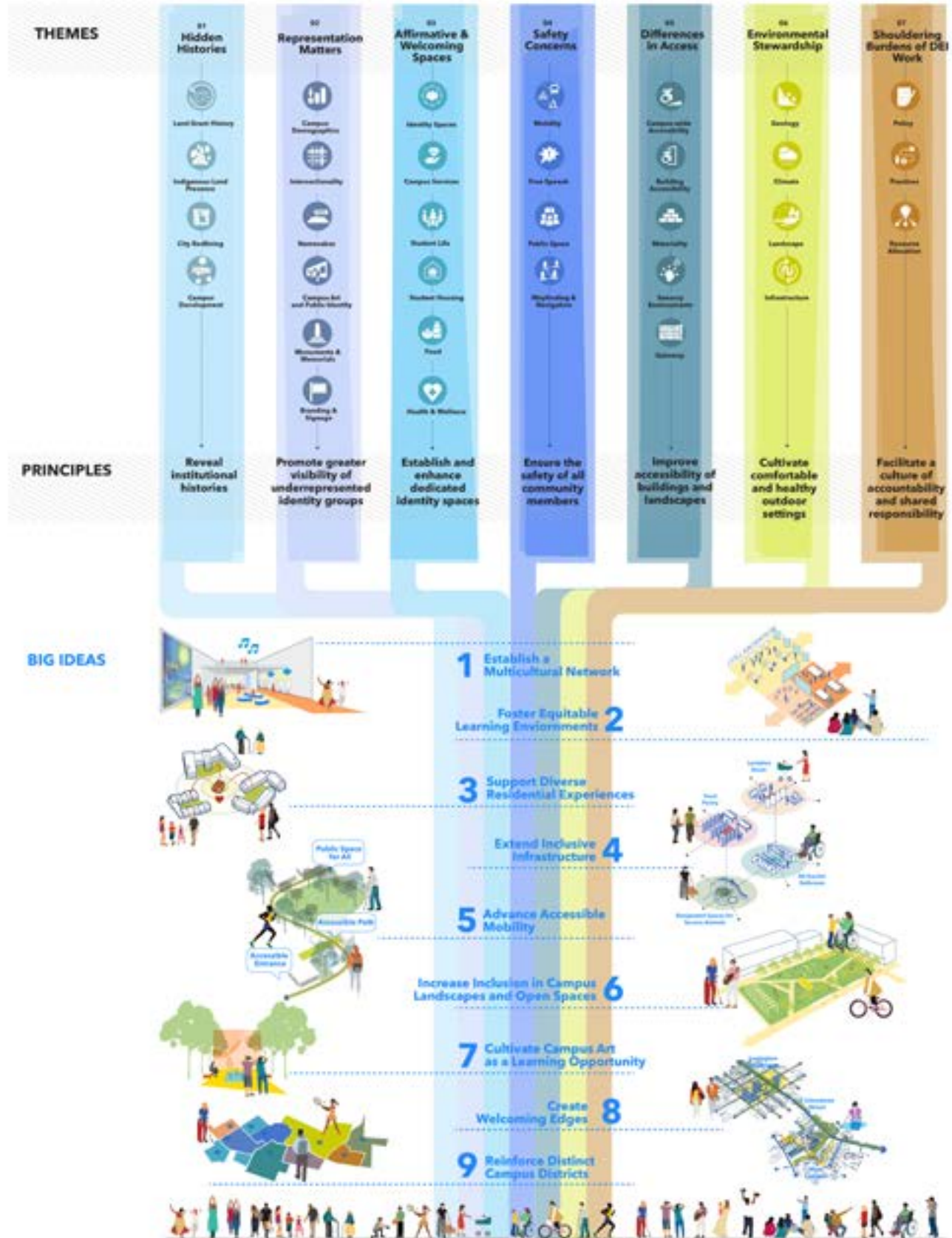
The diversity, equity, and inclusion topic area of the Comprehensive Plan needs to put forward a clear vision for how diverse Stamfordites can have an equitable stake in the future prosperity of the city. It must also make that vision tangible and action, and show how it can be achieved through the specific goals, strategies, and actions within the purview of the Plan.

Our analysis of equity and inclusion issues will go beyond superficial demographic characteristics. With rigorous data analysis, we will look at how these characteristics expose people to unequal impacts of housing unaffordability, vulnerability to climate change risks, environmental justice issues, and lack of mobility access to jobs and key services. We will ground this analysis by examining historical realities (such as redlining), as well as in listening to the lived experiences of diverse Stamfordites through community engagement.

Equity gaps revealed through this analysis will allow us to develop goals, strategies, and actions that guide specific and concrete land use and investment decisions by the city towards more just and inclusive outcomes. Our approach will include cross-topic deep dives, such as “climate resilience + equity & inclusion”, that look at how addressing any specific aspect of Stamford’s future should be done through a diversity, equity, and inclusion lens. Finally, through the Land Use Bureau, we will coordinate with concurrent efforts such as the 2025-2029 Equity Action Plan to ensure alignment.



**Dashi Platform**  
Sasaki’s Dashi platform helps clients keep track of implementation progress of complex long-range planning efforts.



**University of Kentucky Diversity, Equity, and Inclusion Framework Plan**

At the University of Kentucky, the DEI Framework emerged from a rigorous process of campus engagement, research, and analysis. Our planning process revealed recurring themes and identified barriers that were translated into guiding principles and big ideas as strategies.

## SUSTAINABILITY & RESILIENCY

The sustainability and resilience topic area of the Comprehensive Plan is about taking a holistic look at Stamford's resiliency challenges in the coming decades and building a shared city-wide vision for how to address them. It needs to take stock of recent and ongoing efforts at mitigation and adaptation, identify cross-cutting opportunities and constraints, and establish a solid foundation for more technical and specific follow-on actions.

Like diversity, equity, and inclusion, our approach to sustainability and resiliency is founded on deep community engagement. We will frame a meaningful conversation about what resiliency means in the specific context of Stamford, uncover diverse community concerns and lived experiences around the impact of climate change, and from it begin to synthesize a resiliency vision and align community priorities and interests. Community engagement will continuously inform and ground-truth our analysis. With the sophisticated data science support of Sasaki Strategies, our analysis will incorporate, among other things, climate change projections, vulnerability assessment of critical assets and urban infrastructure systems, mapping of development relative to flood elevations, and identifying vulnerable populations. We will also engage with relevant local functions such as emergency management, and incorporate lessons learned from how the city has dealt with recent climate change stresses such as stronger and more frequent storm events.

Guided by a Stamford-specific sustainability and resiliency vision, our approach to developing strategies and actions draws from a rich reservoir of knowledge and best practices, from city-wide policies (e.g. zoning change, building decarbonization ordinances) to design guidelines and the demonstration of resiliency best practices through Keystone Projects. These recommendations will be continuously aligned with other aspects of the Comprehensive Plan, in particular equity and environmental justice. For example, how could a nature-based strategy for stormwater management simultaneously address the lack of access to green space in historically underserved communities? Recommendations like this begin to establish concrete follow-on actions, and serve as a point of connection to upcoming efforts like the Climate Action Plan.



### Gowanus Canal Sponge Park

Sasaki's urban resiliency portfolio spans both city and regional-scale strategies and site-specific design and implementation. Projects like Gowanus Sponge Park, which combines stormwater management and open space access in a formerly heavily polluted part of Brooklyn, can model the type of potential Keystone Project that makes city-wide resiliency strategies specific and tangible.

## HOUSING

Housing is at the heart of Stamford's current planning conversation. While there are competing views of how it should be handled, the need for new affordable homes is clear. Led by the economic planning expertise of JLP+D, our team will develop a housing plan that reflects the various housing capacity and needs across neighborhoods while consciously balancing today's conditions with tomorrow's growing need for safe, dignified, and economically accessible housing.

We recognize the significance of the 2022 Housing Affordability Plan and its alignment with the needs of Stamford. Our team will leverage this valuable groundwork to enhance its impact and relevance. According to the research conducted by the Fairfield County's Center for Housing Opportunity (FCCHO), among all Fairfield County municipalities, Stamford achieved the highest score in the quality of its housing plan. Specifically, according to the FCCHO, "Stamford went above and beyond to ensure residents could participate as much as possible in the planning process." We will ensure that our efforts build on the past plan's success, update the data and recommendations according to newest trends, and move strategically toward implementation.

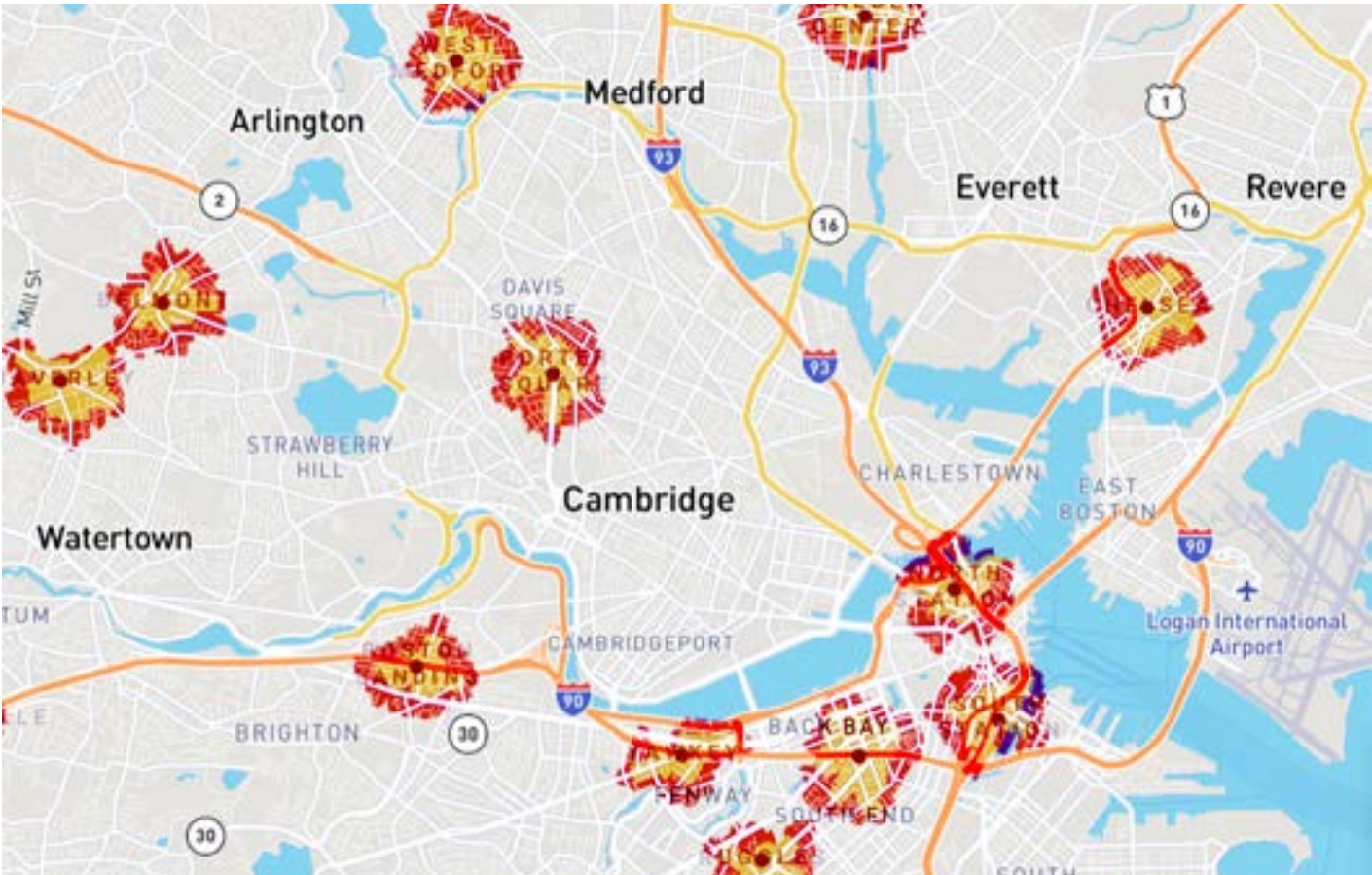
Our approach will involve the development of site-specific housing strategies, aligning with the site inventory and specific developments identified as key implementation steps in the 2022 plan. We will identify land assemblages best suited for affordable housing production, considering ownership, cost, location, and infrastructural conditions. Leveraging our expertise in housing development advisory and our extensive network in the regional and national real estate community, we will propose actionable Keystone Projects. These proposals will also be informed by stakeholder engagement findings, ensuring that they align with the needs and aspirations of local residents, businesses, and organizations across Stamford.

Recognizing that affordable and workforce housing is an integral component of a broader future vision for Stamford, our approach will prioritize seamless integration of housing considerations into other facets of the Comprehensive Plan. We see a significant opportunity in synchronizing the planning cycles of the Comprehensive Plan and the Housing Plan. By embedding housing goals into various aspects of quality of life, economic competitiveness, and social/environmental resilience, we aim to create a holistic vision for Stamford’s future and amplify the plan’s effectiveness.

**MOBILITY**

The future success of Stamford depends on all Stamfordites having sustainable and equitable access to housing, jobs, and services. Our approach recognizes mobility as deeply intertwined with the other key topic area of the plan.

Using rigorous data analysis (including innovative data products like Replica), we will study key mobility needs and trends in Stamford, and contextualize them in the broader context of contemporary urban mobility challenges, such as post-Covid changes in commuting patterns, as well as opportunities, such as the growth of electrified, shared, and micro-mobility options. Our recommendations will build on Stamford’s mobility assets, including its decades-long push towards transit-oriented development and high Metro-North ridership, and continued the momentum of recent initiatives (i.e. Vision Zero) towards even greater investments in equitable, sustainable, and people-first mobility options.



**Mobility Innovator**

Sasaki’s mobility innovator project uses geospatial technology to reveal mobility needs in Massachusetts’ Gateway Cities—places with a high proportion of recent immigrant populations.

# Comprehensive Plan Design & Communication

We greatly appreciate the emphasis placed on good design communication in the RFP. The Comprehensive Plan is a public document under the collective ownership of the residents of Stamford. As such, it must coalesce, inspire, and inform—not only during the planning process but also during the subsequent decade of its implementation. Our approach to designing and communicating the Comprehensive Plan reflects this goal.

## PLAN DOCUMENT

The plan document will be concise, graphically compelling, and readable, following the logic of highlighting high-level vision, key pieces of data related to key trends, and specific strategies and actions upfront, while saving detailed analysis for later.

## SUMMARY PAMPHLET

We’ve created many compelling pamphlets that “make policy public.” Exploring such formats as digital zines and newspapers, we will work with the Land Use Board to determine the most appropriate and engaging format for this project.



City of Grand Rapids Parks System Master Plan

For Grand Rapids parks system master plan, Sasaki designed an engaging, multi-lingual “zine” as the main public interface with the plan.



# Nuestros parques, nuestros lugares

Un plan para los parques, el entretenimiento y los espacios abiertos de Aurora

Construyamos juntos el futuro de Aurora.



¿Cómo quiere que sean sus parques, actividades recreativas y espacios abiertos?

### Aurora PROS System Master Plan

For the City of Aurora Parks, Recreation & Open Space Master Plan (Aurora, Colorado), Sasaki created a multilingual website to engage the diverse community of Aurora.

### PUBLIC-FACING WEBSITE

Sasaki Strategies, our in-housing technology innovation team, creates dynamic, engaging online experiences to support large planning projects. A public-facing website will be launched at the outset of the project and updated at key moments of the planning process. In conjunction, we will produce digital material (such as snippets of data visualization and community engagement) that can be distributed through social media, keeping the online presence of the process "live".

### A SHARED GRAPHIC IDENTITY

At the outset of the project, we will establish a light-weight, yet robust graphic identity system that supports all public-facing communication for the Comprehensive Plan, from engagement material to the final plan document.

### ANNUAL STATUS UPDATES/IMPLEMENTATION TRACKING

We will create a framework for the city to update the public on Comprehensive Plan implementation progress in the coming years. In addition to an "annual status report" template, we will explore ways, such as the public-facing website or Sasaki's Dashi tool, through which we can surface a "live" version of indicators and status related to plan goals, strategies, and actions.



# **3 – Schedule**

# Schedule

To arrive at a thorough plan—while keeping closely to the mandated deadline—we envision a year-long process starting in early 2024 and concluding early the following year, allowing for the formal review and adoption of the plan to occur soon thereafter.

While we feel confident in our ability to deliver the work outlined in the RFP in that timeframe, we acknowledge that there are particular insights the city and Land Use Board may have that could better align this work with its internal goals and objectives. We welcome the opportunity to shape the finer points of this schedule with you if our team is selected.

Much of the proposed timeline is dedicated to iterative cycles of broad engagement and focused plan development that will ensure constant examination and validation of proposed recommendations over the life of the project. This core “listen-learn-test-suggest” workstream is bolstered by rigorous data analysis, mapping, and meetings with advisory committees to ground our work in evidence and local experience.



STAMFORD, CONNECTICUT



# Schedule

## PHASE 0: PROJECT ALIGNMENT

0.1 Project Kickoff (City & Consultants)

## PHASE 1: DATA COLLECTION & ANALYSIS

- 1.1 Past & Concurrent Plan Review
- 1.2 Data Collection & Analysis
- 1.3 Data Organization & Handoff

## PHASE 2: COMMUNITY & STAKEHOLDER ENGAGEMENT

- 2.1 Assembling Steering Committee
- 2.2 Assembling Technical Advisory Committee
- 2.3 Assembling Neighborhood Working Groups
- 2.4 Identifying Key Engagement Groups
- 2.5 Developing Engagement Activities & Materials
  - 2.5.1 Set Up Digital Engagement (CoMap, Surveys)
  - 2.5.2 Design In-Person Engagement Activities
  - 2.5.3 Prepare Social Media Engagement Outreach
- 2.6 Conducting Community Engagement
  - 2.6.1 Attend Community Events & Meetings
  - 2.6.2 Intercept Interviews
  - 2.6.3 Canvassing
  - 2.6.4 Youth Engagement
  - 2.6.5 Open Houses
- 2.7 Synthesizing Learnings from Engagement

## PHASE 3: COMPREHENSIVE PLAN & HOUSING PLAN UPDATE

- 3.1 Understanding Key Topics & Defining the Vision
- 3.2 Developing Goals & Benchmarks
- 3.3 Identifying Strategies
- 3.4 Scoping Keystone Projects

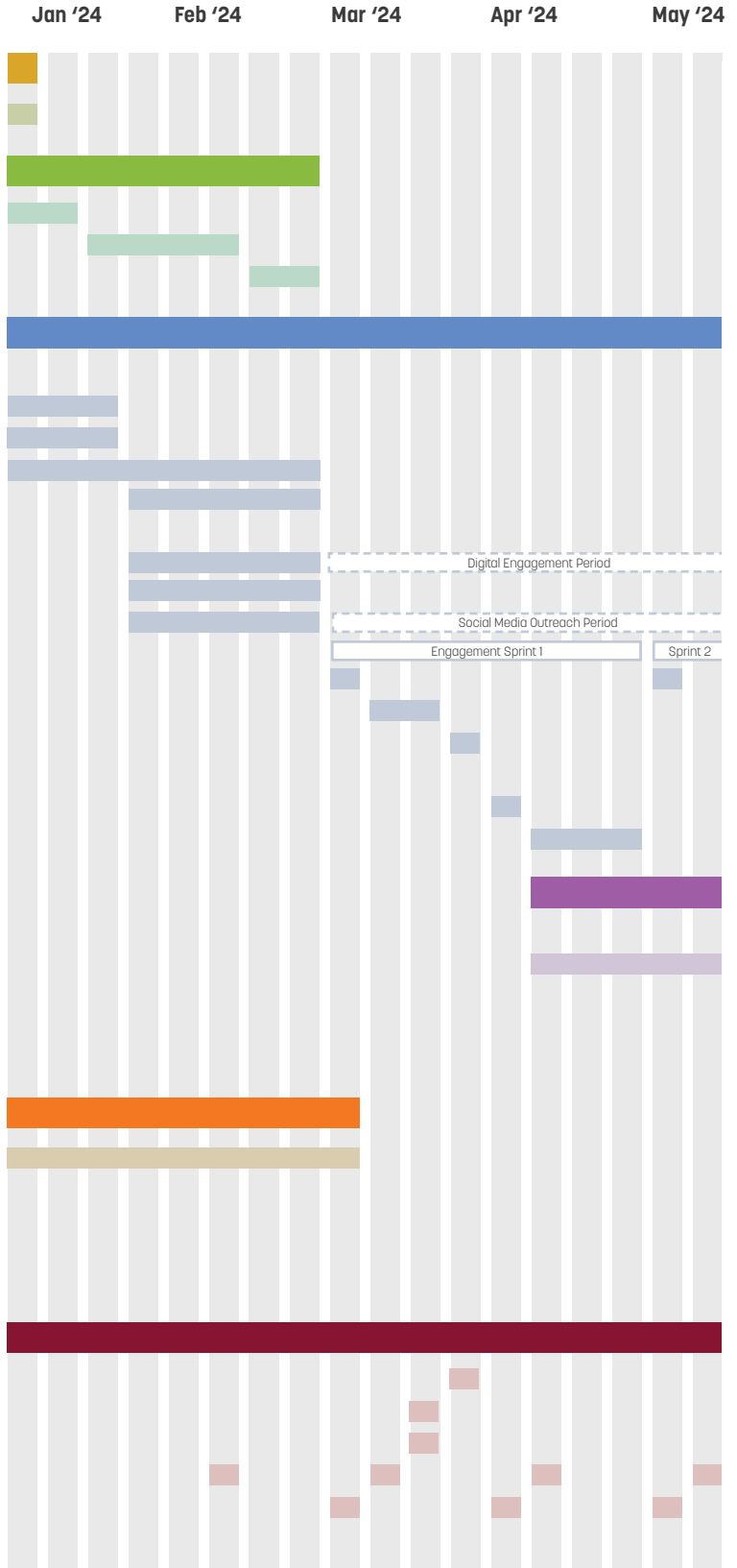
## PHASE 4: DESIGNING THE COMPREHENSIVE PLAN

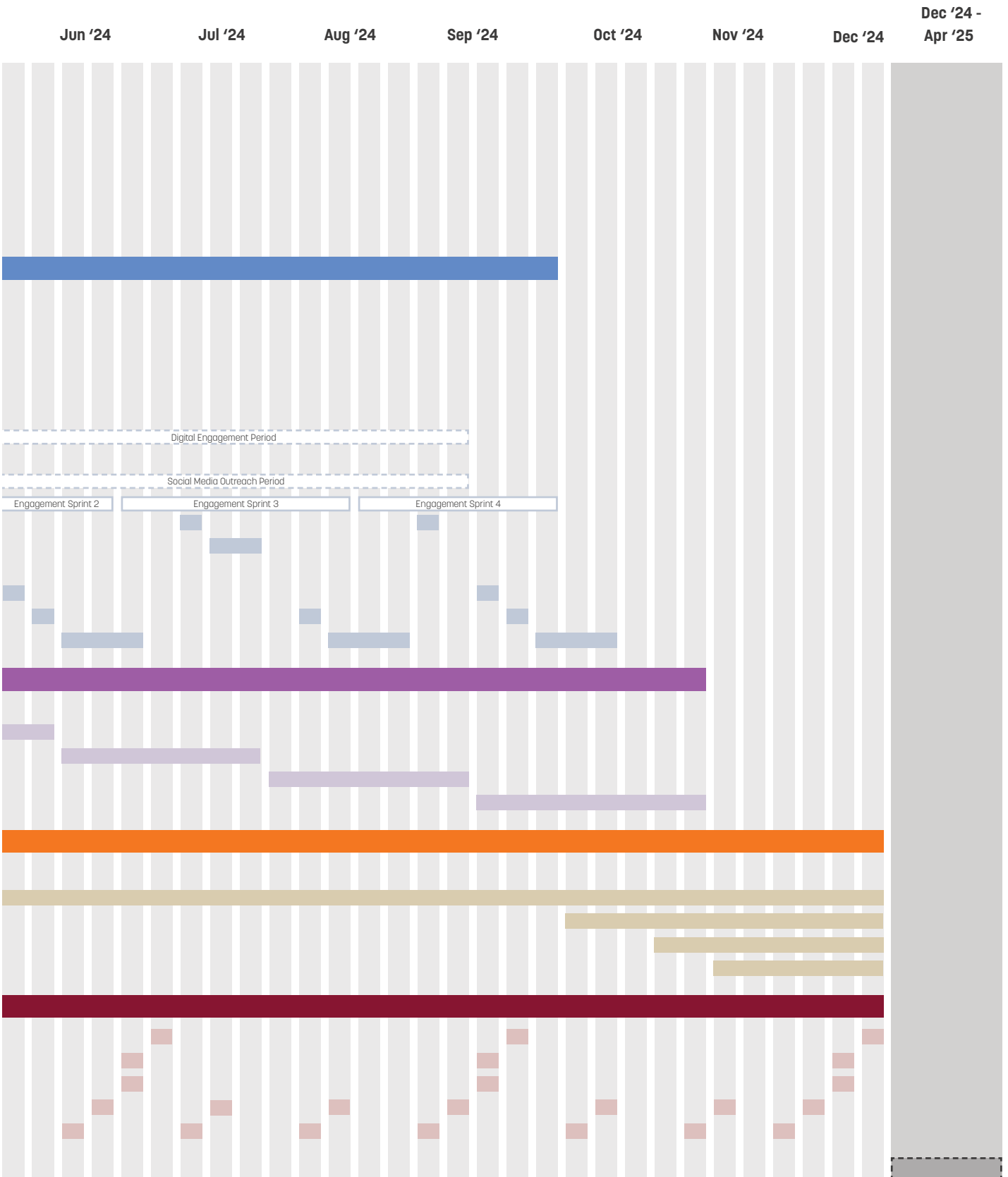
- 4.1 Public Process Website
- 4.2 Final Plan Writing
- 4.3 Print Plan Design
- 4.4 Summary Pamphlet Design
- 4.5 Final Plan Website

## OTHER ONGOING ACTIVITIES

- Quarterly Project Updates
- Quarterly Steering Committee Meetings
- Quarterly Neighborhood Working Group Meetings
- Monthly Technical Advisory Committee Meetings
- Ongoing Updates to Project Website & Social Media

## FORMAL PLAN REVIEW & ADOPTION PROCESS





# Work Plan

## Phase 1

### Data Collection & Analysis

#### 2 Months

If selected, our team is ready to hit the ground running and set a solid analytical foundation for future planning through geospatial mapping, data analysis, and review of relevant priorities and plans. In doing so, we will identify the key trends across the different focus areas of mobility, housing, sustainability, and equity that will serve as the backbone for the remainder of our work. During that period, we will work closely with the Community Development Department to ensure that the data compiled and analyzed is handed off in an organized format for use in their concurrent development of the city's Equity Action Plan and Consolidated Plan.

## Phase 2

### Community & Stakeholder Engagement

#### 9 months

From the outset, our team will work closely with the Steering Committee and Technical Advisory Committee to define a structure and strategies that ensure the planning process is closely aligned with the city's priorities, and takes advantage of the subject-matter expertise held by local leaders. We will also work to convene geographically-grouped neighborhood working groups composed of people who live, work, visit, worship, and learn in those areas to provide targeted feedback on the unique considerations that arise in the different parts of the city. Organizing these groups, and setting them up for success in the planning process, is a key step that must occur before broader engagement can begin.

Our team will identify the many key engagement audiences in Stamford using demographics and past reports, as well as input from the stakeholder committees to identify historically excluded and underrepresented voices and will shape the activities and approaches that can most effectively reach them. We will take particular care in crafting outreach tactics specifically focused on engaging young people and those who do not speak English as a primary language. Using these methods, we will run a series of engagement sprints each covering a different section of the planning framework. These cycles will be coordinated and aligned thoughtfully so as to directly feed into the development of the Comprehensive Plan.

## Phase 3:

### Comprehensive Plan & Housing Plan Update 7 months

Building from our team’s data analysis and engagement work, the development of the plan will begin by establishing shared values and a collective vision for Stamford in the decade ahead. This vision would center on the identified topics of housing, mobility, sustainability and resilience, and diversity, equity, and inclusion outlining the desired future state in broad strokes. From there, and in parallel with the engagement work, our team will develop a list of topic-specific goals and associated performance indicators that are both specific and attainable.

Again informed by the simultaneous engagement work, we will identify a set of planning strategies that will guide future land use, transportation, housing, and other future planning decisions. Finally, in the spirit of making this plan actionable and implementable, Keystone Projects will be scoped, with thoughtful attention around achieving quick wins, multifaceted benefits, and ensuring financial feasibility. These pieces will be brought together to form the overall plan with a clear path from high-level vision to implementation.

## Phase 4

### Designing the Comprehensive Plan 8 months

Thoughtful design and communication about the new Comprehensive Plan starts from day one. Rooted in a visual language that reflects the vibrancy of Stamford, the plan’s print artifacts, social media content, and public website will give the plan a unified identity that resonates with residents and that the City can be proud of. During engagement, activities and outreach materials will reinforce the plan’s “branding” in a way that builds trust over time and helps connect the dots between input and action. Once developed, the final plan itself will be an exercise in concise communication design, bringing the process and recommendations to life through a variety of formats—an interactive website, the full printed document, and shorter form content like pamphlets.

## Other Ongoing Activities

Having led many large projects with city partners, we understand the crucial importance of regular communication and ongoing collaboration to keep work on target and on schedule. Quarterly alignment meetings will be held with the Steering committee and Neighborhood Working Groups, and monthly meetings will be held with the Technical Advisory Committee. We will also provide quarterly written updates about the progress of the work both narratively and quantitatively. As appropriate, those milestones will be made public on the plan’s process website for community members to see.

As the plan is finalized and moves for formal approval, we will also offer support for the presentation and discussion of the plan through the required public hearing periods, as needed and agreed upon with the Land Use Board. If, through those hearings, the need for amendments or clarifications arise, we will be more than prepared to make those necessary adjustments to ensure a swift adoption process.



# 4 – Budget



# Budget

In putting together this proposal, our team has proposed a scope of work and budget commensurate with the ambition of the plan and RFP. If selected, we welcome the opportunity to discuss and refine these details with the Land Use Bureau.

Task Name	Optional Tasks	Cost
<b>Professional Services</b>		<b>\$385,850</b>
Phase 0: Project Alignment		\$11,000
Phase 1: Data Collection & Analysis		\$60,000
Phase 2: Community & Stakeholder Engagement		\$91,000
Phase 3: Comprehensive Plan & Housing Plan Update		\$107,000
	*Financial feasibility studies for Keystone Projects	\$20,000*
	*Funding strategy definition for Keystone Projects	\$21,000*
Phase 4: Designing the Comprehensive Plan		\$96,500
	*Dashi Platform (planning implementation tool)	\$25,000*
Ongoing Activities: - Quarterly Project Updates - Quarterly Steering Committee Meetings - Quarterly Neighborhood Working Group Meetings - Monthly Technical Advisory Committee Meetings - Monthly Technical Advisory Committee Meetings		\$20,350
<b>Direct Expenses</b>		<b>\$13,600</b>
Travel (New York to Stamford)		\$1,200
Meals & Incidentals		\$400
Materials for Engagement & Outreach Activities		\$2,000
† Interpretation & Translation Services		\$10,000
<b>Total Fee</b>		<b>\$399,450</b>
<b>Total Fee Without Optional Items</b>		<b>\$333,450</b>

\* Elements of our scope that we believe to be beneficial, but somewhat flexible if it is necessary to reduce total project cost.

† Exact scope of translation and interpretation services (including number and identification of languages) and cost-sharing to be determined in collaboration with city partners, if selected.



# 5 – Team

# Our Team

The Sasaki team brings an interdisciplinary, collaborative approach to this project. Our team combines a national perspective on planning, urban design, and landscape architecture with a grounded local understanding of the unique project context.

Sasaki and our subconsultant partners James Lima Planning and Development (JLP+D) have a long history of collaborating on similar projects, and bring deep regional and local knowledge. We are also collaborating with My Architecture Workshops (MAW), a local engagement firm with a rich knowledge of the community. Together, we will work with the City of Stamford, the stakeholders, and the community to execute a successful Comprehensive Plan.

## Sasaki

### SUSANNAH DRAKE, FAIA, FASLA

#### Principal-in-Charge

Susannah brings a depth of experience in the Greater New York region as the previous founder of award-winning DLANDStudio. Susannah is a landscape architect and architect who specializes in complex projects that require a synthesized, analytical, and research-based approach. All of her designs engage diverse systems to create ecologically and socially progressive projects that are equally well-crafted and beautiful. As one of very few designers of her generation with professional design qualifications in architecture and landscape architecture, Susannah has paved the way for more synthetic thinking about urban ecological infrastructure. Susannah has worked on impactful projects the tri-state area, including her work on the 4th Regional Plan titled "Bight: Coastal Urbanism."

### JOSH PRICE, ASLA, PLA

#### Project Manager

Josh has a wide-ranging knowledge of all stages of planning and design work, having conceived project visions, public participation strategies, and implementation structures; produced construction documents, details, and specifications; and overseen project construction. Notably, Josh has led comprehensive planning efforts to unlock economic development opportunities, realize public realm visions, and explore resilience and climate adaptation scenarios across the country. Recently, Josh led a design effort to re-imagine the National Mall's Tidal Basin and surrounding environs in Washington, D.C., has collaborated on a stream daylighting and ecological restoration work for Tibbetts Brook in Bronx, NY, managed various campus planning and landscape design and construction projects, and designed a number of public parks for the City of New York.

**SIQI ZHU****Planning Principal**

With a background in urban planning, strategic design, and technology, Siqi's work combines a deep understanding of the physical, political, economic, and cultural complexities of urban development with a unique ability to generate policy, design, and technology innovations that contribute to more sustainable and inclusive urban outcomes. Siqi brings a range of project experience across scales, from city-wide planning initiatives to district-scale developments and urban innovation pilot programs. He also leads Sasaki Strategies, Sasaki's data science and technology innovation team, which helps cities envision and implement purpose-driven urban technologies. Siqi will play a leading role in all aspects of this project, including overall project direction, community engagement, data analysis, and the development of recommendations.

**MARY ANNE OCAMPO****Urban Design Principal**

Mary Anne Ocampo is an urban designer and principal who centers collaborative and innovative engagement processes to create more inclusive and resilient built environments. Her interests lie at the intersection of environment, equity, and education with projects that embrace community based planning, confront climate change, challenge social inequities, and co-create meaningful design visions. Mary Anne places particular emphasis on understanding and building upon the complex interrelationships of institutions, communities, and cities. As a principal at Sasaki and an Associate Professor of Urban Design at MIT, Mary Anne employs her unique perspective by working across scales and contexts. She is committed to a practice that engages communities and integrates environmental, socioeconomic, and cultural systems into holistic strategies that translate into physical frameworks. For this project, Mary Anne will play a pivotal in guiding its community engagement strategy and approach to diversity, equity, and inclusion.

**MATT KHINDA****Senior Planner**

Matt is an urban planner and design strategist who believes deeply in a participatory and human-centered approach to planning that celebrates diverse perspectives. Matt brings a breadth of experience working with local governments, non-profits, and community-based organizations on a varied range of planning and policy initiatives, from major metropolitan centers to rural small towns. Matt will support the community engagement process, conduct geospatial data analysis, and help shape plan's goals and recommendations.

**ANDREW MCCLURG, AICP****Transportation Planner**

Andy's experience in institutional, municipal, and regional transportation planning emphasizes integration of land use and mobility strategies. In the urban realm, Andy's understanding of the connection between land use and transportation informs traffic analysis, community and agency process management, and site circulation design. He has also undertaken traffic analysis in various international settings. Andy's practice lies along the seam between transportation planning and urban design. His unique perspective addresses traditional transportation concerns and incorporates exciting new developments in multimodal access planning with the goal of reducing auto-dependence.

**SERENA GALLESCHAW****Sustainability Advisor**

Serena brings holistic thinking to all of our planning and urban design work. Her perspective embraces the spectrum from municipal climate resilience and adaptation policy to sustainability metrics and decarbonization strategies. Serena will work with the Sasaki team to develop sustainability and resilience goals appropriate for the project and access critical resources to reach those goals.



# Our Subconsultant Team

## JAMES LIMA PLANNING AND DEVELOPMENT (JLP+D)

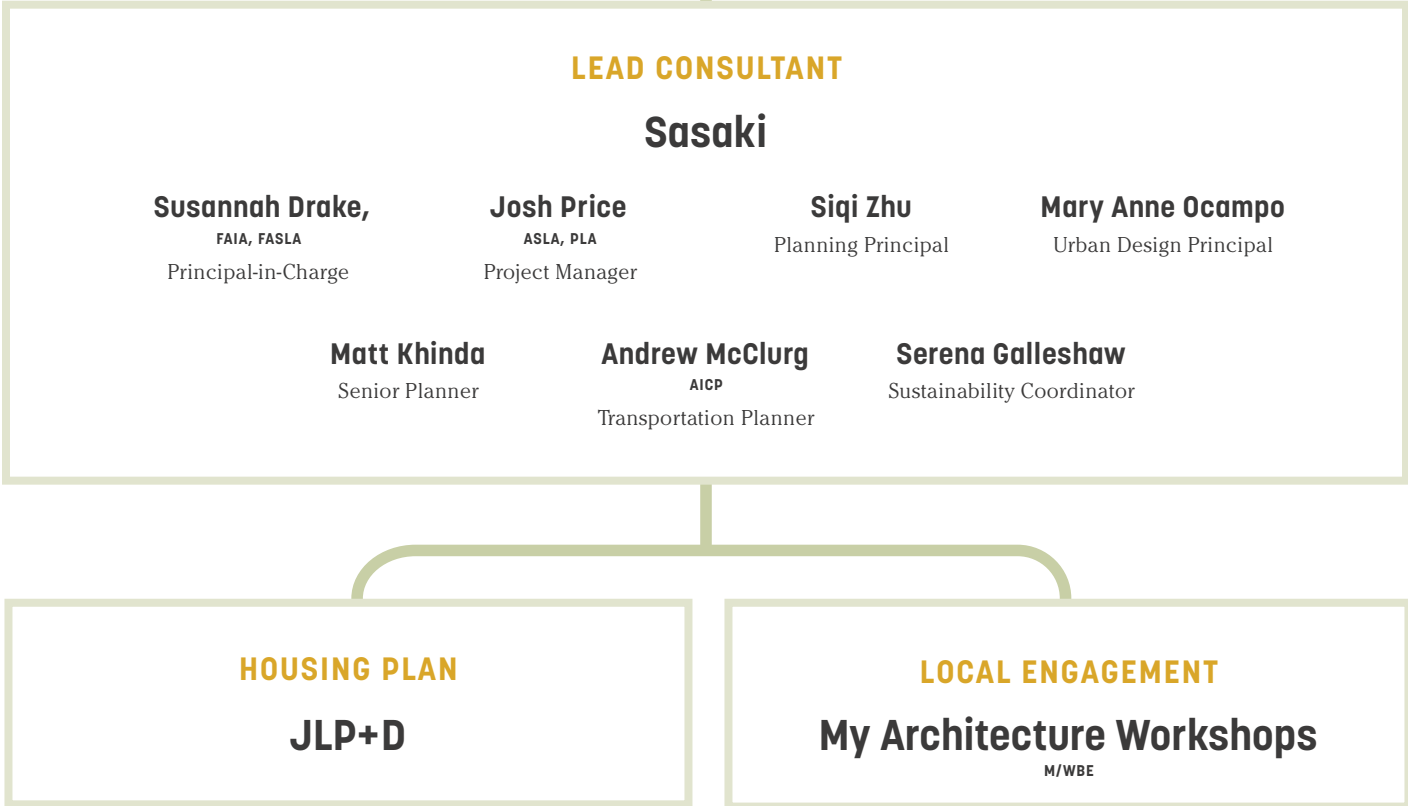
JLP+D will lead the housing plan scope. JLP+D is an industry leader in urban strategy consulting. For public, private, and non-profit clients, JLP+D advises on real estate development, economic development, land use planning, public-private partnerships, and public realm strategies. Their expertise helps identify and generate untapped market demand, unlock a location’s unique potential to better attract talent and investment, and devise the governance and financing mechanisms to capture the value created, with an aim to maximize public benefits for communities.

Since 2011, JLP+D has guided and advised on high-impact placed-based initiatives across North America, ranging from individual buildings and public spaces to district-scale, citywide, and regional strategies. At the foundation of the firm’s approach is the ability to see and demonstrate value in innovation; align the interests of communities, governments, institutions, developers, and businesses; and structure public-private partnerships to drive positive change, improve quality of life, create good jobs, enhance equity, and strengthen places’ competitiveness.

## MY ARCHITECTURE WORKSHOPS INC. (MAW)

MAW will be our local engagement partner. They are a majority WBE/MBE-owned organization that engages young people in the architecture, engineering, and construction (AEC) industries. Commonly, the architecture and design profession has disparaging gaps for people of disadvantaged and challenging backgrounds such as low-income families, children with disabilities, English learners, migrant families, homelessness, and youth in foster care. This results in community members with little exposure to AEC or no contributing say in their built environment. They facilitate meaningful connections with industry professionals, students, and the community by engaging participants in (1) interactive design workshops, (2) creativity-inducing experiences and (3) immersive discovery forums.

# City of Stamford



# Susannah Drake

FASLA, FAIA

Principal-in-Charge

SASAKI



Susannah is a landscape architect and architect who specializes in complex projects that require a synthesized, analytical, and research-based approach. All of her designs engage diverse systems to create ecologically and socially progressive projects that are equally well-crafted and beautiful.

As one of very few designers of her generation with professional design qualifications in architecture and landscape architecture, Susannah paved the way for more synthetic thinking about urban ecological infrastructure. She is formerly the founding principal of DLANDstudio, which joined Sasaki in May 2022.

Susannah's research has been at the forefront of innovation on urban ecological infrastructure. Her research on campus and urban design has received funding through grants from the Graham Foundation, the Environmental Protection Agency, the New England Interstate Water Pollution Control Commission, the New York State Department of Environmental Conservation, NYS Environmental Facilities Corporation, and the New York State Council on the Arts. Her work has received numerous national and international design awards and is in the permanent collections of the Museum of Modern Art and the Cooper Hewitt Smithsonian Design Museum.

## EDUCATION

### Harvard University Graduate School of Design

Master of Architecture

Master of Landscape Architecture

### Dartmouth College

Bachelor of Arts with a Major in Art History and Visual Studies

## PROFESSIONAL REGISTRATIONS

Registered Landscape Architect: AR, CO, NJ, NY, MO

Registered Architect: AR, CO, FL, LA, NY

## ACADEMIC POSITIONS

### The Cooper Union

Irwin S. Chanin School of Architecture, Adjunct Associate Professor, 2021-Present; Associate Professor, 2011-2012

### University of Colorado Boulder

Environmental School of Design, Associate Professor, 2019-2020

### Escola de Cidade, Sao Paulo, Brazil

Visiting Professor, 2018

### Harvard University

Graduate School of Design, Visiting Professor, 2010-2016

### Illinois Institute of Technology

College of Architecture, Morgenstern Visiting Chair, 2016

### Washington University

Visiting Professor, 2015

### Florida International University

Cejas Scholar, 2014

### Syracuse University

School of Architecture, Visiting Professor, Associate Professor, 2012

### The City College of New York

Bernard and Anne Spitzer School of Architecture, Adjunct Professor, 2007-2009

## PROFESSIONAL AFFILIATIONS

American Institute of Architects

American Society of Landscape Architects

Clyfford Still Museum, President of the Board of Directors, Ongoing

Regional Plan Association, Board of Directors, 2019-2021

Center for Urban Pedagogy, Board of Directors, 2019-2021

Landscape Architecture Foundation, Executive Committee, Vice President of Development, 2015-2017

United States Department of State Bureau of Overseas Buildings Operations, Industry Advisory Group, Advisor 2015-2017; 2019-2021

The Architectural League, Emerging Voices, 2013

Design Trust for Public Space, Urban Design Fellow, 2013-2015

New York City Department of Environmental Protection Green Infrastructure Steering Committee, 2011-2016

The Cooper Union Institute for Sustainable Design, Strategist, 2010-2012

Mayor's Office of City Planning, New York City Department of Economic Development, Waterfront Vision and Enhancement Strategy Task Force, 2010-2011

American Society of Landscape Architects, NY Chapter, President, 2007-2009, Trustee, 2009-2010

New York City Department of Planning, Peer Reviewer, Waterfront Zoning Revisions, 2009-2011

Van Alen Institute, Trustee, 2009-2014

New York City Department of Parks and Recreation, Design Trust for Public Space, Peer Reviewer, Design for the 21st Century: High Performance Guidelines, 2008

Fine Arts Federation, Director, 2007-2010

Dartmouth College, Design & Planning Advisory Board, 2007-2009

## PROJECT EXPERIENCE

Abuja Botanical Garden and Zoo; Abuja, Nigeria

Alley Pond Environmental Center; Queens, New York

Argenta Plaza; North Little Rock, Arkansas

Baylor University Landscapes; Waco, Texas

Beatrice Farrand Campus Design Research; Princeton, New Haven, Chicago

Bight: Coastal Urbanism; Tri-State Area

BQ Green; Brooklyn, New York

Bronx Living Shorelines; Bronx, New York

Chilewich Courtyard; New York, New York

Come High Water: Environmental Models for Managing Sea Level Rise; Various Cities

Court-Livingston-Schermerhorn BID Streetscape; Brooklyn, New York

Glimpses 2040: Hybrid Urban Base; New York, New York

Gowanus Canal Sponge Park Master Plan; Brooklyn, New York

Gowanus Canal Sponge Park Pilot; Brooklyn, New York

Greenacre Park Study; New York, New York

Historic District Resiliency Guidelines; Miami Beach, Florida

HOLD System; New York, New York

Infra-Sutures; Montreal, Canada

NYC DEP Streetscape Standards; New York, New York

Marshes Wetland Mitigation Bank; Staten Island, New York

McDonald Playground; Staten Island, New York

MoMA Rising Currents: A New Urban Ground; New York, New York

One Police Plaza Security; New York, New York

Paths to Pier 42; New York, New York

Prospect Cemetery; Queens, New York

Pop-Up Park at Pier 1; Brooklyn, New York

Public Media Commons; St. Louis, Missouri

QueensWay Metropolitan Hub; Queens, New York

Raising Malawi School for Girls; Lilongwe, Malawi

Reading Viaduct Vision Plan; Philadelphia, Pennsylvania

Rockefeller Estate-Kykuit; Tarrytown, New York

St. Roch Green Infrastructure Master Plan; New Orleans, Louisiana

SUNY Purchase Green Roof; Purchase, New York

The QueensWay Master Plan; Queens, New York

Tibbetts Brook at Van Cortlandt Park; Bronx, New York

Under the Elevated; New York, New York

University of Hawaii at Manoa; Honolulu, Hawaii

University of Colorado Boulder; Boulder, Colorado

USA Pavilion Milan Expo 2015; Milan, Italy

Ver Nautica Ferry Lab; New York, New York

## SELECT AWARDS

Cooper Hewitt National Design Award for Climate Resilience, 2020

American Society of Landscape Architects, Advocacy Leadership Award, 2017

The American Institute of Architects, New Practices New York, 2014

American Society of Landscape Architects, Election to Council of Fellows, 2013

The Architectural League, Emerging Voices, 2013

The American Institute of Architects, Young Architects Award, 2013

Design Trust for Public Space, Urban Design Fellow, 2013-2015

The Brooklyn Heights Association, Annual Award for Extraordinary Community Service, 2009

## SELECT PUBLICATIONS

Drake, Susannah and Joshua Price, "Seeing the Daylight" Landscape Architecture Magazine, 2-23

Drake, Susannah and Rafi Segal, "Coastal Urbanism." A Blueprint for Coastal Adaptation: United Design, Economics, and Policy, , edited by Kousky, Carolyn; Fleming, Billy; and Berger, Alan M. Island Press, 2021.

Drake, Susannah, "Elastic Landscape: Seeding Ecology in Public Space and Urban Infrastructure." Public Space Reader, Edited by Mitrasinovic, Miodrag, and Mehta, Vikas, Routledge, an imprint of Taylor & Francis Group, 2021.

Drake, Susannah. "Climate Change and Human Mobility," New Cities, Montreal Canada. February 5, 2020.

Drake, Susannah. "A New Urban Ground." Design with Nature Now, edited by Frederick Steiner, Richard Weller, Karen M'Closkey and William Fleming. Massachusetts: Lincoln Institute of Land Policy, 2019

Drake, Susannah. "Cap the Expressway." Maintaining: Public Works in the Next New York, edited by Daniel McPhee and Emma Ng, pp. 136-137. New York, New York: The Urban Design Forum, 2019

Drake, Susannah and Rafi Segal. "The Coast." Four Corridors: Regional Plan Association, edited by Paul Lewis, Guy Nordenson, and Catherine Seavit. Berlin, Germany: Hatje Cantz, 2019

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# Josh Price

PLA

Project Manager

SASAKI



Josh has a wide-ranging knowledge of all stages of planning and design work, having conceived project visions, public participation strategies, and implementation structures; produced construction documents, details, and specifications; and overseen project construction.

Recently, Josh led a design effort to re-imagine the National Mall's Tidal Basin and surrounding environs in Washington, D.C., has collaborated on a stream daylighting and ecological restoration work for Tibbetts Brook in Bronx, NY, managed various campus planning and landscape design and construction projects for the University of Colorado in Boulder, and designed a number of public parks for the City of New York.

**EDUCATION****Cornell University**

Master in Landscape Architecture

**State University of New York  
College at Geneseo**

Bachelor in Geography and  
Planning

**PROFESSIONAL  
REGISTRATIONS**

Registered Landscape Architect:  
NY

**PROJECT EXPERIENCE**

Alley Pond Environmental Center;  
Queens, New York

Bronx Living Shorelines; Bronx,  
New York

Gowanus CSO Facility Open  
Space; Brooklyn, New York

Gowanus Canal Pilot Street-End  
Sponge Park™; Brooklyn, New  
York

Historic District Resiliency  
Guidelines; Miami Beach, Florida

Lakeview Terrace Vision Plan;  
Cleveland, Ohio

LBI Resiliency Planning; Long  
Beach Island, New York

Long Beach Island Regional Team  
Project; Long Beach Island, New  
Jersey

Lt. Joseph Petrosino Park;  
Brooklyn, New York

McDonald Playground; Staten  
Island, New York

Queensway and Metropolitan  
Hub; Queens, New York

Quinnipiac University South  
Quad Landscape; Hamden,  
Connecticut

Reading Viaduct Vision Plan;  
Philadelphia, Pennsylvania

Stapleton Playground; Staten  
Island, New York

St. Gregory's Playground;  
Manhattan, New York

Stream Daylighting Conceptual  
Plan for Tibbetts Brook in Van  
Cortlandt Park; Bronx, New York

Tidal Basin Ideas Lab; Washington,  
D.C.

University of Colorado Boulder  
Transportation Master Plan  
Visioning Studies; Boulder,  
Colorado

University of Colorado Boulder  
Crown Wellness Center; Boulder,  
Colorado

University of Colorado Boulder  
Imig Music Building Landscape  
Visioning Studies; Boulder,  
Colorado

University of Colorado Boulder  
Mini Master Planning Visioning  
Studies; Boulder, Colorado

University of Louisville Campus  
Plan; Louisville, Kentucky

**PREVIOUS EXPERIENCE**

Brooklyn Botanic Garden Native  
Flora Garden; Brooklyn, New York

Governors Island Park;  
Manhattan, New York (Phase 1)

Hinton Park Master Plan;  
Collierville, Tennessee

Hudson Park & Boulevard  
Construction Administration;  
Manhattan, New York

Jettie S. Tisdale & Johnson  
Oak Public Park; Bridgeport,  
Connecticut

Shelby Farms Park Visioning and  
Planning; Memphis, Tennessee

Tessera Development and Open  
Space Master Plan; Travis County,  
Texas

Transmitter Park Construction  
Administration; Brooklyn, New  
York

Trust for Public Land Green  
Infrastructure Schoolyards to  
Parks Program (12 projects); New  
York City, New York

Visions for New York City: Housing  
and the Public Realm; New York  
City, New York

West 125th St Streetscape  
Construction Administration;  
Manhattan, New York

**PUBLICATIONS**

"Seeing the Daylight" Landscape  
Architecture Magazine, 2-23

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# Siqi Zhu

Planning Principal

SASAKI



Siqi's unique mix of experiences spans urban development, strategic design, and urban technology. His work focuses on the interaction between people, space, and technology, and how urban development can incorporate purposeful innovations to produce more sustainable, equitable outcomes and a more compelling, human-centered experience.

As a planner and urban designer, Siqi's experience ranges from public realm design, district-scale master planning, to city-scale strategic plans, creatively synthesizing physical design, infrastructural, regulatory, and economic interventions to tackle the complex problems of urban regeneration. Prior to Sasaki, he was a Director of Planning at Google's Sidewalk Labs, where he was responsible for key parts of Quayside, a model urban development showcasing cutting-edge innovations in sustainability, mobility, and inclusive development. He now leads Sasaki's Urban Technologies practice, where he works with clients to identify, design, and implement purposeful, value-add innovations to their urban development initiatives.

Siqi holds a Masters in Urban Planning from Harvard's Graduate School of Design, and teaches at Harvard's Masters in Design Engineering program.

**EDUCATION**

**Harvard University**  
**Graduate School of Design**  
 Master in Urban Planning

**University of Toronto**  
 Bachelor of Science in  
 Engineering Science

**PROFESSIONAL AFFILIATIONS**

American Planning Association  
 Urban Design Forum  
 Urban Land Institute

**ACADEMIC POSITIONS**

**Harvard University**  
 Masters in Design Engineering  
 2021-Present

**PROJECT EXPERIENCE**

Acushnet Avenue Streetscape  
 Design; New Bedford,  
 Massachusetts

Boston Convention and Exhibition  
 Center Master Plan; Boston,  
 Massachusetts

Charlestown Navy Yard Vision  
 Plan; Boston, Massachusetts

Coca-Cola Data Analysis  
 (data visualization project)

Congress Avenue Streetscape;  
 Austin, Texas

Grand Rapids Parks and  
 Recreation Master Plan; Grand  
 Rapids, Michigan

LockPark, Boston Society  
 of Architects Green Links  
 Competition; Boston,  
 Massachusetts

MassDevelopment  
 Transformative Development  
 Initiative; Boston, Massachusetts

National Museum of Singapore,  
 Information Design; Singapore

New Haven Mill River Planning;  
 New Haven, Connecticut

Seaport Square Master Plan;  
 Boston, Massachusetts

Tecnológico de Monterrey Urban  
 Regeneration Plan; Monterrey,  
 Nuevo Leon, Mexico

World Trade Center Avenue  
 Study; Boston, Massachusetts

**PREVIOUS EXPERIENCE**

Boston Complete Streets  
 Initiative; Boston, Massachusetts

Boston Mobility Plan; Boston,  
 Massachusetts

Quayside, Sidewalk Labs; Toronto,  
 Ontario, Canada

**AWARDS**

American Institute of Architects,  
 Honor Award, Regional & Urban  
 Design, Tecnológico de Monterrey  
 Urban Regeneration Plan; 2017

Boston Society of Architects,  
 General Award for Campus  
 Planning, Tecnológico de  
 Monterrey Urban Regeneration  
 Plan; 2015

The Ministry of Agrarian, Land  
 and Urban Development  
 (SEDATU) Mexico, National  
 Prize for Urban and Regional  
 Development, Tecnológico de  
 Monterrey Urban Regeneration  
 Plan; 2015

Perspectives 2015 The CITYPLAN  
 Award, Tecnológico de Monterrey  
 Urban Regeneration Plan; 2015

American Planning Association,  
 The Pierre L'Enfant International  
 Planning Excellence Award,  
 Tecnológico de Monterrey Urban  
 Regeneration Plan; 2015

Boston Society of Landscape  
 Architects, Merit Award -  
 Landscape Analysis and  
 Planning, Tecnológico de  
 Monterrey Urban Regeneration  
 Plan; 2015

Society for College and University  
 Planning, Honor Award for  
 Excellence in Planning for an  
 Existing Campus, Tecnológico de  
 Monterrey Urban Regeneration  
 Plan; 2014

# Mary Anne Ocampo

Urban Design Principal

SASAKI



Mary Anne is an urban designer and principal whose multidisciplinary training and experience allow her to work across contexts and scales. Mary Anne's collaborative approach integrates planning, landscape, and architecture.

Her interests lie at the intersection of environment, equity, and education with projects that embrace community based planning, confront climate change, challenge social inequities, and co-create meaningful design visions. Mary Anne places particular emphasis on understanding and building upon the complex interrelationships of institutions, communities, and cities.

As a principal at Sasaki and an Associate Professor of Urban Design at MIT, Mary Anne employs her unique perspective by working across scales and contexts. She is committed to a practice that engages communities and integrates environmental, socioeconomic, and cultural systems into holistic strategies that translate into physical frameworks.

## EDUCATION

### Harvard University Graduate School of Design

Master of Architecture in Urban Design Post-Professional Degree

### Cornell University

College of Architecture, Art, and Planning, Master of Architecture II Post-Professional Degree

### University of Kentucky

College of Architecture Bachelor of Architecture, Magna Cum Laude

### Atelier Venezia

International Study Program

## ACADEMIC POSITIONS

### Massachusetts Institute of Technology

School of Architecture and Planning, Associate Professor; 2013-present

### Harvard University Graduate School of Design

Guest Critic 2010, Teaching Assistant 2010

### Syracuse University

School of Architecture, Assistant Professor 2004-2007

### Cornell University

College of Architecture, Art, and Planning, Teaching Assistant 2003-2004, Instructor 2004

## PROFESSIONAL AFFILIATIONS

American Institute of Architects, Associate

Boston Society of Architects

Center for Advanced Urbanism, Massachusetts Institute of Technology; 2014-current

Hideo Sasaki Foundation; 2015-current (Chair of the Board 2018-current)

Society for College and University Planning

## DESIGN JURIES

Juror, International Competition for Clark Green City; Philippines; 2015

**SELECT EXPERIENCE**

Agnes Scott College Comprehensive Campus Master Plan; Decatur, Georgia	Mississippi State University Master Plan Update and Mixed-Use District Plan; Starkville, Mississippi	Syracuse University Whitman School of Management Space Study; Syracuse, New York	University of Minnesota, Rochester Campus Master Plan; Rochester, Minnesota
Albany State University Master Plan; Albany, Georgia	National University of Singapore Master Plan; Singapore	Texas Facilities Commission State Capitol District Urban Design Guidelines; Austin, Texas	University of Mississippi Master Plan Update; Oxford, Mississippi
Ananas New Community; Silang, Philippines	New England College Master Plan; Henniker, New Hampshire	Texas Facilities Commission's North Austin District Plan; Austin, Texas	University of North Carolina Pembroke Master Plan; Pembroke, North Carolina
Brighton Planning Study; Brighton, Massachusetts	Northeastern University 2023 Institutional Master Plan; Boston, Massachusetts	Texas Facilities Commission's State Capitol District Plan; Austin, Texas	University of North Carolina at Greensboro Master Plan and Space Assessment; Greensboro, North Carolina
Bryn Mawr College Campus Space Plan; Bryn Mawr, Pennsylvania	Northwestern University Campus Master Plan; Evanston, Illinois	The University of Texas at Austin Athletics Master Plan; Austin, Texas	University of San Francisco Development Plan; San Francisco, California
California State Polytechnic University, Pomona Campus Master Plan; Pomona, California	Northwestern University Infrastructure and Campus Plan Update; Evanston, Illinois	The University of Texas at Austin Campus Master Plan; Austin, Texas	University of Vermont Campus Master Plan; Burlington, Vermont
Clemson University Long-Range Framework Plan; Clemson, South Carolina	Red River College Campus Master Plan; Winnipeg, Canada	The University of Texas at Austin Dell Medical District Master Plan; Austin, Texas	University of Wyoming Campus Master Plan; Laramie, Wyoming
Cleveland State University Campus Master Plan; Cleveland, Ohio	SUNY Cortland Facilities Master Plan; Cortland, New York	The University of Texas at Austin East Campus Master Plan; Austin, Texas	University of the Arts Master Plan; Philadelphia, Pennsylvania
Colorado State University Pueblo Master Plan; Pueblo, Colorado	SUNY Geneseo Facilities Master Plan; Geneseo, New York	The Winsor School Urban Design Massing Proposals; Boston, Massachusetts	Virginia Tech Campus Master Plan Update; Blacksburg, Virginia
Cumbres De Vista Hermosa Master Plan; Guatemala	SUNY Purchase Facilities Master Plan; Purchase, New York	Transylvania University Master Plan; Lexington, Kentucky	Virginia Tech Innovation Campus Master Plan; Alexandria, Virginia
Georgia Southern University Three-Campus System Master Plan; Savannah, Statesboro, and Hinesville, Georgia	Sewanee: The University of the South Campus Master Plan; Sewanee, Tennessee	Universiti Teknologi Petronas Research and Development District Master Plan; Seri Iskandar, Perak, Malaysia	Virginia Tech Roanoke Campus Master Plan; Roanoke, Virginia
Goucher College Campus Master Plan; Towson, Maryland	Sinclair Community College Facilities Master Plan; Dayton, Ohio	University of Kentucky Campus Master Plan; Lexington, Kentucky	Washburn University Master Plan; Topeka, Kansas
Harvard University Allston Enterprise Research Campus Plan; Boston, Massachusetts	Syracuse University Athletics Framework Plan; Syracuse, New York	University of Kentucky Diversity, Equity, and Inclusion Master Plan; Lexington, Kentucky	Washington and Lee University Campus Master Plan; Lexington, Virginia
Jinan North District Urban Design Competition; Jinan, Shandong Province, China	Syracuse University Campus City Community Waverly Avenue Study; Syracuse, New York	University of Kentucky Landscape Study; Lexington, Kentucky	Webster University Comprehensive Campus Master Plan; Webster Groves, Missouri
Kabul Airport Boulevard District; Kabul, Afghanistan	Syracuse University Campus Framework Update 2022; Syracuse, New York	University of Louisville Master Plan; Louisville, Kentucky	Williams College Master Plan; Williamstown, Massachusetts
Kabul Darulaman Boulevard District Plan; Kabul, Afghanistan	Syracuse University Housing Framework Vision; Syracuse, New York	University of Maine Campus Update Plan; Orono, Maine	
Kabul Urban Design Framework; Kabul, Afghanistan	Syracuse University Maxwell School of Citizenship and Public Affairs Space Study; Syracuse, New York	University of Michigan at Flint Master Plan; Flint, Michigan	
Massachusetts Maritime Academy Master Plan; Bourne, Massachusetts			

**AWARDS**

Society for College and University Planning (SCUP), Honor Award for Excellence in Planning for an Existing Campus, Williams College Campus Plan; 2023

# Matt Khinda

Associate Planner

SASAKI



Matt is an urban planner and design strategist working to make cities better for the people who live in them. He believes deeply in a participatory and human-centered approach to planning that celebrates diverse perspectives and experiences.

Matt brings a breadth of experience working with local governments, non-profits, and community-based organizations on a varied range of planning and policy initiatives. These projects have taken him across the country from major metropolitan centers to rural small towns, where he has come to appreciate many different scales and forms of urbanism.

At Sasaki, he is also a core member of the urban technology practice where he focuses on how thoughtful applications of new technology and good design can make city life more efficient, equitable, and enjoyable.

Matt holds a Master in Urban Planning from Harvard's Graduate School of Design and an undergraduate degree in Industrial Design from the Rhode Island School of Design.

## EDUCATION

### Harvard University

Master in Urban Planning, with Distinction

### Rhode Island School of Design

BFA in Industrial Design

## PROFESSIONAL AFFILIATIONS

American Planning Association  
Urban Design Forum

## AWARDS

Harvard GSD, Gregory S. Baldwin Fellowship, 2023

Urban Design Forum, Forefront Fellowship, 2020

Center for Urban Pedagogy, Public Access Design Fellowship, 2019

## PREVIOUS EXPERIENCE

Cambridge Community Development Department, Cambridge Municipal Facilities Assessment; Cambridge, Massachusetts

Spring Grove Economic Development Authority, Spring Grove 2030 Living Library Vision; Spring Grove, Minnesota

Arts Alive, Keene Arts Corridor Vision; Keene, New Hampshire

City of Lowell, Lowell Neighborhood Initiative; Lowell, Massachusetts

NYC Deputy Mayor for Strategic Policy Initiatives, Equitable Business Development for Building Retrofits; New York City

New York City Housing Authority, Resident-Centered Service Improvements; New York City

New York City Administration for Children, Resident-Centered Service Improvements; New York City

New York City Mayor's Office for Economic Opportunity, EquityNYC Initiative; New York City



# Andrew McClurg

AICP, CERTIFIED  
TRANSPORTATION PLANNER

Transportation Planner

SASAKI



Andy's experience in institutional, municipal, and regional transportation planning emphasizes integration of land use and mobility strategies.

On campus, he provides solutions to policy and physical planning problems involving multimodal circulation, roadway design, parking, and transportation demand management. In the urban realm, Andy's understanding of the connection between land use and transportation informs traffic analysis, community and agency process management, and site circulation design. He has also undertaken traffic analysis in various international settings.

Andy's practice lies along the seam between transportation planning and urban design. His unique perspective addresses traditional transportation concerns and incorporates exciting new developments in multimodal access planning with the goal of reducing auto-dependence. He is equally comfortable preparing impact studies, devising policy solutions, and leading public meetings. He enables Sasaki to integrate transportation analysis as a fundamental aspect of sustainable place-making and community-building.

## EDUCATION

### Cornell University

School of City and Regional Planning

### Duke University

Master of Arts in American History

### Cornell University

Bachelor of Arts

## PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners, Certified Transportation Planner

American Planning Association

Belmont, Massachusetts Planning Board, 2001-04

Brookline, Massachusetts Transportation Board, 1996-97

Institute of Transportation Engineers

Joint Regional Transportation Committee, 1986-95; Chairman, 1990-91

## URBAN TRANSPORTATION AND TRAFFIC OPERATIONS ANALYSIS

58 Fore St. Master Plan; Portland, Maine

170 Tremont Street; Boston, Massachusetts

Ballantyne Reimagined; Charlotte, North Carolina

Brighton Guest Street Area Planning Study; Boston, Massachusetts

Canal Districts Master Plan; San Juan, Puerto Rico

Circle Square Mixed Use District Master Plan; University Circle, Cleveland, Ohio

City of Madison Lake Monona Waterfront Master Plan Competition; Madison, Wisconsin

City of Waterbury Master Plan; Waterbury, Connecticut

Delmont Avenue Area Traffic Study; Lowell, Massachusetts

Detroit Symphony Orchestra Master Plan; Detroit, Michigan

Digital Equipment Corporation; Marlborough, Massachusetts

Downtown Master Plan; New London, Connecticut

Energy Corridor District Master Plan; Houston, Texas

Federal Hill Redevelopment Plan; Springfield, Massachusetts

First Congregational Church; Brewster, Massachusetts

Flint Uptown Reinvestment Strategy; Flint, Michigan

Genetics Institute/Wyeth Pharmaceuticals; Andover, Massachusetts

Golf Course; Kent, Connecticut

Gulf State Park Master Plan; Gulf Shores, Alabama

Inglewood Oil Field Master Plan; Los Angeles, California

Islamic Institute; Boston, Massachusetts

Martin Luther King Blvd. Planning Study; Cincinnati, Ohio

Museum of Fine Arts; Boston, Massachusetts

Narragansett Landing; Providence, Rhode Island

Portsmouth Northern Tier Redevelopment Plan; Portsmouth, New Hampshire

Pennsylvania Avenue Corridor Framework Strategies; Washington, DC

Quarterpath; Williamsburg, Virginia

Quarterpath residential community; Williamsburg, Virginia

Robinson Ranch Framework Plan; Austin, Texas

South Boston Local Street Reconstruction Plan; Boston, Massachusetts

South End Neighborhood Transportation Plan; Boston, Massachusetts

South Lowell Traffic/Pedestrian Improvements; Lowell, Massachusetts

Sterling Forest; Tuxedo, New York

Trade and Convention Center; San Juan, Puerto Rico

## **INSTITUTIONAL TRANSPORTATION AND PARKING EXPERIENCE**

Armstrong State University Campus Master Plan; Savannah, Georgia

Auburn University Master Plan; Auburn, Alabama

Babson College Master Plan; Wellesley, Massachusetts

Bentley University Master Plan; Waltham, Massachusetts

Bloomsburg University Master Plan; Bloomsburg, Pennsylvania

Boston College Master Plan; Boston, Massachusetts

Brimmer and May School Campus Master Plan and Athletics Facility Concept Design; Newton, Massachusetts

Brown University Framework Plan; Providence, Rhode Island

California State University Sacramento State Placer Ranch Property Master Plan; San Francisco, California

Carlow University Master Plan; Pittsburgh, Pennsylvania

Case Western Reserve University Master Plan; Cleveland, Ohio

Cleveland State University Campus Master Plan; Cleveland, Ohio

Coastal Carolina University Campus Master Plan; Myrtle Beach, South Carolina

College of the Holy Cross Master Plan; Worcester, Massachusetts

Cornell University Circulation Studies; Ithaca, New York

Cornell University New Indoor Recreation & Sport Center Design; Ithaca, New York

Dalton State College Master Plan; Dalton, Georgia

Emory University Transit Study; Atlanta, Georgia

Georgetown University Framework Plan; Washington, D.C.

Gordon College Master Plan; Barnesville, Georgia

Goucher College Gateway and Entry Sequence Schematic Design; Baltimore, Maryland

Harvard Kennedy School Campus Master Plan; Cambridge, Massachusetts

Hofstra University Master Plan; Hempstead, New York

Ithaca College Master Plan; Ithaca, New York

Keene State College Master Plan; Keene, New Hampshire

Lawrence University Master Plan; Appleton, Wisconsin

Lehigh University Comprehensive Master Plan; Bethlehem, Pennsylvania

Louisiana Technical University; Monroe, Louisiana

Massachusetts Bay Community College New Campus; Framingham, Massachusetts

Massachusetts Institute of Technology Main Block Northwest Landscape and Circulation Plan; Cambridge, Massachusetts

Massachusetts Maritime Academy Master Plan; Bourne, Massachusetts

Mayo Clinic Hospital, Clinic, and Research Campus Master Plan; Phoenix, Arizona

Mississippi University for Women Master Plan; Columbus, Mississippi

Nichols College Master Plan; Dudley, Massachusetts

Northeastern University 2023 Institutional Master Plan; Boston, Massachusetts

Northwestern University Campus Master Plan; Chicago, Illinois

The Ohio State University Framework Plan; Columbus, Ohio

The Ohio State University Medical Center Master Plan; Columbus, Ohio

The Ohio State University Transportation and Parking Master Plan; Columbus, Ohio

Pennsylvania State University Master Plan Update; University Park, Pennsylvania

Purdue University System Campus Master Plans; West Lafayette, North Central, Calumet, and Ft. Wayne, Indiana

Philadelphia University Facilities Master Plan; Philadelphia, Pennsylvania

Rutgers University Physical Master Plan; Multiple Campuses, New Jersey

Sacramento State Placer Ranch Property Master Plan; Rocklin, California

Sacred Heart University Campus Master Plan; Fairfield, Connecticut

Sinclair Community College Campus Master Plan; Dayton, Ohio

St. Edward's University Parking Plan; Austin, Texas

State University of New York (SUNY), Cortland, Facilities Master Plan; Cortland, New York

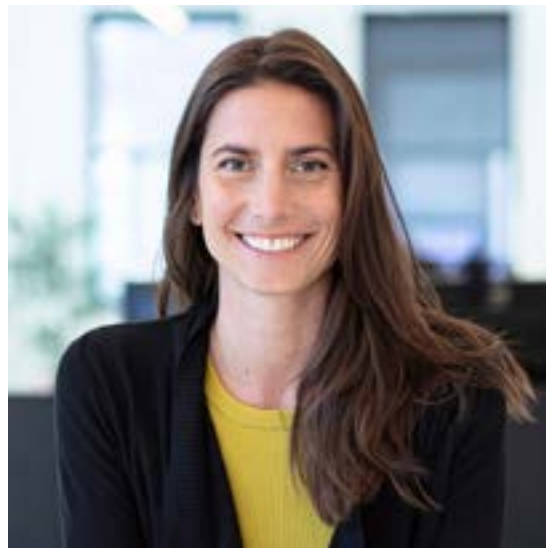
State University of New York (SUNY) Cortland Sustainability Master Plan; Cortland, New York

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# Serena Galeshaw

Sustainability Advisor

SASAKI



Serena is a grounded, creative strategist at the intersection of urban planning, climate solutions, and communications/engagement.

With nearly a decade of experience in the field, Serena is committed to excellence in strategic project management and innovative design for urban planning projects and policies that build resilience and humanity into our places. She is a natural leader and team player with strong interpersonal skills, and enjoys building collaborative, enthusiastic, and motivated teams by recognizing the talents of others.

As a planner with a background in civic engagement and ecology, Serena's work centers on engaging people in the communal effort of building resiliency into our places. In her hometown, Serena led an intensive multi-year activation campaign centered around the revitalization of a eleven-acre downtown brownfield site that ultimately won over \$1.2 million in EPA funding. Prior to joining Sasaki, Serena worked on a variety of urban planning, development, and green infrastructure projects around New England—from the city and neighborhood scale to the park scale. Serena holds a Master of Urban Planning from the University of Southern California, and BA in Global Environmental Studies from Clark University.

**EDUCATION**

**University of Southern California,  
Sol Price School of Public Policy**  
Master of Urban Planning

**Clark University**

Bachelor of Arts, Global  
Environmental Studies

**Yestermorrow Design Build  
School**

Courses in Sustainable Building  
& Design

**PROFESSIONAL  
AFFILIATIONS**

American Society of Adaptation  
Professionals (ASAP)

American Planning Association

**PROJECT  
EXPERIENCE**

Middlesex Community  
College Master Plan; Bedford,  
Massachusetts

The New Smart City, Salalah  
Consultancy Services for the  
Preparation of Comprehensive  
Detailed Master Plan and Design;  
Sohar, Oman

US Capitol Complex Master Plan;  
Washington, DC

**PREVIOUS EXPERIENCE**

Flood Resilience Standards  
for I-195 Innovation District;  
Providence, Rhode Island

Mashpee Commons Master  
Plan & Code; Mashpee,  
Massachusetts

Salem Municipal Harbor Plan;  
Salem, Massachusetts

Somernova Tactical  
Urbanism Project; Somerville,  
Massachusetts

Washington Street Vision Plan &  
Code; Newton, Massachusetts

Woonasquatucket Vision Plan;  
Providence, Rhode Island

Worcester Now, Next Citywide  
Plan; Worcester, Massachusetts

**AWARDS**

Project: 2020 Urbanism Award  
from Congress for the New  
Urbanism New England for  
Washington Street Vision Plan &  
Zoning

Personal: Berwick Citizen of the  
Year 2015

Personal: Linda Roth Memorial  
Activist Scholar (Clark University)

**PRESENTATIONS AND  
PANELS**

Clark University Geography  
Department Guest Lecture: Civic  
Agency + Planning in Berwick,  
Maine Case Study, 2015

Grist Sustainability Panel:  
Sustainability + Zoning, 2018

Review Panel: Green New  
Deal Superstudio at Boston  
Architectural College, 2021

# James Lima

Economic Development Advisor

JLP+D



JLP+D President James Lima has been actively engaged in complex matters of real estate, economic development and public policy since 1986.

James founded JLP+D in 2011 after leading redevelopment strategies for numerous large-scale sites as a partner at a national economic and real estate advisory firm. James has also worked as a real estate developer for Forest City Ratner Companies and AvalonBay Communities. In the public sector, James served as a senior economic development and housing official for NYC and was former NYC Mayor Michael Bloomberg's appointee as founding President of the public entity overseeing planning, development, and operations of Governors Island in New York Harbor. James has worked closely with a wide range of clients and collaborators to create innovative real estate and economic strategies that access untapped value, maximize public benefit, and ensure the long-term economic, social, and environmental sustainability of urban regeneration investment.

## EDUCATION

### Harvard University Kennedy School of Government

Program for Senior Executives in State & Local Government

### Columbia University

Master of Science of Real Estate Development

Bachelors of Arts in Architecture and Urban Studies

## PROJECT EXPERIENCE

Nyack Comprehensive Plan Update; Nyack, New York

Village of Ardsley Comprehensive Plan Update; Ardsley, New York

Stamford Citywide Parks Strategic Plan; Stamford, Connecticut

Redevelopment Strategy for the Presidio of San Francisco; San Francisco, California

Regional Opportunity Analysis; Blount County, Tennessee

Revitalizing Downtown Myrtle Beach; Myrtle Beach, South Carolina

Guadalupe River Park & Downtown San Jose Economic Analysis; San Jose, California

Waterfront Redevelopment Framework Plan; Pensacola, Florida

The Case for Open Space: Why the Real Estate Industry Should Invest in Parks and Open Spaces; National

BIG U: East Side Coastal Resiliency + Lower Manhattan Coastal Resiliency; New York, New York

## PREVIOUS EXPERIENCE

HR&A Advisors, Inc: Partner (2007-2011)

AvalonBay Communities: Senior Development Director (2005-2006)

Governors Island Preservation and Education Corporation: President (2003-2005)

NYC Economic Development Corporation: Senior Vice President, Special Projects Division (2000 - 2003)

NYC Department of Housing Preservation and Development: Assistant Commissioner, Division of New Construction (1996-2000)

# Yuxiang Luo

Housing Plan Lead

JLP+D



Yuxiang Luo is Director at JLP+D, where he guides urban and economic development strategies for public, private, and non-profit clients across North America and oversees project management and firm operations at the firm.

Yuxiang is committed to making cities and regions more competitive through economics, policy, and design. At JLP+D, Yuxiang has worked on projects spanning 20 cities and counting, including the regional economic opportunities analysis and workforce development strategy for Long Island; economic and funding advisory for open space and infrastructure projects in New York, San Jose, Jacksonville, Pensacola, and Asheville; and real estate and district-scale planning in Texas, New York, Tennessee, Florida, and Alberta (Canada). With a dual background in economics and the built environment, Yuxiang is passionate about place-based economic development strategies. Prior to joining JLP+D, Yuxiang worked at the New York City Mayor's Office of Management and Budget, overseeing the City's budget for constructing and maintaining parks and open spaces. Yuxiang holds a Master of Science in Local Economic Development with Distinction from the London School of Economics and Political Science and a Master in Architecture with Distinction from Harvard University Graduate School of Design. Yuxiang is a Fellow of the Urban Design Forum and a member of the Urban Land Institute.

## EDUCATION

### Harvard University Graduate School of Design

Master in Architecture with Distinction (Urban Development)

### London School of Economics and Political Science

Master of Science in Local Economic Development with Distinction

### Syracuse University

Bachelor of Architecture, summa cum laude

## PROFESSIONAL AFFILIATIONS

Urban Land Institute  
Urban Design Forum

## PROJECT EXPERIENCE

Stamford Citywide Parks Strategic Plan; Stamford, Connecticut

Guadalupe River Park & Downtown San Jose Economic Analysis; San Jose, California

Mixed-Use Development Economic Impact Analysis; Manhattan and Long Island City, New York

Large-Scale Mixed-Use Mixed-Income Redevelopment Framework; Pensacola, Florida

The Future of Stephen Avenue: Downtown Calgary's Main Street; Calgary, Canada

Riverfront Activation Roadmap; Jacksonville, Florida

Preparing Long Island's Industry Hub and Workforce for the Future; Long Island, New York

Corridor Redevelopment Framework Plan; East Austin, Texas

Regional Opportunity Analysis; Blount County, Tennessee

Downtown Public Land Master Concept Plan; Asheville, North Carolina

## PREVIOUS EXPERIENCE

NYC Mayor's Office of Management and Budget: Analyst (2017-2018)

China Development Bank: Housing Finance Analyst (2015)

# Olivia Dobbs Schneider

Senior Analyst

JLP+D

Olivia Dobbs is a Senior Analyst at JLP+D who puts an economic development mindset into everything she does. As a strong analytical thinker and problem solver that is passionate about improving quality of life in cities and built spaces. She is experienced in evaluation, analysis, and program management.

Olivia is working on an economic development strategy for the redesign of the Interstate-35 corridor through downtown Austin, TX. Prior to joining JLP+D, she worked in several areas, from education to healthcare to housing development, and has built a broad view of economic development. In New Jersey's largest K-12 school district, she led focus groups on parent needs and provided strategic recommendations to the district of 36,000 students. She then developed and evaluated pilots to redesign Medicaid delivery for 350,000 lives in the NY Finger Lakes region, focusing on the social determinants of health. Most recently, she worked as a housing developer, influencing local housing policy through program analysis while managing a \$2.4 million single-family property rehabilitation program and planning a multi-year new construction project. She has also worked in research on affordable housing policy and transit-oriented development. Olivia holds a master's in public administration from New York University's Robert F. Wagner Graduate School of Public Service with a concentration in policy analysis.



## EDUCATION

**New York University, Robert F. Wagner Graduate School of Public Service**

Master's of Public Administration, Public Policy Analysis specialization

**Wayne State University, Irvin D. Reid Honors College**

Bachelor of Science, Environmental Science; Bachelor of Arts, Urban Studies

## PROJECT EXPERIENCE

IH-35 Cap & Stitch Improvements; Austin, Texas

Brentwood Center Workforce & Community Hub; Suffolk County, New York

Buy the Block; Rochester, New York

Finger Lakes Housing Pilot; Rochester, New York

Achievement First Expansion Analysis; Brooklyn, New York

Newark Public Schools; Newark, New Jersey

## PREVIOUS EXPERIENCE

Program Manager, Rochester Housing Development Fund Corporation (2021-2022)

Research and Evaluation Analyst, Finger Lakes Performing Provider System (2019-2021)

Independent Contractor, KM Education Systems, LLC (2018-2021)

Analyst, Newark Public Schools (2018)

Research Assistant, Furman Center for Real Estate and Urban Policy

# Hayley Oleksiak

Analyst

JLP+D



Hayley Oleksiak is an Analyst for JLP+D. She has a passion for developing welcoming, innovative, and beautiful communities that impact and better the lives of the people within them. Her keen interests include policy analysis, innovation hubs, creative placemaking and community sustainability.

Hayley's graduate research was centered around the utilization of fiscal policy and legislation to incentivize innovation and remediation.

Hayley has a demonstrated history of working in the public, private and non-profit sectors. Her industry experience ranges from real estate development and development consulting to affordable housing research and government legislation. Her work in these roles spans from constituent and public engagement to developing automated score carding systems for real estate portfolios and affordable housing solutions. As a planner and strategist, Hayley is focused on building upon these experiences to develop inspirational spaces that catalyze economic growth and uplift existing and future communities.

## EDUCATION

**Ryerson University, School of Urban and Regional Planning**  
Masters of Planning

**Northeastern University, College of Social Sciences and Humanities**  
BS, Public Policy Administration,  
Minor in Urban Studies

## PROJECT EXPERIENCE

Stamford Citywide Parks Strategic Plan; Stamford, Connecticut

Jacksonville Shipyard West; Jacksonville, Florida

Montauk Playhouse; Montauk, New York

Affordable Housing Development on Library Sites; New York, New York

Austin IH-35 Cap & Stitch Improvements; Austin, Texas

Promoting Orlando's downtown economic development as part of an integral Master Plan; Orlando, Florida

Beaverbrook Urban Design Guidelines; London, Ontario

Commercial Real Estate Property Grading Model; Cadillac Fairview

## PREVIOUS EXPERIENCE

MBTW Group:  
Urban Planner and Project Manager (2020-2022)

New Story Research Fellowship:  
Research Fellow and Team Lead (2020)

Cadillac Fairview:  
COOP Analyst, Special Projects and Development & Planning Entitlements (2019)

Royal Bank of Canada:  
COOP Analyst, Innovation and Entrepreneurship (2018)

Massachusetts State Representative Bill Driscoll Jr.:  
Legislative Intern (2018)

Metropolitan Area Planning Council:  
COOP Student (2016)

# Dominique Moore

AIA

Engagement Advisor | Executive Director

MY ARCHITECTURE WORKSHOPS



Dominique's 20 years of industry experience includes a wide range of domestic and international design projects that focus on education, hospitality, residential, commercial, and sustainability.

Her prior experience includes restoration and new construction for K-8 schools, luxury international hotels and high-end properties, where she liaised with international design, construction, and regulatory personnel to execute project design and construction. Her approach in developing high quality details combined with her design and project management expertise delivers cost efficient sustainable results.

## EDUCATION

**Philadelphia University**  
Bachelor of Architecture

## REGISTRATION

Registered Licensed Architect  
CT/NY

## PROFESSIONAL AFFILIATIONS

MAW Executive Director  
AIA CT Associate Board Director  
AIA New England Board of Director  
J.E.D.I. Co-chair  
NOMA Connecticut Treasurer  
NOMA Connecticut Board of Director  
University of Hartford Board Member  
Architecture for Humanity

## PROJECT EXPERIENCE

Strawberry Hill K-8 Inter-district Magnet School; Stamford, Connecticut  
Lowell High School; Lowell, Massachusetts  
St. Luke's School; New Canaan, Connecticut  
Ponus Ridge Middle School; Norwalk, Connecticut  
West Side Elementary School; Groton, Connecticut  
Cutler Elementary School; Groton, Connecticut  
Bassick High School; Bridgeport, Connecticut

# Alex Hildago

Engagement Lead

MY ARCHITECTURE WORKSHOPS



Alex has more than 34 years of experience in a wide range of project types and is recognized for his knowledge of various construction methods and skill in executing the design team’s concepts, and managing contract and construction administration for technically complicated projects.

Alex also is involved in quality control, coordination, and technical review of construction documents. He has earned respect within the construction industry for his ability to communicate and collaborate; and his extensive understanding of building systems, construction materials, methods and standards, and building codes.

**EDUCATION**

**University of Buffalo**  
Bachelor of Architecture,  
Construction Administration &  
Community Outreach

**PROFESSIONAL AFFILIATIONS**

MAW Board Director  
PE DEI Group Coordinator

**PROJECT EXPERIENCE**

- Harlem RBI Dream Charter School; New York, New York
- Seventy Five Tresser; Stamford, Connecticut
- Metro Green; Stamford, Connecticut
- GE Asset Management; Stamford, Connecticut
- Hollypond Plaza Building Repositioning; Stamford, Connecticut
- One Landmark Square Main Entry Repositioning; Stamford, Connecticut

# Angie Hunt

Engagement Support

**MY ARCHITECTURE WORKSHOPS**

Angie is MAW's dedicated Education and Programming Director, and brings a wealth of experience and passion for educational enrichment to My Architecture Workshops Inc.

With a background in Media, Film, Music, and Writing, she has been instrumental in developing and implementing innovative educational programs that inspire creativity and critical thinking. As Program Director, Angie is responsible for curating an enriching calendar of workshops, lectures, ad events, ensuring that each program aligns with our mission of education, community engagement, and cultural enrichment. With her leadership, we look forward to providing exceptional educational experiences that empower individuals and contribute to the growth and vitality of our community.



## EDUCATION

**Sarah Lawrence College**  
Liberal Arts Writing program

## PROFESSIONAL AFFILIATIONS

Co-Founder and Director of MAW  
Summer Camp

MAW Board of Director

Programming Director

## PROJECT EXPERIENCE

MAW Summer Camp; Stamford, Connecticut

MAW Pinwheel Installation;  
Stamford, Connecticut

MAW After-School Programs;  
Stamford, Connecticut

Media Publications; Stamford, Connecticut

ArchKIDcon Student Convention;  
Stamford, Connecticut



MY ARCHITECTURE WORKSHOPS | COMMUNITY WORKSHOPS IN STAMFORD, CONNECTICUT



# **Project References**

# Heat Resilience Strategies for the City of Boston

CITY OF BOSTON | BOSTON, MASSACHUSETTS | SASAKI

As part of the ongoing Climate Ready Boston initiative, the Boston Heat Resilience Study takes a people-centered approach to climate change planning, and is the first citywide heat plan for Boston. As Boston experiences increased temperatures and extreme heat events due to climate change, the Heat Resilience Study will identify strategies to address future impacts of extreme heat and increase citywide resilience.

In addition to Boston and Roxbury, the study is also looking at the effects of heat in Chinatown, Dorchester, and Mattapan.

Throughout summer 2021, Sasaki-designed “Cool Spots” that were set up outside of library branches in two neighborhoods that experience disproportionate heat risks. These sites served as temporary community hubs, providing heat relief, wifi-access, and information on how to access existing city resources. By implementing temporary but tangible solutions, the Cool Spots allowed the city and project team to demonstrate commitment to higher heat risk neighborhoods. After a successful summer, the city is looking to expand the program in 2022.

Areas that v

A: "Best" & B: "S



Compared to B

A areas:

4.2°F cooler in da

1.7°F cooler at nig

4% more parklan

32% more tree co

**Completion Date**  
2022

**Size**  
N/A

**Services**  
Planning  
Community Engagement

**Reference**  
Zoe Davis  
Climate Resilience Project  
Coordinator  
City of Boston  
617.635.1761  
zoe.davis@boston.gov

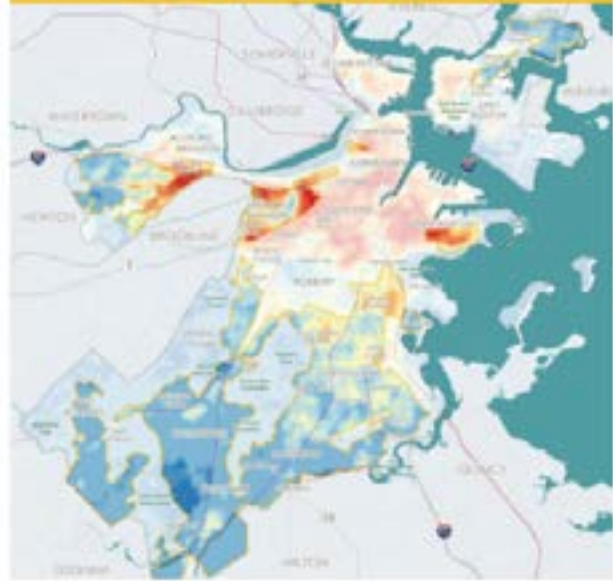


Areas that were **redlined** in the past are **hotter** today

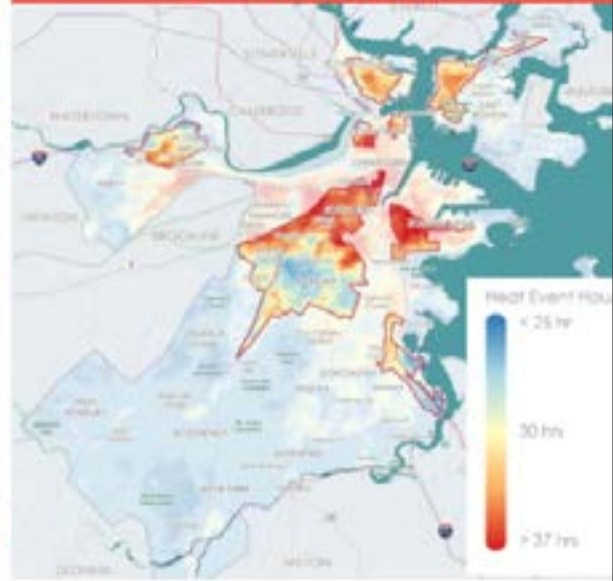
**A: "Still Desirable"**



**B: "Declining"**



**C: "Hazardous"**



**Boston's citywide median ...**

**B areas:**  
1.3 F cooler in day  
0.5°F cooler at night  
18% less parkland\*  
7.5% more tree cover\*

**C areas:**  
(median temp same as city median in day and night)  
12% less parkland\*  
2.2% more tree cover\*

**D areas:**  
3.3°F hotter in day  
1.9°F hotter at night  
16% less parkland\*  
7% less tree cover\*

\*percentage points

Another public engagement element for the Boston Heat Resilience Study is the Heat Resilience Comic Builder Tool, an innovative web-based community engagement tool developed by Sasaki in partnership with the City of Boston. In the Comic Builder Tool you first build a personal avatar and then design three scenes that reflect your heat experience. The Comic Builder Tool allows residents to share their own stories about heat and to understand what their neighbors are experiencing. Due to historic racism in urban planning, Boston's neighborhoods have very different exposures to heat. Neighborhoods like Chinatown and Roxbury that were redlined are significantly hotter today, and have less parkland and trees. In contrast, leafier, cooler neighborhoods are more likely to be whiter, wealthier. This tool builds empathy across neighborhood lines.

**Build your  
avatar**



**Tell your  
story**



# Resilient Long Beach Island Climate Adaptation and Resiliency Plan

NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION | LONG BEACH ISLAND,  
NEW JERSEY | SASAKI

As an island, the adaptation challenge comes to the Long Beach Island (LBI) community from all around; surging from its back bay and battering its ocean-side dunes; falling from the skies above.

This project will equip LBI with the tools to respond to climate change and sea level rise by acknowledging this challenge and by forming a directional narrative and action-oriented response. The response takes shape through three distinct, directional resilience scenarios.

The Outside/In scenario focuses on interventions beyond the island's footprint. So much of LBI's resiliency is tied to its greater environment; the water, the ecosystems, and their services that surround it. Further, there is a spirit of preservation that cannot be denied – a beloved lifestyle that engenders pride in place. Outside/In responds to this thrust by prioritizing actions that are rooted outside of and beyond island bounds. Envisioning this scenario means breaking down systems thinking to illustrate an incremental toolkit of interventions, including living shorelines, marsh accretion, and horizontal levees. But, this new landscape does not grow in isolation. It must be paired with co-benefits of, by, and for the community, and involve new recreation, habitat creation, eco-tourism, and new social infrastructure.



**Completion Date**

2022

**Size**

22 Square Miles

**Services**

Landscape Architecture  
Planning & Urban Design  
Resilience

**Reference**

Emory Lee, AICP, ENV SP, WEDG  
Climate Adaptation and  
Resilience Lead, Water US, WICA  
NYC Metro  
Ramboll Group  
513.720.6502  
emory.lee@ramboll.com



The Inside/Out scenario deals largely with interventions that can happen within LBI's footprint, on public and private lands. It places recommendations for sustainable Island land-use at the fore, as part of the effort to adapt to, rather than resist, climate change and sea level rise. This scenario equips LBI with a toolkit of strategies that, while offering changes to some of the look and functionality of the Island, provides a roadmap to a more economically, culturally, and environmentally diverse and sustainable future that the community seeks. The scalable possibilities include green streets and bioswales, rainwater detention parks, permeable pavements, and connected green infrastructure networks for slowing runoff down and spreading it out.

The On/Off scenario focuses on interventions that directly address movement and mobility – of water, of people, and of ideas—with an emphasis on increased Island safety and environmental, economic, and recreational viability in response to impending risks. It keys in on two types of infrastructure—physical and social—as the building blocks for realizing a more sustainable future.

Actions within this scenario consider Long Beach Boulevard (the transportation “spine” of the Island) as a central player in any transformation. Recommendations include connected systems of stormwater conveyance, raising the elevation of Long Beach Boulevard, dynamic elevated crossings, dune surge filters, and strategic modifications to topography to direct runoff and storm surge (on-island revetments), a core of consolidated infrastructure beneath an elevated boulevard, and a string of new, public green spaces that serve dual functionality as space for people and space for nature.





# Boulder Junction Urban District Master Plan

CONSCIENCE BAY COMPANY | BOULDER, COLORADO | SASAKI

The Boulder Junction Urban District master plan is a mixed-use, transit-oriented development that aims to create a walkable, vibrant, and human-scaled infill redevelopment of an 11-acre site in the core of Boulder, Colorado. The proposed project will include a variety of housing options, office, retail, community space, hospitality, and public open space to center the site as the heart of the Boulder Junction Transit Village area.

The site is bounded by Foothills Parkway, Pearl Parkway, and the BNSF railroad and is strategically located at the junction of high-quality transit, an extensive network of trails and open space, and an array of surrounding employment and retail centers. As a transit-oriented development, Sasaki's concept is rooted in providing diverse housing options and meeting daily needs to center this as a pedestrian-first district.

Additionally, this district will be a model for holistic and human-scaled development. This district will work to create a unique neighborhood within this small 11-acre district, reinforcing a sense of community. The proposed development aims to provide hundreds of new residential units to the market, including affordable and mixed-income apartments, townhomes, and condos, which will be designed for all age ranges and family types.

**Completion Date**

Ongoing

**Size**

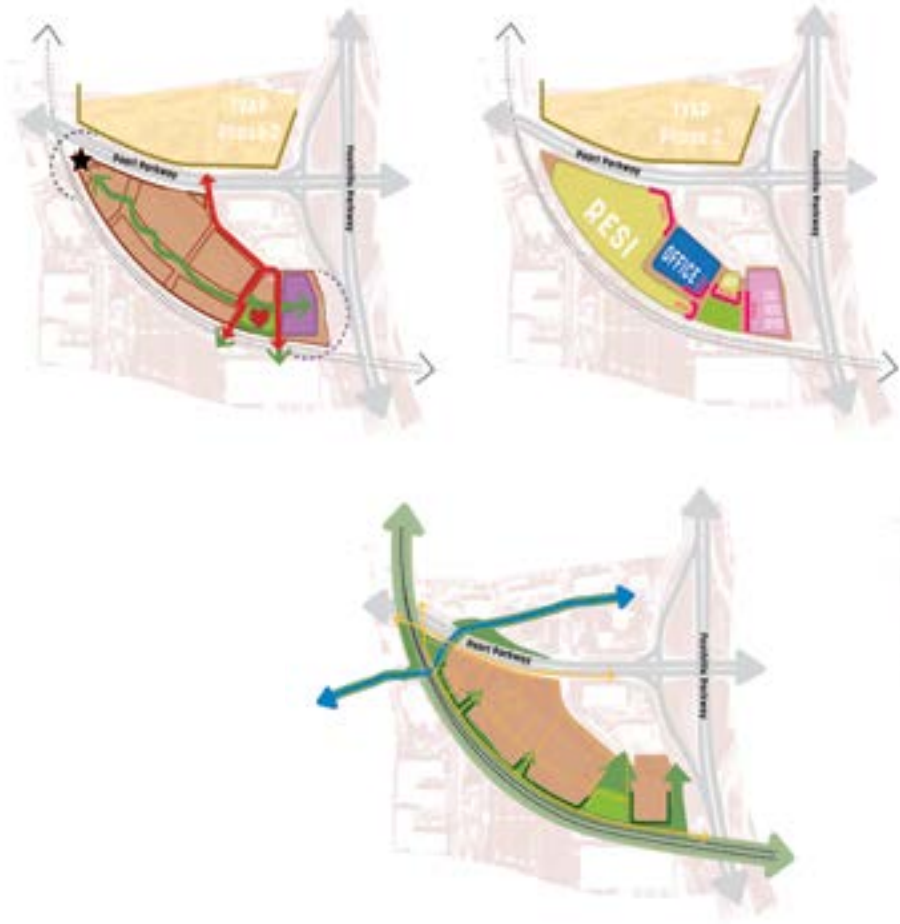
11 Acres

**Services**

Planning & Urban Design

**Reference**

Daniel Aizenman  
Director of Development & Design  
Conscience Bay Company  
979.739.8422  
daniel@cbayco.com



**Top**

This district will be a model for holistic and human-scaled development.

**Bottom**

The site will reinforce and enhance the built environment's intimate connection with the natural environment, making the site feel quintessentially Boulder. Open spaces and streetscape design will frame and celebrate the incredible views that exist out towards the Flatirons and the Front Range.





# **Additional Project Experience**

# RPA 4th Regional Plan: Bight Coastal Urbanism

REGIONAL PLANNING ASSOCIATION, ROCKEFELLER FOUNDATION | TRI-STATE  
AREA | SASAKI

The Bight is the notch in the region’s coast where ocean currents conspire to pile sand, forever redrawing the shore. “The Bight” is also an invention—a hard coastline extensively during the 20th century, now stiff with aging settlements determined (but ill-suited) to stand their ground against storms and sea level rise.

To relieve this tension between these opposing forces, which threatens hundreds of miles of coast, hundreds of thousands of residents, and hundreds of billions of dollars in property losses, we proposed replacing the hardened edge separating the city and nature with a new “landscape economic zone”—a buffer in which land and water commingle, creating new spaces for habitation, conservation, work and play.

Rather than futilely trying to hold the line, the zone’s mantra is “receive, protect, adapt.” Strengthen urban spines and nodes on higher ground to receive new residents at higher densities. Protect low-lying areas using the absorptive capacity of the buffer, and adapt to a more amphibious lifestyle in the zone—transforming the coastline into the new urban frontier.

The result is a less sprawling and more productive coast, made all the more resilient by tailoring homes, neighborhoods, and cities to this new reality. The transition to renewable energy and the future of work-leisure in an era of intense automation inform the re-imagined Bight as a new open space for America’s most populous region, rather than an increasingly untenable line in the sand.



## Completion Date

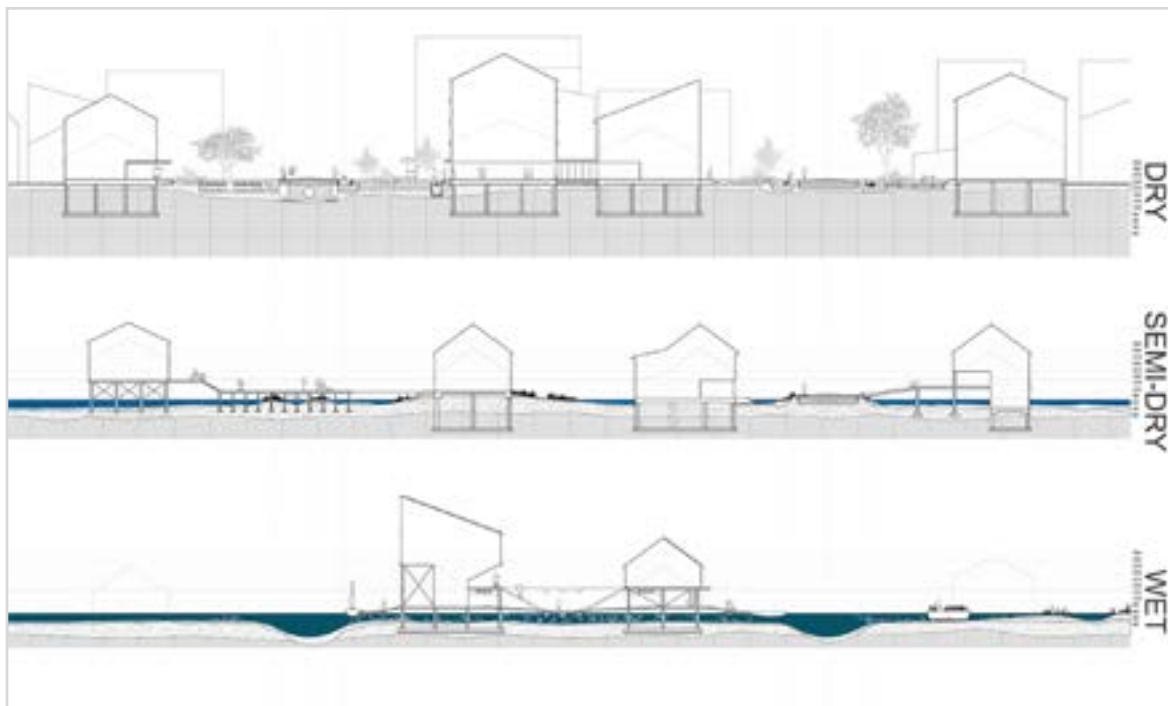
Plan Published Fall 2017

## Size

3700 Miles of Shoreline

## Services

Planning & Urban Design  
Landscape Architecture





Three sites represent three urban scales of the Bight in three snapshots from the future:

- ▶ Jamaica Bay, New York (2067)—a half-submerged Jamaica Bay protects its edges while doubling as New York City's new sunken central park.
- ▶ Mastic Beach, New York (2050)—well-managed retreat produces one of Long Island's most desirable retirement communities nestled inland from a coastal "energy farm."
- ▶ Sea Bright, New Jersey (2030)—a vanishing barrier island refuses the inevitable and becomes a test bed for "the flood life."

Each scenario poses an opportunity to raise questions around the future of energy, community, finance, and work in the region. Ranging from the rapid transition toward renewable energy to the redefinition of leisure in an era of intense automation, these seismic shifts go hand-in-hand with re-imagining the Bight as a new open space for America's most populous region, rather than an increasingly untenable line in the sand.



# Climate Ready Boston

CITY OF BOSTON | BOSTON, MASSACHUSETTS | SASAKI

Climate Ready Boston is a roadmap for creating a stronger, more resilient city. Focusing on coastal and riverine flooding, stormwater flooding, and extreme temperatures, the plan identifies strategies to mitigate future risks for our changing environment.

Importantly, the strategies look for opportunities for resilience investments to be multi-benefit—addressing hazard mitigation and contributing more broadly to improved quality of life in our city. In this way, resilience becomes a tool for advancing social equity, promoting economic development, and improving opportunities for healthy living and access to green space.

Historically, the story of Boston has been tied to a changing coastline. In Boston's early years, land fill projects expanded the city outward, creating new land for expanding neighborhoods and commercial areas. Now, with rising seas, the coastline—and flood risk—is changing course and migrating inland. Water, however, isn't the only risk.

Climate Ready Boston is an initiative to plan for how the city will continue to thrive while adapting to long-term climate change. It has three main components: climate project consensus (completed by the Boston Research Advisory Group), vulnerability assessment, and resilience initiatives. The initiative was brought about by the City of Boston in partnership with the Green Ribbon Commission and with support from the Massachusetts Office of Coastal Zone Management. An interdisciplinary team of Arcadis, Sasaki, HR&A Advisors, and the University of Massachusetts Boston completed the report in December 2016. The full report is available on the city's website.

ADAPT



**Completion Date**

2016

**Scale**

90 square miles

**Services**

Graphic Design

Branding

Web Design

Landscape Architecture

Planning and Urban Design

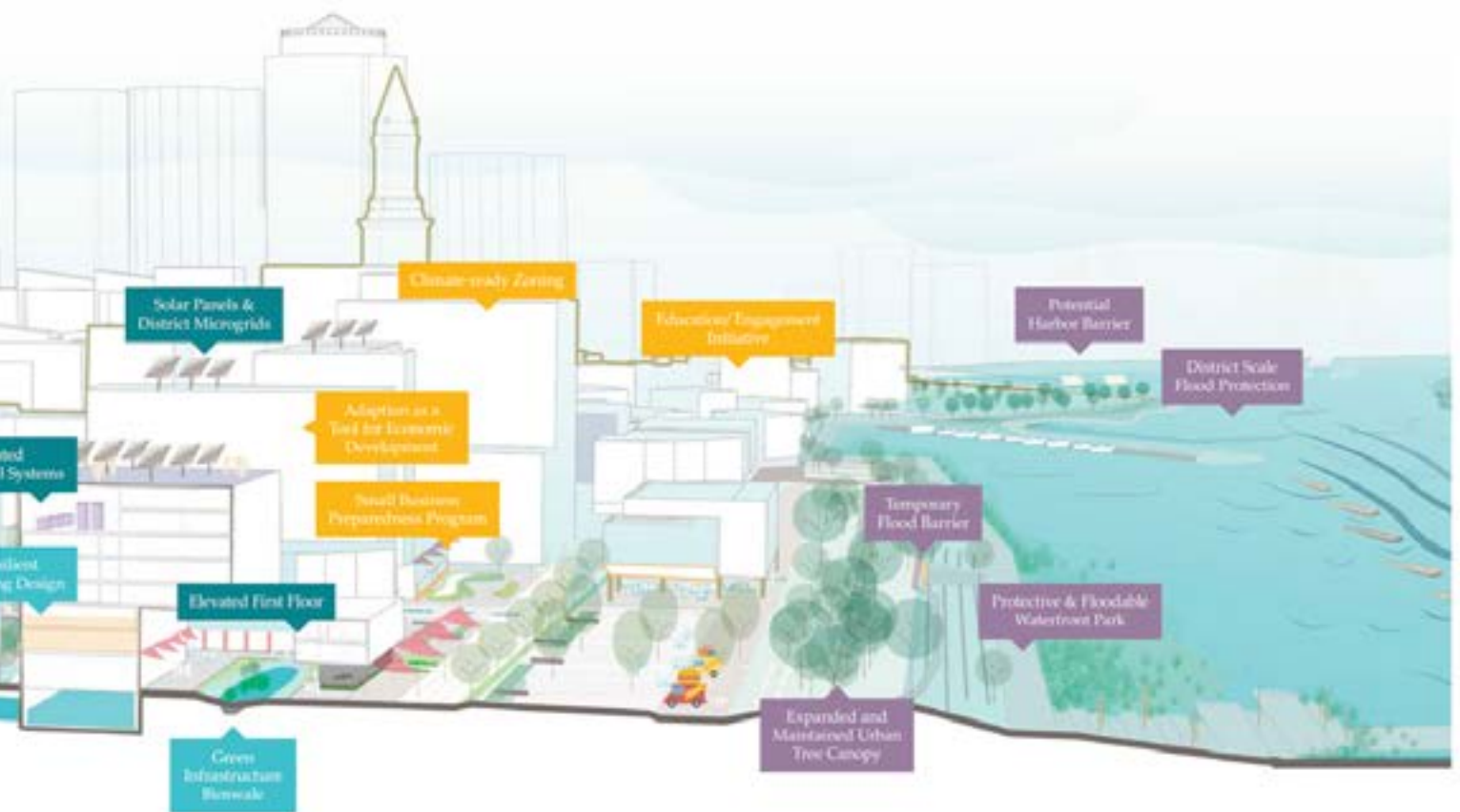
**Awards**

American Planning Association,

National Planning Achievement

Award for Resilience – Gold

ING TO CLIMATE CHANGE



**CLIMATE HAZARDS POSE INCREASING RISKS TO COMMUNITIES AND INFRASTRUCTURE**

Building on the latest scientific projections, the vulnerability assessment analyzes how Boston’s people, buildings, infrastructure, and economy will be affected by climate hazards. The analysis maps hazards and quantifies risks from extreme heat, stormwater flooding, sea level rise, and coastal and riverine flooding.

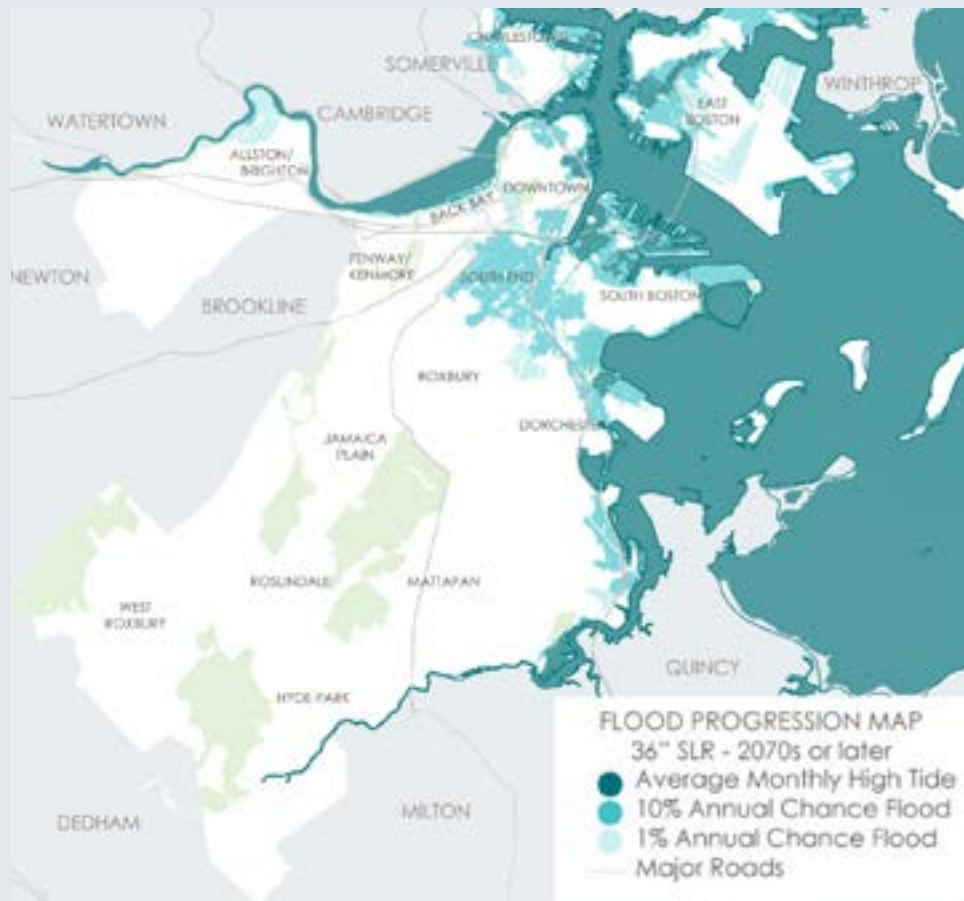
Without action, an increasing number of residents, businesses, buildings, and infrastructure systems will be exposed to flooding. For example, by the 2070s, annualized losses from coastal and riverine flooding could amount to \$1.4 billion, and exposure to flooding in a 1% annual chance flood (a severe event) could include 14% of Boston’s population (88,000 people), 10% of the city’s K-12 schools, 32 MBTA stations, 240 essential public facilities (law enforcement stations, fire stations, and EMS), and sections of many evacuation routes.

In addition, extreme temperatures and heat waves pose significant increasing threats for public health, especially for youth, older residents, and others with preexisting health conditions that make them especially vulnerable to heat. More days of extreme heat—up to 90 days a year about 90 degrees—will pose significant health risks. Mortality rates due to extreme heat are expected to triple with the impacts of climate change in Boston.

Sasaki examined the impacts these environmental shocks and stresses could have on vulnerable populations in the city.



**COASTAL & RIVERINE FLOODING IMPACTS**  
 Annual impacts will increase as the sea rises, with more than \$1.3B at risk annually later this century.



# Safe Routes to School Program Streetscape Improvements

NEW YORK CITY DEPARTMENT OF DESIGN AND CONSTRUCTION, NEW YORK CITY DEPARTMENT OF TRANSPORTATION, & NEW YORK CITY PARKS AND RECREATION DEPARTMENT | NEW YORK, NY | SASAKI

The Safe Routes to School program funds street safety improvements to eliminate traffic fatalities and injuries, specifically focusing on streets by schools. This project will improve a total of 10 intersections between West 135th Street and West 150th Street along the Broadway Malls corridor to ensure that a network of streets are upgraded. This includes three intersections that are nearby to schools and have records of injuries resulting from traffic accidents.

Through a combination of curb extensions, pedestrian safety islands, and bollards, distances at crossings will be shortened. Existing curbs will be replaced with Martello bollards, which allow pedestrians more flexible circulation to mitigate walking in the roadbed when the safety islands are crowded. Red precast concrete detectable warning pavers, which are ADA-compatible, will continue the existing visual language of the red brick pavers throughout the Broadway Malls corridor.

To the north, at West 168th Street and West 169th Street, Columbia University Medical Center (CUMC) will also reconstruct safe routes streetscapes with distinctive materials. The project scope in these areas will incorporate three plazas with seating, planting, trees, and two expanded planted medians.

#### Completion Date

2023

#### Scale

Varies

#### Services

Landscape Architecture

#### Awards

New York City Public Design Commission 41st Annual Award for Excellence in Design



**Top**

Broadway and West 169th

**Left**

Broadway and West 149th North Median

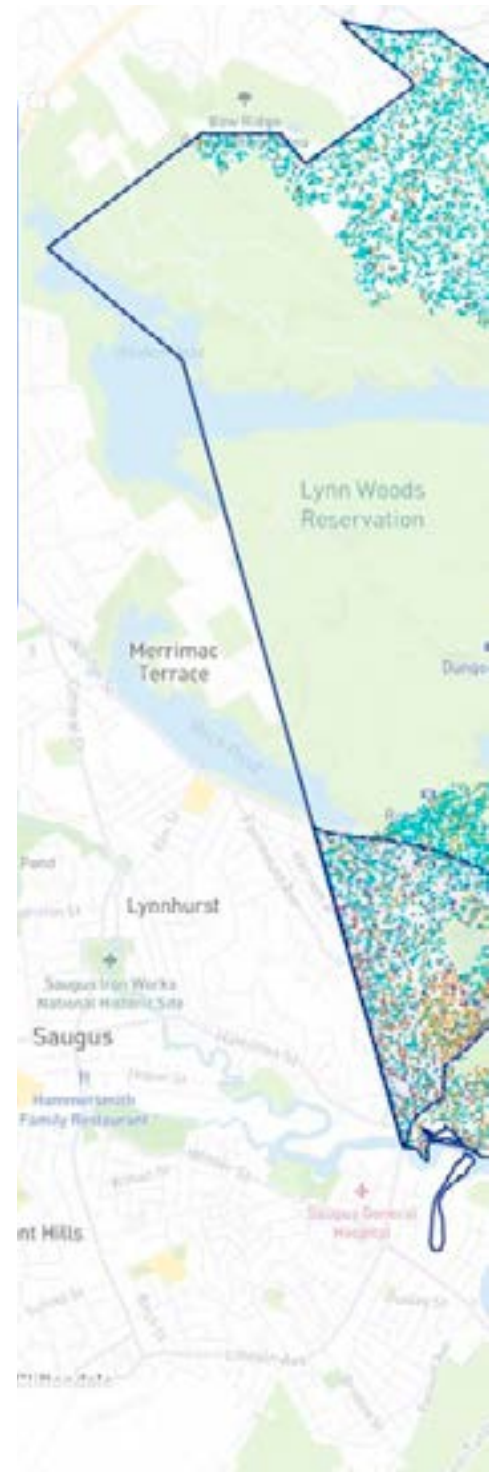
# Mobility Innovator Tool

SASAKI FOUNDATION | LYNN, MASSACHUSETTS & MALDEN, MASSACHUSETTS | SASAKI

The Mobility Innovator Initiative is a year-long effort to address mobility challenges in Greater Boston through the lenses of resiliency and equity. The research project, funded by the Barr Foundation and in partnership with the Sasaki Foundation and Sasaki, seeks to understand how to better connect communities to jobs, social networks, daily needs, and amenities by improving existing transportation networks.

Emerging from the Mobility Innovator Initiative was *get [t]here*, an online story map exploring the challenges of mobility access in Gateway Cities around Greater Boston, specifically in Lynn and Malden. With equity as the core value of this project, *get [t]here* begins to explore how residents currently access local amenities and essential services, what the existing challenges are, and what and where opportunities might be for equitable investment in how they navigate their communities.

Through an interactive survey, *get [t]here* provided communities an opportunity to express their mobility priorities and observe how different projects can support their needs. The project team then examined and analyzed a number of datasets and data points to understand what the overall trends were in these cities related to commute times and modes, employment, social and economic demographics, etc. The final product pulls together these datasets and the survey results in a narrative form that includes who lives in these communities, where they are going, how they get there, and what the priorities and possibilities might be to improve experiences with mobility.



**Completion Date**

2020

**Size**

N/A

**Services**

Planning & Urban Design

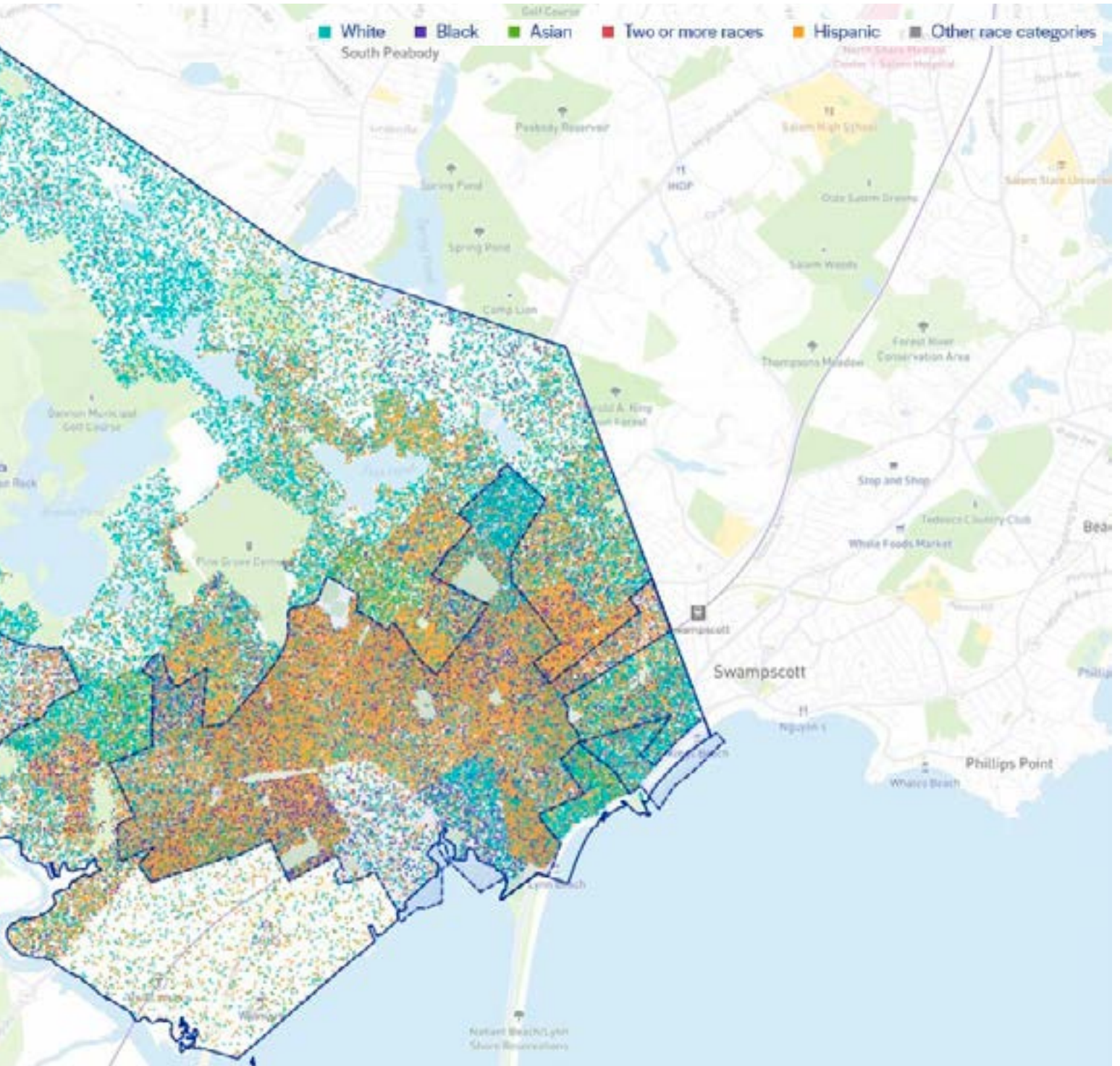
Community Engagement

Data Analysis

Civic Technology

**For More Information Visit:**

<http://visualizations.sasaki.com/get-there/>



# Stamford Citywide Parks Strategic Plan

CITY OF STAMFORD | STAMFORD, CONNECTICUT | JLP+D

**Completion Date**  
2023

**Size**  
Citywide

**Services**  
Economic Planning

For the citywide parks strategic plan, James Lima Planning and Development (JLP+D) conducted a budgetary review and fiscal opportunities assessment for the City of Stamford. The project team reviewed and analyzed annual city operations and capital expenditures documentation to develop a detailed understanding of existing revenue streams and expenses. The project team then developed a list of fiscal opportunities for the city and facilitated a series of prioritization sessions to finalize the three top revenue opportunities—community park foundation, earned income, and new fiscal policy potentials. JLP+D illustrated the potential for the funding opportunities with case studies drawn from the region and across the nation.



# Nyack Comprehensive Plan Update

CITY OF NYACK | NYACK, NEW YORK | JLP+D

In 2016, JLP+D was engaged in updating the Village of Nyack's Comprehensive Plan, including a number of waterfront, residential, and downtown neighborhoods facing unprecedented development pressures. As part of an interdisciplinary team, JLP+D advised on socioeconomic and housing trends and growth strategies, bringing an economic and real estate perspective to the analysis of development sites in Nyack's downtown and waterfront areas and identifying strategies to strengthen the village's retail and business core. The firm's work included engaging local business owners and stakeholders to identify local economic development potential and investments in infrastructure, public realm improvements, institutional expansion, and downtown management structures that could incentive new investment in the area. Beginning with demographic and market analyses, JLP+D sought to locate the downtown and waterfront districts within their regional context, and identify the catalytic role of new investments and potential targeted development opportunities.

An assessment of opportunities for business growth, job creation, affordable housing, and public/private development structures was informed by the firm's familiarity with public incentive and financing programs available to help implement such initiatives, and effective implementation and governance structures. Drawing from an investigation of viable plan and program ideas to leverage Nyack's existing assets, such as its waterfront location and identity as a historic village destination, the plan recommended strategies to unlock and capture value that results in public benefit, including economic growth, increased development potential, and quality-of-life improvements in the village.

## Completion Date

2016

## Size

Citywide

## Services

Economic Development & Planning

## Reference

Jen Laird White

Former Mayor

Village of Nyack

914.282.3068

Jennifer.White@

transmissiondevelopers.com



# City of Ann Arbor Affordable Housing Development Feasibility on City-Owned Lots

CITY OF ANN ARBOR | ANN ARBOR, MICHIGAN | JLP+D

In Ann Arbor, MI, JLP+D collaborated with SmithGroup to produce an affordable housing development feasibility study for two parcels owned by the City of Ann Arbor. JLP+D developed a proforma model capable of analyzing returns and potential property tax revenue for various affordability options including a 9% tax credit deal and a 4% tax credit deal. The City of Ann Arbor tasked JLP+D with exploring several affordable housing scenarios at a variety of Area Median Income (AMI) bands.

JLP+D also produced a market analysis for different development scenarios—residential, office, retail—in Downtown Ann Arbor by evaluating development and demographic trends. JLP+D analyzed data on demand generators, regional and local competition and market absorption trends obtained from brokers, local developers, market reports, and stakeholders.

**Completion Date**

2020

**Size**

Varies

**Services**

Affordable Housing

**Reference**

Jennifer Hall

Executive Director

Ann Arbor Housing Commission

[jhall@a2gov.org](mailto:jhall@a2gov.org)



# Sensory Playground Workshop

CITY OF STAMFORD | STAMFORD, CONNECTICUT

| MY ARCHITECTURE WORKSHOPS

As one of My Architecture Workshops' standout workshops, the sensory playground design challenged students to imagine an inclusive play environment for children of all ages and abilities.

In this full-day session, MAW's founders Dominique Moore and Alex Hidalgo led 30 Stamford public schools K-8th grade students through thought-provoking hands-on activities. The program kicked off with a review of traditional and contemporary playground design. Students then brainstormed their playground "wish list," examining their interaction with parks and desired improvements.

The intricacy of the ideas and resulting models demonstrated no limit to the imagination of little minds. One student engineered a functional golf course out of clay. Regarding accessibility—one child envisioned a basketball court with a trampoline foundation. And because boundaries were limitless, another student's park was vertical, in the shape of a tree, each level offering a new world to explore.



# Stamford Pinwheel Art Exhibition

CITY OF STAMFORD | STAMFORD, CONNECTICUT

| MY ARCHITECTURE WORKSHOPS

My Architecture Workshops recently concluded a unique installation in partnership with Stamford Public Schools. Over 9,000 pinwheels, each bearing the name and creative touch of students in grades K-8, adorned Mill River Park Carousel in a colorful and symbolic art installation.

Corresponding school-colored pinwheel kits were delivered to classrooms. While assembling and decorating their pinwheels, the concept of harnessing wind power as a sustainable energy source was explored.





# **6 – Required Forms**

**Contractor's Statement**

Pursuant to Section 103.1 of the Stamford Code of Ordinances, I hereby provide the following:

If a joint venture, trustee, partnership, limited liability company or partnership, the names and addresses of all joint ventures, beneficiaries, partners or members:

\_\_\_\_\_  
N/A  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

If a corporation, the names and addresses of all officers, and the names and addresses of all parties owning over 10% of its common stock or over 10% of its preferred stocks. If any of said stockholders is a holding corporation, the names and addresses of all persons owning a beneficial interest in over 10% if the common or preferred stock of said holding company.

\_\_\_\_\_  
N/A  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The names and positions of all persons listed hereinabove who are elected or appointed officers or employees of the City of Stamford.

\_\_\_\_\_  
N/A  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of Bidder/Proposer: Susannah Drake

Signature of Bidder/Proposer: 

Title: Principal-in-Charge

Company Name: Sasaki Associates, Inc.

Address: 1010 Chauncy Street, Suite 200, Boston, Massachusetts, 02111

Indicate if company submitting this proposal is: \_\_\_\_\_ MBE \_\_\_\_\_ WBE \_\_\_\_\_ DBE

Non-Collusion Affidavit

The undersigned, having been duly sworn, affirms and says that to the best of his/her knowledge and belief:

1. The prices in this Proposal have been arrived at independently without collusion, consultation, communication, or agreement with any other Proposer or with any competitor for the purpose of restricting competition.
2. Unless otherwise required by law, the prices, which have been quoted in this Proposal, have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to opening, directly or indirectly, to any other Proposer or to any competitor.
3. No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a Proposal for the purpose of restricting competition.

Name of Proposer: Sasaki Associates, Inc

By: [Signature]

Print Name: Steven Roscoe

Title: CFO

ACKNOWLEDGMENT

STATE OF Massachusetts

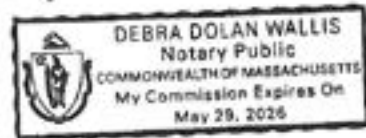
COUNTY OF Suffolk ss. \_\_\_\_\_

Date: 10/26/2023

Personally appeared Steven Roscoe, as CFO of the above named firm, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief.

[Signature]  
Signature of Notary Public  
My Commission Expires: \_\_\_\_\_

EFFECTIVE: 2/24/09



**City of Stamford**  
**State of Connecticut Contractor Verification (in accordance with Public Act 16-67)**

**Compliance Affidavit**

I, the undersigned, personally and on behalf of Sasaki Associates, Inc, having  
(Contractor)

been duly sworn, affirm and say that I have read, understand and am in compliance with Public Act 16-67 Concerning the Disclosure of Certain Education Personnel Records, Criminal Penalties for Threatening in Educational Settings and the Exclusion of a Minor's Name from Summary Process Complaints, and that neither I nor said Contractor, to the best of my knowledge, is in possession of any information indicating a finding of abuse or neglect or sexual misconduct, or otherwise have knowledge of such a condition(s) for any employees working on the project identified in RFQ/RFP or Bid S- 2024.0137. Further, if I or said Contractor  
(RFQ/RFP or Bid Number)

become aware of any information indicating such a finding, or otherwise gain knowledge of such a condition, I and/or said Contractor will immediately forward such information to the City of Stamford.

Contractor Name: Sasaki Associates, Inc

Street Address: 110 Chauncy Street, Suite 200

City, State, Zip: Boston, Massachusetts 02111

Title of person completing this form: \_\_\_\_\_

Signature: *[Handwritten Signature]*

Printed Name: Steven Roscoe

Date: 10/26/23

**ACKNOWLEDGMENT**

STATE OF Massachusetts

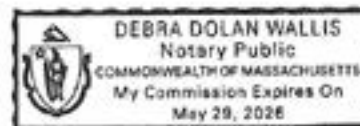
COUNTY OF Suffolk ss. \_\_\_\_\_

Date: 10/26/2023

Personally appeared Steven Roscoe, as CFO  
of the above named Contractor, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief on behalf of himself and said Contractor.

*[Handwritten Signature]*  
Signature of Notary Public

My Commission Expires: 5-29-2026



CERTIFICATE OF CORPORATE RESOLUTION  
RFQ/RFP

I, Stacy Pusce, SECRETARY OF Sasaki Associates Inc  
A CORPORATION EXISTING UNDER THE LAWS OF THE STATE OF MA, DO  
HEREBY CERTIFY THAT THE FOLLOWING IS A TRUE COPY OF CERTAIN RESOLUTIONS  
ADOPTED BY THE BOARD OF DIRECTORS OF SAID COMPANY, AT A MEETING THEREOF  
DULY CALLED AND HELD ON THE 23 DAY OF March, 20 23.

"RESOLVED, THAT THE Suzannah Drake, VP  
OF THE CORPORATION BE AND IS HEREBY AUTHORIZED TO SIGN  
A CONTRACT WITH THE CITY OF STAMFORD, CONNECTICUT FOR  
City of Stamford Comprehensive Plan 2025-2035, RFP/RFQ No. 2024.0137."

I, FURTHER CERTIFY THAT, Suzannah Drake, VP IS THE DULY  
ELECTED VP OF Sasaki Associates, Inc.  
AND THE FOREGOING RESOLUTION HAS NOT BEEN MODIFIED OR REPEALED AND IS  
IN FULL FORCE AND EFFECT.

IN WITNESS WHEREOF, I HAVE, HEREUNTO, SUBSCRIBED BY NAME AND AFFIXED  
THE SEAL OF SAID CORPORATION THE 26 DAY OF October, 20 23.

  
SECRETARY

**PROPOSER’S INFORMATION AND ACKNOWLEDGEMENT FORM**

RFP No: 2024.0137

Date: 10.25.2023

Proposer’s Name: Sasaki Associates, Inc

Street Address: 110 Chauncy Street, Suite 200

<u>Boston</u>	<u>Massachusetts</u>	<u>02111</u>
City	State	Zip

Business Telephone: 617.926.3300

Email: info@sasaki.com

Unique Entity ID: N/A Tax Id. No.: 04 - 2230445

Indicate (Yes/No) if company submitting this proposal is:

No MBE No WBE No DBE  
(If yes, attach relevant certification)

Signature:  Date: 10.25.2023

Printed Name: Steve Roscoe

Title: Chief Financial Officer

**Addenda Acknowledgement – check and note date of addendum**

<input checked="" type="checkbox"/> Addenda No. 1 <u>10/11/2023</u>	<input type="checkbox"/> Addenda No. 2
<input checked="" type="checkbox"/> Addenda No. 3 <u>10/16/2023</u>	<input type="checkbox"/> Addenda No. 4
<input type="checkbox"/> Addenda No. 5	<input type="checkbox"/> Addenda No. 6
<input type="checkbox"/> Addenda No. 7	<input type="checkbox"/> Addenda No. 8
<input type="checkbox"/> Addenda No. 9	<input type="checkbox"/> Addenda No. 10
<input type="checkbox"/> Addenda No. 11	<input type="checkbox"/> Addenda No. 12

**Form W-9**  
 (Rev. October 2014)  
 Department of the Treasury  
 Internal Revenue Service

**Request for Taxpayer Identification Number and Certification**

Give Form to the requester. Do not send to the IRS.

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Sasaki Associates, Inc.**

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual sole proprietor or single-member LLC  
 C Corporation  
 S Corporation  
 Partnership  
 Trust/estate  
 Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ \_\_\_\_\_

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3).  
 Exempt payee code (if any) \_\_\_\_\_  
 Exemption from FATCA reporting code (if any) \_\_\_\_\_  
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.  
**110 Chauncy Street, Suite 200**

6 City, state, and ZIP code  
**Boston, MA 02111**

7 List account number(s) here (optional)

Print or type. See Specific Instructions on page 3.

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
			-				-		
OR									
Employer identification number									
0	4	-	2	2	3	0	4	4	5

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to enter the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here**      Signature of U.S. person ▶       Date ▶ 11-30-22

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

**COMMISSION ON HUMAN RIGHTS AND OPPORTUNITIES  
CONTRACT COMPLIANCE REGULATIONS  
NOTIFICATION TO BIDDERS**

(Revised 09/3/15)

The contract to be awarded is subject to contract compliance requirements mandated by [Sections 4a-60](#) and [4a-60a](#) of the Connecticut General Statutes; and, when the awarding agency is the State, [Sections 46a-71\(d\)](#) and [46a-81i\(d\)](#) of the Connecticut General Statutes. There are Contract Compliance Regulations codified at [Section 46a-68j-21 through 43](#) of the Regulations of Connecticut State Agencies, which establish a procedure for awarding all contracts covered by [Sections 4a-60](#) and [46a-71\(d\)](#) of the Connecticut General Statutes.

According to [Section 46a-68j-30\(9\)](#) of the Contract Compliance Regulations, every agency awarding a contract subject to the contract compliance requirements has an obligation to “aggressively solicit the participation of legitimate minority business enterprises as bidders, contractors, subcontractors and suppliers of materials.” “Minority business enterprise” is defined in [Section 4a-60](#) of the Connecticut General Statutes as a business wherein fifty-one percent or more of the capital stock, or assets belong to a person or persons: “(1) Who are active in daily affairs of the enterprise; (2) who have the power to direct the management and policies of the enterprise; and (3) who are members of a minority, as such term is defined in subsection (a) of [Section 32-9n](#).” “Minority” groups are defined in [Section 32-9n](#) of the Connecticut General Statutes as “(1) Black Americans . . . (2) Hispanic Americans . . . (3) persons who have origins in the Iberian Peninsula . . . (4) Women . . . (5) Asian Pacific Americans and Pacific Islanders; (6) American Indians . . .” An individual with a disability is also a minority business enterprise as provided by [Section 4a-60g](#) of the Connecticut General Statutes. The above definitions apply to the contract compliance requirements by virtue of [Section 46a-68j-21\(11\)](#) of the Contract Compliance Regulations.

The awarding agency will consider the following factors when reviewing the bidder’s qualifications under the contract compliance requirements:

- (a) the bidder’s success in implementing an affirmative action plan;
- (b) the bidder’s success in developing an apprenticeship program complying with [Sections 46a-68-1 to 46a-68-17](#) of the Administrative Regulations of Connecticut State Agencies, inclusive;
- (c) the bidder’s promise to develop and implement a successful affirmative action plan;
- (d) the bidder’s submission of employment statistics contained in the “Employment Information Form”, indicating that the composition of its workforce is at or near parity when compared to the racial and sexual composition of the workforce in the relevant labor market area; and
- (e) the bidder’s promise to set aside a portion of the contract for legitimate minority business enterprises. [See Section 46a-68j-30\(10\)\(E\)](#) of the Contract Compliance Regulations.

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INSTRUCTIONS AND OTHER INFORMATION

The following [BIDDER CONTRACT COMPLIANCE MONITORING REPORT](#) must be completed in full, signed, and submitted with the bid for this contract. The contract awarding agency and the Commission on Human Rights and Opportunities will use the information contained thereon to determine the bidders compliance to [Sections 4a-60](#) and [4a-60a](#) CONN. GEN. STAT., and [Sections 46a-68j-23](#) of the Regulations of Connecticut State Agencies regarding equal employment opportunity, and the bidder’s good faith efforts to include minority business enterprises as subcontractors and suppliers for the work of the contract.

1) Definition of Small Contractor

[Section 4a-60g](#) CONN. GEN. STAT. defines a small contractor as a company that has been doing business under the same management and control and has maintained its principal place of business in Connecticut for a one year period immediately prior to its application for certification under this section, had gross revenues not exceeding fifteen million dollars in the most recently completed fiscal year, and at least fifty-one percent of the ownership of which is held by a person or persons who are active in the daily affairs of the company, and have the power to direct the management and policies of the company, except that a nonprofit corporation shall be construed to be a small contractor if such nonprofit corporation meets the requirements of subparagraphs (A) and (B) of subdivision [4a-60g](#) CONN. GEN. STAT.

## 2) Description of Job Categories (as used in Part IV Bidder Employment Information) (Page 2)

<p><b>MANAGEMENT:</b> Managers plan, organize, direct, and control the major functions of an organization through subordinates who are at the managerial or supervisory level. They make policy decisions and set objectives for the company or departments. They are not usually directly involved in production or providing services. Examples include top executives, public relations managers, managers of operations specialties (such as financial, human resources, or purchasing managers), and construction and engineering managers.</p> <p><b>BUSINESS AND FINANCIAL OPERATIONS:</b> These occupations include managers and professionals who work with the financial aspects of the business. These occupations include accountants and auditors, purchasing agents, management analysts, labor relations specialists, and budget, credit, and financial analysts.</p> <p><b>MARKETING AND SALES:</b> Occupations related to the act or process of buying and selling products and/or services such as sales engineer, retail sales workers and sales representatives including wholesale.</p> <p><b>LEGAL OCCUPATIONS:</b> In-House Counsel who is charged with providing legal advice and services in regards to legal issues that may arise during the course of standard business practices. This category also includes assistive legal occupations such as paralegals, legal assistants.</p> <p><b>COMPUTER SPECIALISTS:</b> Professionals responsible for the computer operations within a company are grouped in this category. Examples of job titles in this category include computer programmers, software engineers, database administrators, computer scientists, systems analysts, and computer support specialists</p> <p><b>ARCHITECTURE AND ENGINEERING:</b> Occupations related to architecture, surveying, engineering, and drafting are included in this category. Some of the job titles in this category include electrical and electronic engineers, surveyors, architects, drafters, mechanical engineers, materials engineers, mapping technicians, and civil engineers.</p> <p><b>OFFICE AND ADMINISTRATIVE SUPPORT:</b> All clerical-type work is included in this category. These jobs involve the preparing, transcribing, and preserving of written communications and records; collecting accounts; gathering and distributing information; operating office machines and electronic data processing equipment; and distributing mail. Job titles listed in this category include telephone operators, bill and account collectors, customer service representatives, dispatchers, secretaries and administrative assistants, computer operators and clerks (such as payroll, shipping, stock, mail and file).</p>	<p><b>BUILDING AND GROUNDS CLEANING AND MAINTENANCE:</b> This category includes occupations involving landscaping, housekeeping, and janitorial services. Job titles found in this category include supervisors of landscaping or housekeeping, janitors, maids, grounds maintenance workers, and pest control workers.</p> <p><b>CONSTRUCTION AND EXTRACTION:</b> This category includes construction trades and related occupations. Job titles found in this category include boilermakers, masons (all types), carpenters, construction laborers, electricians, plumbers (and related trades), roofers, sheet metal workers, elevator installers, hazardous materials removal workers, paperhangers, and painters. Paving, surfacing, and tamping equipment operators; drywall and ceiling tile installers; and carpet, floor and tile installers and finishers are also included in this category. First line supervisors, foremen, and helpers in these trades are also grouped in this category.</p> <p><b>INSTALLATION, MAINTENANCE AND REPAIR:</b> Occupations involving the installation, maintenance, and repair of equipment are included in this group. Examples of job titles found here are heating, ac, and refrigeration mechanics and installers; telecommunication line installers and repairers; heavy vehicle and mobile equipment service technicians and mechanics; small engine mechanics; security and fire alarm systems installers; electric/electronic repair, industrial, utility and transportation equipment; millwrights; riggers; and manufactured building and mobile home installers. First line supervisors, foremen, and helpers for these jobs are also included in the category.</p> <p><b>MATERIAL MOVING WORKERS:</b> The job titles included in this group are Crane and tower operators; dredge, excavating, and lading machine operators; hoist and winch operators; industrial truck and tractor operators; cleaners of vehicles and equipment; laborers and freight, stock, and material movers, hand; machine feeders and offbearers; packers and packagers, hand; pumping station operators; refuse and recyclable material collectors; and miscellaneous material moving workers.</p> <p><b>PRODUCTION WORKERS:</b> The job titles included in this category are chemical production machine setters, operators and tenders; crushing/grinding workers; cutting workers; inspectors, testers sorters, samplers, weighers; precious stone/metal workers; painting workers; cementing/gluing machine operators and tenders; etchers/engravers; molders, shapers and casters except for metal and plastic; and production workers.</p>
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3) Definition of Racial and Ethnic Terms (as used in Part IV Bidder Employment Information) (Page 3)

<p><u>White</u> (not of Hispanic Origin)-All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.</p> <p><u>Black</u> (not of Hispanic Origin)-All persons having origins in any of the Black racial groups of Africa.</p> <p><u>Hispanic</u>- All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.</p>	<p><u>Asian or Pacific Islander</u>- All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes China, India, Japan, Korea, the Philippine Islands, and Samoa.</p> <p><u>American Indian or Alaskan Native</u>- All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.</p>
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**BIDDER CONTRACT COMPLIANCE MONITORING REPORT**

PART I – Bidder Information

<p>Company Name: Sasaki Associates, Inc.                  Street Address: 110 Chauncy Street, Suite 200                  City &amp; State: Boston, Massachusetts                  Chief Executive: James Miner</p>	<p>Bidder Federal Employer 04-2230445                  Identification Number:                  Or                  Social Security Number:</p>
<p>Major Business Activity: Architecture                  (brief description) Interior Design                  Planning &amp; Urban Design                  Space Planning                  Landscape Architecture                  Civil Engineering                  Graphic Design</p>	<p>Bidder Identification                  (response optional/definitions on page 1)</p> <p>-Bidder is a small contractor? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>-Bidder is a minority business enterprise? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>(If yes, check ownership category)                  Black <input type="checkbox"/> Hispanic <input type="checkbox"/> Asian American <input type="checkbox"/>                  American Indian/Alaskan Native <input type="checkbox"/> Iberian Peninsula <input type="checkbox"/>                  Individual(s) with a Physical Disability <input type="checkbox"/> Female <input type="checkbox"/></p> <p>-Bidder is certified as above by State of CT? Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>Bidder Parent Company: N/A                  (If any)</p>	
<p>Other Locations in CT: N/A                  (If any)</p>	

PART II - Bidder Nondiscrimination Policies and Procedures

<p>1. Does your company have a written Affirmative Action/Equal Employment Opportunity statement posted on company bulletin boards?                  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>7. Do all of your company contracts and purchase orders contain non-discrimination statements as required by Sections 4a-60 &amp; 4a-60a Conn. Gen. Stat.?                  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>2. Does your company have the state-mandated sexual harassment prevention in the workplace policy posted on company bulletin boards?                  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>8. Do you, upon request, provide reasonable accommodation to employees, or applicants for employment, who have physical or mental disability?                  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>3. Do you notify all recruitment sources in writing of your company's Affirmative Action/Equal Employment Opportunity employment policy? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>9. Does your company have a mandatory retirement age for all employees?                  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>4. Do your company advertisements contain a written statement that you are an Affirmative Action/Equal Opportunity Employer?                  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>10. If your company has 50 or more employees, have you provided at least two (2) hours of sexual harassment training to all of your supervisors? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p>
<p>5. Do you notify the Ct. State Employment Service of all employment openings with your company?                  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>11. If your company has apprenticeship programs, do they meet the Affirmative Action/Equal Employment Opportunity requirements of the apprenticeship standards of the Ct. Dept. of Labor?                  Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input checked="" type="checkbox"/></p>
<p>6. Does your company have a collective bargaining agreement with workers?                  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>6a. If yes, do the collective bargaining agreements contain non-discrimination clauses covering all workers? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>6b. Have you notified each union in writing of your commitments under the nondiscrimination requirements of contracts with the state of CT?                  Yes <input type="checkbox"/> No <input type="checkbox"/></p>	<p>12. Does your company have a written affirmative action Plan?                  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>                  If no, please explain.</p> <p>13. Is there a person in your company who is responsible for equal employment opportunity? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>                  If yes, give name and phone number:                  Varda Halidy - 617- 923-7260</p>

Part III - Bidder Subcontracting Practices

(Page 4)

1. Will the work of this contract include subcontractors or suppliers? Yes  No

1a. If yes, please list all subcontractors and suppliers and report if they are a small contractor and/or a minority business enterprise. (defined on page 1 / use additional sheet if necessary)

James Lima Planning and Development (Not a small contractor or minority business enterprise)  
My Architecture Workshop (minority business enterprise)

1b. Will the work of this contract require additional subcontractors or suppliers other than those identified in 1a. above? Yes  No

PART IV - Bidder Employment Information

Date: 10.30.2023

JOB CATEGORY *	OVERALL TOTALS	WHITE (not of Hispanic origin)		BLACK (not of Hispanic origin)		HISPANIC		ASIAN or PACIFIC ISLANDER		AMERICAN INDIAN or ALASKAN NATIVE	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Management	112	49	30	1	1	4	4	10	13		
Professionals	212	43	57	3	2	7	13	20	67		
Marketing & Sales											
Legal Occupations											
Computer Specialists											
Architecture/Engineering											
Office & Admin Support	11	4	2	3					2		
Bldg/ Grounds Cleaning/Maintenance											
Construction & Extraction											
Installation, Maintenance & Repair											
Material Moving Workers											
Production Occupations											
TOTALS ABOVE	335	96	89	7	3	11	17	30	82		
Total One Year Ago	283	87	82	5	1	10	14	25	59		
FORMAL ON THE JOB TRAINEES (ENTER FIGURES FOR THE SAME CATEGORIES AS ARE SHOWN ABOVE)											
Apprentices											
Trainees											


\*NOTE: JOB CATEGORIES CAN BE CHANGED OR ADDED TO (EX. SALES CAN BE ADDED OR REPLACE A CATEGORY NOT USED IN YOUR COMPANY)

**PART V - Bidder Hiring and Recruitment Practices**

(Page 5)

1. Which of the following recruitment sources are used by you? (Check yes or no, and report percent used)				2. Check (X) any of the below listed requirements that you use as a hiring qualification		3. Describe below any other practices or actions that you take which show that you hire, train, and promote employees without discrimination
SOURCE	YES	NO	% of applicants provided by source *	(X)		
State Employment Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>		X	Work Experience	Our hiring committees include diverse employees who conduct interviews and every employee is assigned an advocate within the first 3 months of employment. During monthly check-ins, new hires are given the opportunity to discuss challenges they are facing and are offered training and mentorship opportunities.
Private Employment Agencies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Ability to Speak or Write English	
Schools and Colleges	<input checked="" type="checkbox"/>	<input type="checkbox"/>			Written Tests	
Newspaper Advertisement	<input checked="" type="checkbox"/>	<input type="checkbox"/>			High School Diploma	
Walk Ins	<input type="checkbox"/>	<input checked="" type="checkbox"/>		X	College Degree	
Present Employees	<input checked="" type="checkbox"/>	<input type="checkbox"/>			Union Membership	
Labor Organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>		X	Personal Recommendation	
Minority/Community Organizations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Height or Weight	
Others (please identify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>			Car Ownership	
	<input type="checkbox"/>	<input type="checkbox"/>			Arrest Record	
	<input type="checkbox"/>	<input type="checkbox"/>			Wage Garnishments	

Certification (Read this form and check your statements on it CAREFULLY before signing). I certify that the statements made by me on this BIDDER CONTRACT COMPLIANCE MONITORING REPORT are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to be declared in non-compliance with Section 4a-60, 4a-60a, and related sections of the CONN. GEN. STAT.

(Sign) 	(Title) Principal-in-Charge	(Date Signed) 10/31/2023	(Telephone) 718.260.6077
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\*This information is not available.



**Let's define  
the future  
together.**



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## COVER IMAGE

City of Stamford, Connecticut  
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