

FISHER COLLEGE



Institutional Master Plan

Submitted to:
Boston Redevelopment Authority

Submitted by:
Fisher College

Prepared by:
Catherine Donaher + associates

In association with:
Colliers International
Howard/Stein-Hudson Associates, Inc.
Choo & Company, Inc.

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Preamble

Fisher College (“Fisher” or “the College”) is pleased to submit this Institutional Master Plan (“IMP”), which identifies its proposed planning initiatives for the decade 2015 to 2025. Fisher holds a unique niche in the constellation of colleges for which the Boston area is known. It is noted as an institution dedicated to educating students – many the first in their families to attend college – from a broad range of racial, income and ethnic backgrounds, and preparing them for a lifetime of intellectual and professional pursuits. The Institutional Master Plan is the official regulatory vehicle through which Fisher seeks approval by the City to undertake limited changes to its facilities in order to continue to thrive in Boston and accomplish its educational mission.

Fisher College Institutional Master Plan Revisions

The Institutional Master Plan process prescribed by Article 80 of the Boston Zoning Code (“the Code” or “Zoning Code”) requires colleges to project their plans ten years into the future. The purpose of the process laid out in the Code is to ensure that well-planned development of institutional uses will reinforce the public service and economic development roles of institutions in the City and surrounding neighborhoods. By virtue of being a long-term plan, the Institutional Master Plan Notification Form (“IMPNF”) laid out for public discussion a proposed scenario by which Fisher could accommodate the future facilities changes and growth needed to continue to thrive on Beacon Street and accomplish its educational mission.

Fisher College submitted its IMPNF in June 2013, after a series of public meetings with the Fisher College Institutional Master Plan Task Force. The IMPNF included seven Proposed Institutional Projects, three of which involved the conversion of Fisher-owned rental properties at 115, 139 and 141 Beacon Street (the “Rental Properties”) to dormitory use for 129 students (43 beds in each building), to be accomplished incrementally over a ten-year period. Fisher proposed these additions to its housing inventory in order to keep constant its ratio of dormitory beds to enrollment (42%) as its enrollment increases over the ten-year term and to comply with City of Boston policy regarding the responsibility of colleges to house more of their students in college-affiliated housing.

Nonetheless, the three conversions to dormitories proposed in the IMPNF were met with strong disapproval from neighbors who insisted that the buildings remain in rental housing use. Several months of intense discussion and public meetings with neighbors and abutters, prior to filing the IMPNF, as well as in the years following, resulted in Fisher agreeing to

remove from the IMP the proposed conversion of the three Rental Properties – although student housing remains a critical institutional need and a priority of the City of Boston. Fisher also agreed that no such use conversion would occur in the foreseeable future. These three buildings will remain in commercial use.

A fourth project introduced in the IMPNF, an addition to the Carriage House area of the building at the rear of 118 Beacon Street, has also been removed from Fisher’s IMP in response to neighborhood concerns.

While Fisher’s ownership and institutional use of 111 Beacon Street were described throughout the IMPNF, they were not expressly included as a separate Proposed Institutional Project. Converting the building at 111 Beacon Street to institutional use is now included in this IMP as a Proposed Institutional Project.

IMP Public Process: 2013-2015

In January 2013, the mayor appointed the members of the Fisher College Institutional Master Plan Task Force, whose mission is to advise the Boston Redevelopment Authority (“BRA”) on the IMP proposals presented by Fisher. The names of Task Force members are provided in Table P.1. Soon thereafter, the BRA initiated a series of Task Force meetings with Fisher. These meetings drew a large audience of neighbors from Back Bay. In the many months since the filing of Fisher’s IMPNF, representatives of the College and neighbors in the Back Bay have met outside of the Task Force IMP process, to discuss and address high-priority concerns of Fisher’s neighbors on Beacon Street. In the late fall of 2014, these discussions were formalized and a Good Neighbor Agreement Working Group was convened. This Working Group meets regularly with the assistance and participation of the City of Boston’s Office of Neighborhood Affairs. The ultimate goal for this Working Group is the negotiation of a formal agreement between the parties on quality-of-life issues in the neighborhood.

Over the course of more than a year, representatives of the College and the neighborhood negotiated a Deed Restriction and Escrow Agreement, requested by the Neighborhood Association of Back Bay (“NABB”), which would prohibit the Rental Properties from being used as dormitories. In July 2014, Fisher College tendered to NABB the Deed Restriction and Escrow Agreement documents that Fisher was prepared to sign (these were documents which had been negotiated by the parties and which, at the time, were acceptable to NABB). In the fall of 2014, NABB asked to renegotiate the terms of the Deed Restriction and Escrow Agreement. In March of 2015, at NABB’s request, Fisher College agreed to include certain language in the Good Neighbor Agreement that would address concerns regarding the Rental Properties, instead of moving forward with the Deed Restriction.

Table P.1. Task Force Members

Peter Sherin	Beacon Street Resident, Neighborhood Association of the Back Bay (“NABB”) Member
Ben Starr	Beacon Street Resident, Beacon Hill Civic Association (“BHCA”) Member
Tani Marinovich	Executive Director, The Esplanade Association
Meg Mainzer-Cohen	Executive Director, Back Bay Association
Ed Zuker	Beacon Street Resident, NABB Member
Samuel Duncan	President, The Gibson House Museum
Andrea Vayda	Beacon Street Resident, NABB Member

Term of the Master Plan

The term of this Institutional Master Plan will extend for ten years from the date of its approval by the Boston Zoning Commission.

Chapter 1

Mission and Objectives

BACKGROUND

Fisher is a Boston-based college with a diverse student body – just the combination sought by young people who are facing the challenges of making their way in a global economy. Fisher College’s Boston campus has an enrollment for academic year 2014/2015 of 763 students, about 62.1% of whom are from Massachusetts and 22.5% of whom come from the City of Boston.

Fisher has prepared this first IMP because its facilities have exceeded the threshold (150,000 SF) defined by the Boston Zoning Code, Section 80D-2, whereby an Institutional Master Plan is required in order to use, renovate and add to its institutional facilities. The projects proposed in this IMP will supplement Fisher’s use of its existing owned and leased property in Back Bay and on Stuart Street in Chinatown. Fisher College’s buildings and its neighborhood are depicted in Figure 1.1.

Fisher proposes four institutional projects in this IMP. Throughout the text of this IMP, references to “institutional projects” or “institutional uses” include College or University Uses as defined in Article 80D of the Code. They are:

1. Converting to institutional use, for use as offices, a 17,250-square-foot commercial use building at 10-11 Arlington Street built in 1861, and purchased by Fisher in 2013;
2. Converting to institutional use, for classrooms and offices, an 8,232-square-foot educational use building at 111 Beacon Street, and purchased by Fisher in 2010;
3. Increasing its dormitory bed inventory by 48 beds over the term of this plan by inserting up to 25 beds into existing large rooms, and by converting space in an existing mixed use building at 116 Beacon Street (along the Fisher College Mall) to accommodate 23 more beds; and
4. Creating an outdoor terrace atop a portion of the roof of Alumni Hall at the rear of 104-114 Beacon Street.

Over the term of this IMP, the Proposed Institutional Projects will allow Fisher to meet its most critical space needs and accommodate the increased demand for

dormitory beds with minimal change to its historic neighborhood. Fisher will meet its space needs by adding beds to existing Beacon Street dormitories, moving administrative offices to 10-11 Arlington Street, using 111 Beacon Street for institutional use and creating new outdoor space at the rear of two of its Beacon Street buildings. With the completion of these Proposed Institutional Projects, Fisher will have more adequate and improved academic and administrative facilities, a small but meaningful increase in College-owned beds, and a highly desired outdoor gathering space.

It bears emphasizing that the total increase in size of Fisher's facilities resulting from its Proposed Institutional Projects is approximately 20,000 square feet, and none of that space requires constructing a new building in Back Bay.

Fisher in Boston

For more than a century, Fisher College has met its founders' call to move lives forward through education. Firmly established for 76 years in Back Bay of Boston, Fisher College provides educational opportunity for students of all ages and experiences.

The hallmark of the Fisher story is its embrace of change to meet the needs of both traditional college-age students and nontraditional adult students. Because Fisher College is committed to the equalizing power of education, it seeks to improve the lives and the work prospects of its students by empowering them to attain a higher education. The College embraces new methods of instruction and uses state-of-the-art technology to prepare students for the challenges they will face in their lives and workplaces. Fisher delivers pragmatic and focused programs that offer real-world value to its students.

Fisher was founded in Somerville in 1903, and opened its Boston Campus in 1910. The College moved to its Back Bay location in 1939, with the purchase of the building at 118 Beacon Street. The school traces its roots to educational entrepreneurs Myron and Edmund Fisher, who believed that immigrants in the early 1900s should have an opportunity to advance beyond unskilled labor jobs. Over successive decades, Fisher has continued to respond to the educational needs of each generation. After the Great Depression, Fisher attracted progressive women who were changing America's view of itself and of its workforce. The periods after World War II and the Vietnam War era brought veterans to Fisher eager to capitalize on the innovative night-school model in the newly created Division of Continuing Education. Today that program is the Division of Accelerated and Professional Studies ("DAPS").

Since its move to Beacon Street, Fisher has contributed to the improvement of the neighborhood through its presence at 118 Beacon and by purchasing and upgrading additional properties on Beacon, Marlborough and Arlington Streets. Over the decades, the College's investments in the neighborhood have been welcomed, as many of the once-proud properties in Back Bay had fallen into disrepair and underuse.

In 1952, the Board of Regents of Higher Education of the Commonwealth of Massachusetts approved Fisher as a two-year college. Just five years later, in 1957, it was given degree-granting powers. In 1970, Fisher gained accreditation from the New England Association of Schools and Colleges.

The late 1990s brought students from across the country and from around the globe into the Fisher community through a pioneering distance and online education model. In 1998, the College welcomed men for the first time in its recent history into its Day Division. Seventeen years later, the student body in the Day Program is 52.6% female and 47.4% male students. In 1999, Fisher introduced its first baccalaureate program. In 2001, the first bachelor's degree in management was granted, and in 2015, Fisher introduced its first master's program. Today, Fisher College's core undergraduate Day Division, which is the academic driver of all of Fisher's facilities' needs, comprises the associate and bachelor's programs. It boasts a diverse population of students from all parts of the United States and from many foreign countries.

For over 110 years, Fisher College has continued to recognize the educational needs of society as they have evolved and changed, and it remains responsive to students by offering relevant academic programs along with comprehensive support services.

Today, Fisher shapes a generation that is both more connected to and more influenced by the world around it – and sees its possibilities. Fisher's broad reach provides models of courses and programs aimed at both traditional college students and working people seeking career advancement. Fisher's successful multi-program education model is evidenced by the demand for new programs, and the services and activities that support them. Fisher is poised to continue to meet its aspirations and it is stronger and better-positioned than at any time in its history.

Fisher's Back Bay Architecture Anchors Its Student-Centered Model

The emphasis on personalized/individualized attention to students is made possible, in part, by the configuration of Fisher's academic and living spaces. The residential feel of Fisher's buildings, with their small scale and familiar arrangement of rooms, reinforces the importance of the individual student while providing a particularly

nurturing environment for all students. Classrooms are the right size for an average class size of fewer than 20 students; seminar rooms at an even smaller scale allow for easy, inclusive discussions.

The unimpeded flow of student activity in adjoining small buildings, from residence hall to classroom to cafeteria to library, helps reinforce the strong commitment to building community among a very diverse student body and is a truly unique living and learning experience that few colleges can offer. It is fair to say that Fisher would not be Fisher if the correspondence between its educational model and its buildings – their scale and configurations – did not exist. This is the essential reason that Fisher has continued to thrive in these buildings on Beacon Street for over 75 years.

As the baccalaureate and master’s degree offerings grow and the associate degree provides an entry point for a decreasing proportion of students, Fisher projects that its full-time day enrollment will increase in relatively small increments of about 30 students per year over the term of this plan. This level of growth is essential so that the College can continue to expand its curriculum and ensure academically appropriate class sizes for new programs and course offerings.

The relatively small changes to Fisher’s facilities proposed in this IMP are proportionate to the small increments in enrollment anticipated by 2025. When the Proposed Institutional Projects are completed, the College’s facilities will be well-suited to serve a student body that is increasingly seeking a baccalaureate or higher degree, and will provide sufficient additional space for new learning and teaching configurations driven by changing societal needs and fast-evolving technologies. These improvements will be accomplished without sacrificing the scale and quality of the academic environment that provides Fisher students with a unique and effective educational experience.

MISSION STATEMENT

Fisher College improves lives by providing students with the knowledge and skills necessary for a lifetime of intellectual and professional pursuits.

Fisher’s mission statement captures the charge Fisher adopted more than a century ago: to design, to constantly refine, and to deliver pragmatic and focused education programs that prepare students for personal and professional growth. In essence, the goal of preparedness for education, for career and for life has withstood the changes of the past century, and it remains relevant in this new century as well.

Fisher students are trained as both critical “thinkers” and “doers.” Field placements, a critical and formalized component of the academic curriculum, introduce Fisher

students to the world of work while they are also learning in the classroom. At Fisher, the experience of going out into the world to make a difference begins in the first semester.

Fisher is an institution with many assets: the strong commitment of faculty, staff and students to Fisher's workforce-oriented mission; the prime location of its core facilities, which offer the convenience of central Boston; and a curriculum that attracts a diverse array of students.

COLLEGE OBJECTIVES

Fisher's academic mission underpins and informs the four major strategic planning objectives that drive Fisher's priorities and fundamental needs. They are:

1. Continue the transition to becoming a predominately baccalaureate and graduate degree institution while recognizing the need to continue to offer associate degree and certificate programs.
2. Pursue necessary growth and investment in the College to fulfill its mission and sustain its place in the ever-changing higher education community.
3. Enrich the learning environment of the College by continuing to increase its educational offerings and resources.
4. Maintain the College's strong financial health.

ACADEMIC PROGRAM AND DEGREES

The College's deepening commitment to baccalaureate and now graduate education is a defining change that was introduced in 1998, with the first Bachelor of Science degree in Management being granted in 1999, and continues today with the approved graduate program. Several indicators motivated Fisher to move in this direction, as they pointed to trends that would directly impact Fisher's ability to compete effectively in higher education:

- Graduates with a bachelor's-level degree are better-prepared for today's workplace and are more desirable to potential employers;
- Enrollment in the Business Administration program was on the rise, and demand from students indicated that they wanted to remain at Fisher to complete their baccalaureate degree and even seek a master's degree.
- Fisher's ability to attract the students it seeks to educate was compromised by offering only associate degrees, which, although an appropriate credential in some limited fields, had increasingly diminished in relevancy.

Fisher has constructed a continuum of academic programs that provide students with a range of educational options – namely, an associate degree, a baccalaureate degree and a master’s degree.

The educational model at Fisher is characterized by what have been Fisher’s hallmarks throughout its history: highly personalized teaching and customized learning for students in small classes in a caring environment. Regardless of whether a student is in a conventional classroom, a small group tutorial or an online course, Fisher places high value on reaching its students and meeting their unique learning needs and overall academic goals.

Baccalaureate Degree

Baccalaureate degrees at Fisher emphasize the application of field-specific, pragmatic knowledge. The curriculum is reinforced by a career readiness model, which allows students to invest in their learning, to overcome challenges and to recognize opportunities.

With careful planning and programmatic design, over 15% of Fisher students who, upon matriculation, had intended to seek only a two-year associate degree go on to complete a bachelor’s degree at Fisher College without loss of credit. To accomplish this, Fisher has established a coherent continuum of educational opportunity which builds on long-standing academic strengths while enhancing the programmatic repertoire. Students find a combination of intellectual; creative; and practical, real-world learning experiences through the Fisher curriculum.

Baccalaureate programs are offered in the following areas:

- Communication and Media Studies
- Criminal Justice
- Human Services
- Liberal Arts
- Management programs, which include concentrations in:
 - Accounting
 - Computer Information Systems
 - Fashion Merchandising
 - Health Care Management
 - Health Information Management
 - Hospitality and Tourism Management
 - Human Resources Management
 - Leadership

- Marketing
- Sports Management
- Marketing
- Psychology
- Registered Nurse to Bachelor of Science in Nursing

Baccalaureate programs are also in development for:

- Biology
- Sports Management

Associate Degree

At the same time that baccalaureate programs take hold at Fisher, the associate degree and certificate programs continue to serve an important educational role. These credentials are important to many students, particularly first-generation students testing the higher education waters, adult learners seeking advancement and countless others who recognize the inherent value of higher education. As noted above, many students who successfully complete the associate degree program go on to enroll for the two additional years needed to achieve their bachelor's degree.

The associate degree program, historically the core of Fisher's academic offerings, remains an important component of its academic mission. This program provides students with the foundation for lifelong learning and success in their professional careers.

Associate degrees are granted in the following areas:

- Business Administration
- Criminal Justice
- Early Childhood Education
- Fashion Merchandising
- General Studies
- Health Information Technology (online)
- Health Sciences
- Liberal Arts
- Medical Assisting
- Psychology

Master's Degree

The first master's degree at Fisher builds upon the career readiness model. The MBA program consists of 15 courses built around the Characteristics of Excellence in Business Education provided by the International Assembly for Collegiate Business Educators, from which accreditation is in progress. The program meets these characteristics through an integrative approach to content delivery, along with the use of learning activities that will build upon the core undergraduate skills of critical thinking and subject matter knowledge.

Continuing Education

A consistent component of Fisher's mission has been the focus on education for working adults, who often juggle the equally demanding responsibilities of work and family. The Division of Accelerated and Professional Studies ("DAPS") is Fisher's continuing education program. DAPS increases educational access through flexible scheduling at four locations – Boston, North Attleboro, New Bedford and Brockton (including the Brockton School of Nursing) – as well as through its distance learning program, Fisher Online.

Following an asynchronous 24/7 model, Fisher Online courses are accessible wherever the Internet is available. Hybrid courses, which are available at all Fisher locations, blend the classroom and virtual learning experiences. Upper-level courses are typically blended, and students at Boston and North Attleboro may enroll in Saturday classroom-based courses. The continuing education and online programs are not the subject of this Master Plan but are described here to provide information about the full range of Fisher's academic offerings

FISHER'S FACILITY NEEDS

Fisher needs to add institutional space to serve both its students and its larger community so that it can:

- Upgrade academic facilities and enhance technology
- Increase dormitory capacity and reduce reliance on leased space
- Reduce overcrowding of faculty and staff offices
- Improve the student life experience
- Meet the expectation of its growing body of baccalaureate and graduate students
- Accommodate both existing unmet needs and the growth described in this IMP

Along with its programs and curriculum, Fisher's student body has also changed and grown over the past several decades without a proportional increase in the size and array of its facilities. For over 40 years, from 1962 to 2006, Fisher did not increase its space inventory at all to support its mission, and by the beginning of the 21st century, its buildings were overcrowded.

Not until 2006 and 2010, when two nearby properties became available for classroom and office use, was Fisher able to increase its physical space. These two properties compensated for space in Back Bay sold in the 1970s, and returned Fisher to its prior baseline physical capacity. The opportunity to purchase a third building, 10-11 Arlington Street, in 2013, resulted in further increasing Fisher's capacity so that administrative offices from buildings on Beacon Street could be relocated, thereby freeing up space on Beacon Street needed for the academic amenities expected in a baccalaureate and graduate program, as well as increasing available residential and social space. These properties are discussed on page 2-2 in Chapter 2 in the section headed Existing Facilities and Uses.

Providing additional academic amenities and additional beds in buildings already owned by Fisher and alongside existing dormitories will allow the College to take full advantage of the existing student services on the Mall on Beacon Street, where student life is already concentrated, and to strengthen the sense of community among the diverse student body while minimizing any impact on the neighborhood. Given its location in residential Back Bay, Fisher is unlikely to be able to meet the City's policy of housing an even greater percentage of its college students in college-managed housing. However, increasing the number of beds in existing buildings will at least help meet the demand from prospective students for Fisher-owned housing.

IMP Summary

The four Proposed Institutional Projects in this IMP are designed to address these pressing needs. The Proposed Institutional Projects will 1) convert the 10-11 Arlington Street building from commercial nonprofit office use to institutional office use; 2) convert the zoning of 111 Beacon Street building from school use to institutional classroom and office use; 3) introduce 48 new beds, in small increments needed over the next ten years, into existing rooms in the dormitory buildings on Beacon Street; and 4) construct an outdoor terrace on a portion of the roof of the addition at the back of 104-114 Beacon Street.

All of the Proposed Institutional Projects listed above and shown in Figure 5.1 are described in detail in Chapter 5. Collectively, they advance the goals and objectives of Fisher for the next ten years. Fisher will look to meet needs, beyond those

anticipated in this plan or that unforeseen circumstances give rise to, outside the residential area of Back Bay.

Community Benefit Summary

Fisher College is an active institutional citizen and an active member of its Back Bay neighborhood and community. Fisher is an institution that practices what it teaches its students – that learning and service are lifelong activities and that it is the responsibility of every citizen and institution to do its part. Chapter 10 of this IMP provides an account of the many categories of service that Fisher offers to its neighbors in Back Bay and to the City of Boston as a whole. Fisher is active in the Back Bay neighborhood and in local interest groups, including the Neighborhood Association of the Back Bay, the Back Bay Association, The Esplanade Association, the Back Bay Garden Club and Gibson House Museum. Neighbors in Back Bay are welcome to use the Fisher College Library as their local branch library, and some also take advantage of the speaker series, to which all Back Bay residents are invited.

Fisher's College 101 program offers Boston public high school students the means to successfully navigate their route to college through a unique program that brings them to Fisher for college courses while they are still in high school, providing them not only with the potential to earn tuition-free credits which will transfer to most institutions of their choice but also with invaluable acclimation to a college environment. Through Fisher's College 101 program, participants obtain the skills and experience necessary to matriculate in college after they are graduated from high school.

Fisher's various departments coordinate and direct students to a variety of programs where Fisher students, faculty and staff partner with public schools, neighborhood organizations throughout the City, and government agencies to bring skills and resources to meet community needs. Partners include Hale House, Ellis Memorial Children's Center, Match Charter School, Massachusetts General Hospital, Safe Haven Shelter, The Salvation Army and Women's Lunch Place, among many others. A full description of Fisher's community engagement is provided in Chapter 10.

PROJECT TEAM

The project team assembled to prepare this IMP includes the following firms and individuals:

Proponent

Fisher College
118 Beacon Street
Boston, MA 02216
Contacts: Carolina Avellaneda, General Counsel and VP of Operations, and Steven Rich, VP of Finance

Campus Development Consultant

Catherine Donaher + associates
20 Copley Street
Brookline, MA 02446
Contact: Catherine Donaher, Principal

Government and Community Relations Consultant

Colliers International
160 Federal Street
Boston, MA 02110
Contact: Peter Gori, Asst. VP

Architect

Choo & Company
One Billings Road
Quincy, MA 02171
Contacts: Arthur Choo and Scott Treneer

Legal Counsel

McCarter & English, LLP
265 Franklin Street
Boston, MA 02110
Contact: Cynthia Keliher, Esq.

Transportation Consultant

Howard/Stein-Hudson
11 Beacon Street, Suite 1010
Boston, MA 02108
Contact: Keri Pyke



Figure 1.1
 Fisher College Buildings and Neighborhood Context

Chapter 2

Existing Fisher Facilities

AN URBAN COLLEGE

Fisher’s location at the foot of Beacon Hill and in the historic district of Back Bay is integral to the College’s mission and objectives. Its urban setting allows for close ties to nearby institutions and businesses for student internships and many forms of experiential learning. While a small college with a small footprint, Fisher shares the qualities of many urban colleges and universities which integrate their facilities into the surrounding urban fabric, share the streets and open spaces with the larger city, and offer their students a more cosmopolitan experience than schools with campuses set apart from the daily life of the city. Fisher has a 76-year history and presence on Beacon Street that will continue as the College seeks to meet the academic and social needs of its community.

The current Fisher College institutional facilities are best understood as a collection of ten small brownstones purchased between 1939 and 1965. This core of buildings was supplemented by two acquisitions in the past eight years: 111 Beacon Street and One Arlington Street, both used for classrooms and offices. All of Fisher’s buildings were originally mansions built in the late 19th and early 20th centuries and converted for institutional and dormitory use.

The total land area occupied by these twelve buildings is just over one acre. Fisher does not own any open land, but is adjacent to one of Boston’s great amenities, the Charles River Basin. Eight of its Beacon Street buildings are on the “water side” of the street; they offer dramatic views of the Charles River and the Esplanade. Three other institutional buildings on the south side of Beacon Street back onto an alley shared with buildings on Marlborough Street. A unique and much-treasured nearby open space, the iconic Boston Public Garden, sits across from Fisher’s building at One Arlington Street.

EXISTING FACILITIES AND USES

Academic, Administrative and Student Services

The buildings owned or leased by Fisher which are in institutional use total 158,896 square feet. Approximately 40% of this space is dedicated to housing, dining and student services; another 40% is dedicated to classrooms, laboratories and faculty offices. The remaining space is for administration, maintenance and institutional support services. See Table 2.1 for a listing of Fisher's existing institutional properties.

Fisher's main building, at 118 Beacon Street, is a grand granite structure that was built in 1907, to be used as the home of H.P. King (the original structure at that address, which was built in 1858, was demolished by the Kings). Fisher bought the building from the King family in 1939. The building houses the library, classroom space, the Tutoring Center and the President's office. The buildings at 108 and 111 Beacon Street and One Arlington Street house a combination of classroom and institutional office uses.

Adjacent to the main building, Fisher owns six contiguous six-story Victorian brownstones and a brick building at 102 Beacon. Five of these buildings, located at numbers 102, 104, 106, 112 and 114, are dormitories, as are the two brownstones across the street at 131 and 133 Beacon Street, and half of the 116 Beacon building is for dormitory use as well. These Beacon Street dormitories contain all of Fisher's owned beds, with a total capacity of 289 beds. Individual dormitory room sizes vary from single occupancy to quad style, with interiors highlighted by bay windows and exposed wood. Fisher's institutional buildings are shown on Figure 2.1.

The heart of Fisher College is the Mall, a 1960s one-story addition of 6,000 square feet at the basement level extending along Back Street from behind 104 through 114 Beacon Street. An internal corridor through the Mall connects all eight buildings on the north side of Beacon Street – two academic buildings and six dormitories. This corridor creates an internal backbone where the social activities of Fisher students are concentrated.

Another feature of the Mall is that it brings student activity indoors and focuses it within the dormitory buildings. The College Mall provides students with indoor gathering and communal spaces where they have the least effect on neighbors. With no access to undeveloped land in its midst, Fisher arrived at this ingenious way to create the heart of its school.

The Mall is the access point to Alumni Hall, the College's largest open, flexible room; the recently remodeled cafeteria where students gather not only to eat but also to socialize and watch television; and various student services, including the Dean of Students, housing offices, the Student Health Office and the Tutoring Center. The Falcon's Nest, a small café along the Mall, provides convenience items, grab-and-go food, seating, and wireless Internet and TV access.

The Mall also provides the main entrance to the six residence halls on the north side of Beacon Street, which currently house 77% of all of the Fisher College dormitory beds on Beacon Street. Fisher has two other residence halls across Beacon Street, at 131 and at 133 Beacon Street, where the Student Center is also located. The Student Center is social space used in between classes, primarily by commuting students.

Taking advantage of rare property purchase opportunities in close proximity to Beacon Street, Fisher purchased One Arlington and 111 Beacon in 2006 and 2010, respectively. These were the first new buildings bought by the College for academic use since the 1960s. These properties were purchased in an effort to restore the complement of institutional space Fisher had three decades earlier when it owned 86 Marlborough Street and 181 and 183 Beacon Street (which were sold in the 1970s). In fact, One Arlington Street and 111 Beacon Street replaced only three-quarters of the institutional space Fisher sold in the 1970s.

One Arlington Street, purchased from the owners of the Boston School of Modern Languages, was restored and renovated, and is now used for classrooms and offices, as is the building at 111 Beacon, the former Butera School of Art. Through the acquisition of One Arlington Street, the College was able to add classrooms and to relocate some administrative offices from Beacon Street buildings, thus freeing up space in those buildings for student support services, the international student center and faculty offices. The classrooms at 111 Beacon also helped reduce overcrowding and overuse of classrooms.

Continued pressure on its facilities, especially for administrative and faculty offices, prompted Fisher to find another building for purchase in the vicinity of its core facilities. One such opportunity presented itself in September 2012, when the 17,250-square-foot property at 10-11 Arlington Street was offered for sale. Fisher made the successful bid on that building and took ownership in early March 2013. The six-story-plus-basement building at 10-11 Arlington Street is the home of the Tellus Institute, which occupies some of the space; the rest is leased to other nonprofit tenants or is vacant. Fisher will begin to take occupancy of this building upon IMP approval.

Table 2.1 Fisher Existing Institutional Properties: Owned and Leased College and Institutional Uses

<u>Building Address</u>	<u>Current Institutional Subuses</u>	<u>Gross Square Feet</u>	<u>Year built</u>	<u>Year Bought</u>	<u># stories</u>	<u>Condition</u>	<u>Tenure</u>	<u>Beds</u>	<u>Proposed Action</u>	<u>Parking</u>
102 Beacon	Residential Student Services Administrative	21,179	1938	1962	6	good	own	76	see Proposed Institutional Projects	see note 5
104 Beacon	Residential Student Services Administrative	11,100	1856	1962	6	good	own	29	see Proposed Institutional Projects	"
106 Beacon	Residential Student Services Administrative	11,610	1868	1962	6	good	own	34	see Proposed Institutional Projects	"
108/110 Beacon	Academic Administrative	18,619	1856	1961	6	good	own	n/a	no proposed action	"
111 Beacon	Academic Administrative Student Services	8,232	1863	2010	6	good	own	n/a	see Proposed Institutional Projects	"
112 Beacon	Residential Student services Administrative	9,253	1856	1944	6	good	own	34	see Proposed Institutional Projects	"
114 Beacon	Residential Student Services Administrative	8,938	1856	1952	6	good	own	33	see Proposed Institutional Projects	"
116 Beacon	Academic Administrative Residential	8,447	1856	1954	6	good	own	16	see Proposed Institutional Projects	"
118 Beacon	Academic Administrative Student Services	20,735	1907	1939	6	good	own	n/a	no proposed action	"
131 Beacon	Academic Administrative Residential Student services	10,583	1861	1961	6	good	own	33	no proposed action	"
133 Beacon	Academic Administrative Residential Student Services	9,830	1861	1961	6	good	own	34	no proposed action	"
One Arlington	Academic Administrative	10,370	1861	2006	6	good	own	n/a	no proposed action	"
19 Stuart Street 5th Floor	Residential	10,000	Lease Start 2012	Lease End 2017	n/a	n/a	lease	55	no proposed action	0

Total Owned/Leased

158,896

344

26

Notes:

1. 10-11 Arlington Street is not in institutional use and thus is not included in this table.
2. 111 Beacon Street is in institutional use but requires a zoning reclassification from trade school use.
3. Fisher does not have building height information for its properties
4. Fisher does not have off-street loading for its buildings. See Chapter 7 for description of on-street loading.
5. Fisher's 26 parking spaces (23 on Back St, 1 at 111 Beacon St and 2 at rear of 10-11 Arlington) are shared by all of its buildings on Beacon Street and One Arlington
6. There are no building linkage payments on Fisher properties

Dormitory Beds

Given the scarcity of available real estate in its immediate area, Fisher has had to rely on the rental market, particularly for dormitory space and playing fields. Although institutions far prefer to control their destinies by owning their facilities, renting can be an acceptable interim condition. Over the long term, Fisher aims to own as much of its critical academic and residential space as possible, but owning athletic facilities is unlikely.

Fisher has a five-year lease for dormitory use of the fifth floor of 19 Stuart Street, a building owned by Hostelling International on Stuart Street, about a mile walk from Fisher's Beacon Street properties. This lease, for about 10,000 square feet, started in the fall of 2012, and expires in the spring of 2017. It provides a Fisher-only floor with 55 beds. All support services and programs available to dormitory residents are made available to resident students living on Stuart Street.

Leasing dorm space subjects Fisher to the vagaries of cumulative housing demand among the many colleges in Boston. It is difficult for small colleges to find lease terms that offer multiyear security for the number of beds needed. Fisher knows from its many years of seeking beds on the rental market that leasing will not provide the number of beds required to meet its ten-year projections in its immediate vicinity. Equally compelling is the fact that owning its core buildings is financially prudent. Spending its capital to renovate and maintain property it owns accrues to the College's assets – as compared with losing sunk costs when leases expire – and provides the reliable inventory of core space the College needs to run its operation.

Athletics

In the absence of nearby sports facilities, Fisher teams currently utilize soccer fields in Medford (men's and women's soccer) and a gym/field house and playing fields in Lynn (men's baseball, women's softball, and men's and women's basketball), where the teams practice and compete.

Service and Loading at Fisher

Because Fisher resides in historic residential buildings, it does not have an off-street loading dock dedicated to servicing and loading for the properties. For deliveries to the main buildings, Alumni Hall and the Mall, including the main dining facilities and vending machines, trucks access the exterior loading area on Back Street, a private way, at the rear of 106 Beacon Street. In the course of conversations with neighbors who also use Back Street to access their homes or travel eastbound to Mugar Way, it was pointed out that conflicts sometimes arise when more than one truck arrives at

the same time to service the College. In response to this issue, Fisher implemented the following new policies and procedures related to service and loading.

First, Fisher permanently dedicated former parking spaces on the south side of Back Street for commercial loading. Second, Fisher promulgated a policy requiring each delivery truck driver to telephone the Fisher College Public Safety Department 20-30 minutes prior to their arrival at the College. This affords the College's Public Safety Department and the College's maintenance and food service staff time to ensure that there is ample loading area for the delivery to occur safely and without conflict. Also, Fisher has worked with its neighbors at 100 Beacon Street to adjust the location and angle of the College's Dumpster in the loading area, which has provided additional room for trucks and other vehicles to maneuver on Back Street. See Figure 7.9 Back Street Parking and Loading.

As noted above, Fisher limits itself to a single trash Dumpster which is located on Back Street. This Dumpster is emptied six days a week in order to maintain cleanliness. Recycling is emptied twice a week from rolling totes that are kept at the rear of 118 Beacon. Additional information regarding service and loading is provided in Chapter 7.

Parking

Fisher currently provides a very limited amount of parking for its executives and other faculty and staff on its property. Twenty-six spaces, 23 of which are located on Back Street, are used for the College vans and for designated College faculty and staff vehicles; one other space, located at the rear of 111 Beacon Street, is also used for College parking. Two more spaces are located at 10-11 Arlington Street. Additional information regarding parking is contained in Chapter 7.

Residential Rental Properties

The three residential Rental Properties, at 115, 139 and 141 Beacon Street, presented in the IMPNF as three Proposed Institutional Projects have been removed from the IMP. Fisher is not requesting zoning changes for these buildings.



Figure 2.1
 Fisher College Properties Owned and Leased

Chapter 3

The Fisher Community

STUDENT POPULATION: CURRENT AND FUTURE

Through its diverse student body, Fisher College embodies the changes underway in modern-day America. Fisher offers a window into society and captures, as it has for over 110 years, the extraordinary stories of unique individuals pursuing their educational and professional goals. Fisher remains – and always has been – true to its mission and ready to help students reach their educational and professional goals. Fisher serves traditional students living on Beacon Street or commuting from their homes, international students seeking a cosmopolitan city, and adult learners balancing work and family, whether in a traditional, evening or virtual setting.

Fisher allows students to explore and to cultivate the intellectual, social, physical, emotional, ethical and cultural dimensions that make them unique, thoughtful and well-rounded individuals. Preparing students for careers requires an appreciation for multiculturalism, as well as an understanding of responsible, ethical and participatory citizenship.

Fisher's student body today reflects the shift from an open admission policy to the implementation of new admission standards in 2004, and the transition to a four-year program. These new academic standards redefined the College's commitment to recruit and enroll students who have a greater ability to succeed and persist in their chosen degree program and to graduate successfully. Fisher reaches out to first-in-the-family students by connecting with families that are new to the college admission process and by collaborating with organizations like American Student Assistance, College Planning Centers, Upward Bound, TRIO, Educational Talent Search, Bottom Line and The BASE. As a result, first-in-the-family students receive counseling and access resources that prepare them for the challenges and opportunities of higher education.

Fisher had 820 students enrolled in 2012/2013, which has served as Fisher's baseline enrollment in the IMPNF and IMP. As previously mentioned, Fisher enrolled 763 full-time undergraduates in its bachelor's and associate degree programs in Boston in academic year 2014/2015. About 22.5% of these students come from the City of Boston, and 16% of these students represented a myriad of foreign countries. Of the domestic students who reported race/ethnicity, 27.3% were Hispanic and 21.4% were

Black or African American. These students are drawn to Fisher for the personalized attention they receive from faculty, small classes and work experiences that prepare them for their future. They choose Fisher over other colleges for its intimacy, the comfort of the small-college experience and its location in the heart of historic Boston. Students also appreciate the beauty, charm and character of the historic 19th-century buildings. Most of all, students value the high-quality education and real-world experience they receive at Fisher.

Fisher's commitment to enabling college access to students across a wide income spectrum remains strong. The profile of the fall 2014 domestic student body illustrates Fisher's economic diversity: 25% of financial aid applicants had an estimated family contribution of \$0; 65% were eligible for Pell Grants; and 95% received institutional aid, with the average award exceeding \$13,000. This financial assistance makes a difference in students' lives. A survey administered in November 2013 by the Office of Career Services indicates that over 91% of Fisher graduates responding to the survey were currently employed or are continuing their education. Additionally, 81% of those who indicated that they are employed reported that they are currently employed in Massachusetts.

Future Enrollment: 2015-2025

In order to fulfill its mission, Fisher must make the changes necessary to underscore its unwavering commitment to be a learning community – a learning community that is preparing the next generation of the workforce which will sustain our society. To accomplish this, Fisher plans to grow to about 1,100 students in the combined associate, bachelor's and master's programs over the ten-year term of this IMP. This amounts to an average of about 32 additional students per year, using the past four years as representative of a likely enrollment range, distributed among the associate, bachelor's and master's degree programs.

This growth in the student body is necessary for many reasons: first, to obtain the critical mass necessary to support academic programs – especially an expanding baccalaureate program and the new master's degree program; second, to provide the right environment for robust analysis, discussion and interaction in class; third, to ensure the faculty size necessary to cover the range of courses essential to meet academic standards and student expectations; and fourth, to attract a larger component of full-time faculty with doctoral degrees. The academic mission of the College “to improve lives by providing students with the knowledge and skills necessary for a lifetime of intellectual and professional pursuits” is the imperative that drives Fisher to undertake these necessary changes.

Student enrollment for the Day Program for the past seven years at Fisher is shown in Table 3.1. Full-time enrollment in the Day Program for that period has increased on average by about 3.5%. Over those years, average yearly growth has been 22 students. Students are increasingly coming to Fisher for a bachelor’s degree, as evidenced by the increase in Bachelor of Arts enrollment from 45% in 2008, to 64% in 2014, with the corresponding drop in associate degree students, which moved from 55% to 36%.

Table 3.1. Enrollment in Day Program, 2008-2014

Year	Day Students	Percentage Change	Number Change
2008	631		
2009	660	4.6%	29
2010	671	1.7%	11
2011	757	12.8%	86
2012	820	8.3%	63
2013	788	-3.9%	-32
2014	763	-3.2%	-25
Cumulative Change		20.9%	132
Average Change		3.5%	22

Academic Plan Limits Effects of Enrollment Growth

Having made the transition to a college with increased emphasis on a full four-year college education, Fisher continues to explore and incorporate new educational opportunities for all of its students. Fisher’s academic plan for the future is to provide an array of educational and experiential offerings that will not only affect the academic experience for their students but also likely offset the anticipated yearly growth in the daily student population on Beacon Street. Fisher’s academic plan consists of several components; the two that will make the most difference for the number of students in daily attendance on Beacon Street are 1) internships and foreign study programs – namely, increasing opportunities for experiential learning; and 2) new teaching modalities – in particular, taking advantage of instructional methods provided by new technologies.

Increasing substantially the number of students who are “off campus” for a term in a full-time internship or a study abroad program will reduce the number of students “on campus” every semester. Other students will engage in part-time internships

where they spend full days at a workplace to gain experience as part of their course of study. This approach ensures that students get a deeper immersion in the world of work and also reduces the daily student population on Beacon Street.

New learning methodologies, where students are enrolled in either blended (class attendance combined with online instruction) or fully online courses, mean that on any given day there will be fewer students on campus. Where today a typical student comes to campus five days a week, Fisher expects that many students will come only four days a week distributed over the five weekdays, thus substantially reducing the number of students each day.

Taken together, these new elements of Fisher's instructional model are intended to have the effect of reducing the overall census of students on Beacon Street every day. When these programs are fully developed over the next several years, it would not be unreasonable to expect that there would actually be no substantially greater number of students on Beacon Street on any given day than the 820 students who were enrolled in 2012, the year the IMP process got underway and the year of the baseline enrollment for this IMP.

Enrollment/Housing Ratio

In its IMPNF, Fisher proposed an enrollment and housing plan that kept constant at 42% the ratio of residents housed in Fisher-operated housing over the next ten years. However, due to strong neighborhood opposition, Fisher agreed to remove from its plans the Proposed Institutional Projects that offered most of its additional beds – conversion of the Rental Properties on Beacon Street to dormitories. Initially introduced in the IMPNF, Fisher retains herein its proposal to introduce 48 beds to its existing dormitory buildings, in accordance with the City of Boston's mandate that colleges maximize the utilization of their existing real estate resources to absorb growth. As enrollment grows and moves in increments toward the school's ten-year goal of 1,100 students, Fisher will look in areas outside of residential Back Bay to meet its housing needs.

DAPS Students

The student enrollment goals stated above represent full-time students in the Day Program. Boston classes for the Division of Accelerated Professional Studies are held between 5:30 p.m. and 8:00 p.m. on Monday through Thursday evenings and on Saturday between 9:00 a.m. and 3:30 p.m. DAPS students are traditionally part-time students and often take their classes online. The 68 students registered for DAPS classes in Boston in fall 2014 would have taken classes spread out over the five class

days. The number of DAPS students currently attending classes in Boston ranges from 16 to 22, depending on the day of the week.

Online Learning

Fisher's DAPS allows students to take online courses without being present in a classroom in Boston. Many students in the Day Division and DAPS take a combination of traditional and online courses to fulfill their degree requirements. Students taking online courses are counted in either the Day Division or DAPS enrollment category.

FISHER FACULTY AND STAFF

The cornerstone of Fisher College has always been a faculty passionate about making a difference in students' lives and dedicated to student learning and engagement. These talented educators, both full-time professors and adjunct instructors, live the College's mission, and they are the spirit of Fisher.

Fisher's professors are committed to teaching and learning. Professors identify with Fisher students and work together to create a supportive learning environment. Full-time faculty members hold the rank of assistant professor, associate professor or professor. The average teaching load equivalent of three/three (three courses in the spring and three courses in the fall) accommodates the high expectations for faculty responsibilities and involvement and strengthens the overall Fisher experience. Fisher will remain a teaching institution; however, the level and output of scholarship and research will continue to increase as the percentage of faculty with doctorates continues to increase (currently 70% of faculty have terminal degrees or are in the process of earning one). As the level and output of scholarship and research increase, the College's reputation, as well as its network within and outside the higher education community, will be enhanced.

PUBLIC SAFETY

The Fisher College Public Safety Department ("FCPSD" or "the Department") is a 24/7 department made up of police officers, Public Safety Officers ("PSOs") and contract security guards. Currently the Fisher College Public Safety Department has 11 employees, including seven full-time certified police officers: a chief, two lieutenants, one shift supervisor and three patrol officers. There are also three part-time patrol officers and one full-time Public Safety Officer. The Department is supplemented by contracted security guards. The Department reports to the General Counsel's Office. All calls and dispatches are handled by the FCPSD front desk at 116 Beacon Street.

Over half of the full-time members of the Fisher College Public Safety Department have college degrees, including two with advanced degrees. Members of the FCPSD come to the department with many years of experience in the law enforcement field, particularly in campus law enforcement, and some members are former Boston Police Department officers. All Campus Police officers gain their police authority through Massachusetts General Laws, Chapter 22, Section 63. They are warranted as Special State Police Officers (“SSPOs”) through the Massachusetts State Police and have attended a certified police academy to obtain these powers. SSPOs have the authority to arrest on any property owned or operated by Fisher College.

The Public Safety Department is tasked with ensuring that Fisher College is a safe place to live, work, study and visit. The Department works with the Dean of Students Office to require new students and their families to attend orientation training that covers rules and standards of conduct and the consequences if those rules are not followed both on and off campus. In addition, the College works with outside law enforcement and other colleges and universities to identify students who have been stopped or arrested away from Fisher College property, to ensure those students are held accountable for conduct violations through the Fisher College Student Code of Conduct process.

Community Policing

FCPSD utilizes a community policing model as an organizational strategy that promotes a partnership between the community and the Public Safety Department. It is based on the premise that both the Public Safety Department and the stakeholders in a community must work together to identify, prioritize and solve the relevant public safety issues that affect the overall quality of life in the area. With this philosophy in mind and in anticipation of its projected growth, the Department has designated an officer as the community policing liaison officer. This officer works directly with the chief to identify the issues that affect every stakeholder, including non-Fisher parties, in our community and to identify solutions that satisfy all relevant parties. This officer works together with the night-shift supervisors to ensure that Fisher is represented at neighborhood meetings and other outreach events that will help the College identify, address and solve neighborhood quality of life issues. Fisher also has an email address – neighborhoodaffairs@fisher.edu – dedicated to receiving comments from neighbors. All neighbor complaints received by the PSD are also forwarded to the General Counsel’s Office.

FCPSD offers periodic awareness programs that are open to the community, including Rape Aggression Defense (“RAD”) classes and shorter workshops on specific topics such as general safety or emergency preparedness. Members of the larger community are always welcome at any of Fisher’s safety programs.

Patrols

As a general rule, a minimum of two officers work every shift, with at least one officer available to patrol and respond to calls as needed. The on-duty officer can be contacted at any time by calling the dispatcher at 617-236-8880. The officer will respond as soon as possible, taking into account other incidents in progress.

The FCPSD pursues different avenues to address student behavior on campus. The Department keeps a daily log of events and also writes reports on significant incidents. These reports are shared with the appropriate party or parties, including, but not limited to, the General Counsel, the Dean of Students, the Student Conduct Coordinator, Human Resources, any of the involved parties or a direct supervisor, if it is appropriate. Depending on the level of violation, the College could choose to arrest or issue a summons to the involved parties, or the case may be handled internally by a dean. Members of the Department work closely with the Residence Life staff. Officers and Resident Assistants may conduct building rounds together and collaboratively enforce policies, or the officers may be called in to help the Residence Life staff control an incident in progress.

Security Cameras

Fisher College is committed to enhancing the safety of members of the College community and surrounding neighborhood. Security cameras are an important investigatory tool when it comes to keeping a community safe. Fisher College recently invested in a new security camera system operated and maintained by FCPSD, with cameras strategically placed in locations on campus so that the College now offers a much higher level of security. Fisher College believes that the closed-circuit television cameras enhance personal safety, help deter crime, protect property, and may provide key information and/or evidence of actual or potential criminal activity. All Public Safety Officers are trained in the use of the cameras and to abide by a policy regulating the use of the system.

Outside Law Enforcement and Public Safety Agency Collaboration

The fundamental philosophy of FCPSD is one of collaboration, both internally and externally. The dispatcher/communications officer at 116 Beacon Street has radio interoperability with local colleges in this area, and monitors the Boston Police Department radio transmissions whenever possible. The Department invites members of the Boston Police Department to campus to conduct preventative seminars for our students on community living, alcohol and drug dangers, and fire safety, and it also offers self-defense classes.

The Director of Public Safety/chief of police at Fisher is also involved in a collaborative association of all the Boston-area campus public safety leaders and the Massachusetts Association of Campus Law Enforcement Administrators (“MACLEA”). The Department also enjoys partnerships with the Federal Bureau of Investigation (“FBI”), Massachusetts State Police and Massachusetts Emergency Management Agency (“MEMA”), along with some smaller public safety organizations.

Chapter 4

Urban Design and Planning Framework

FISHER'S URBAN CONTEXT

Fisher College is an urban college housed in a collection of classic Back Bay townhouse buildings on Arlington and Beacon Streets that were built as mansions for wealthy Boston families in the 19th and 20th centuries. In the 1930s and following decades, these once-stately mansions fell into disuse and disrepair. Several colleges, Fisher among them, were encouraged to move in and convert them to serve their educational missions and, in the process, began the investment cycle that would ultimately result in restoring Back Bay homes and streets to their former stature as one of Boston's, if not the country's, most admired neighborhoods.

Fisher has a modest presence in a section of the City that is both a notable residential neighborhood and home to a vibrant commercial scene that includes a convention center, hotels, schools and colleges, and some of Boston's finest architecture. Fisher's institutional buildings are indistinguishable in style from the buildings that surround them, as they were all formerly private residences. Fisher has been respectful of these historic buildings and has been credited with preserving not only their gracious exteriors but also their interiors, even as most of the neighboring historic residential buildings have been renovated into multiple living units or demolished in favor of multi-unit apartments.

Beacon Street today is far different from how it was in 1939, when Fisher made its enterprising move to Back Bay. Back then, it took foresight to invest in Beacon Street, reverse the blight and see the College's future in a mixed use urban neighborhood. Fisher now shares the familiar granite, brick and brownstone buildings on the Beacon Street block between Arlington and Berkeley Streets with private residences, residential rental properties, a short-term rental/hotel (Back Bay Beacon) and the Gibson House Museum.

Fisher's location at the entry to the Back Bay Historic District shapes the nature of its campus as a truly urban one where its students are introduced to city life and can contribute to its economy and its nonprofit and public institutions, and can mingle among the diverse populations that live in and travel to this iconic Boston neighborhood. By sharing the streets nearby with many residents and people who

come to work and shop every day, students at Fisher participate in the life of the City much as they contribute to it.

Unique Learning and Living Experience

As if by design, Fisher's physical space perfectly dovetails with its educational philosophy, which is to provide individualized attention to its students. The predominantly domestic feel and architecture of Fisher's buildings, with their small scale and familial arrangement of rooms, reinforce the importance of the individual student. Former living spaces, now classrooms, are the right size for the normative class of about 20 students; seminar rooms at an even smaller scale allow for intimate settings that further the easy exchange of ideas and inclusive discussions.

Fisher's eight adjacent buildings on the north side of Beacon Street are interconnected by the Mall along the ground floor. The Mall allows for the unimpeded flow of student activity from dorm to classroom to cafeteria to library in a manner that is invisible and unobtrusive to the neighborhood. The interconnectivity of these buildings also helps reinforce Fisher's strong commitment to building community among a diverse student body and is a unique living and learning experience that few colleges can offer.

Fisher College's Back Bay location is also key to its students' internship opportunities. Fisher's mission is one that aims to prepare its students for both academic and professional success. Students need easy access to commercial districts like Back Bay where they can pursue part-time employment that will prepare them for their future careers.

It is fair to say that Fisher would not be Fisher if the correspondence between its educational model and its location and buildings – their scale and configurations – were not what it is. This is the essential reason that Fisher has continued to thrive in these buildings on Beacon Street for more than 75 years.

Fisher, a Back Bay Institution

It has been suggested by some neighbors that Fisher move out of its Back Bay location so that the area can become exclusively residential. That suggestion is ostensibly based only on the premise that Fisher's real estate is so valuable that the College could sell its buildings, as other former Back Bay institutions have done, and build a new campus in another location. This perspective fails to take into account that much more goes into evaluating a move away from a location that has housed the College for over seventy-five years than the return on pricey real estate. And, even more so, it ignores how intrinsically important Fisher's long term investment on

Beacon Street is to accomplishing its academic mission. For Fisher College, the option to move out of its Beacon Street location is not on the table.

As noted above, Fisher's physical facilities and the education model that the College embraces are inextricably tied, making its current physical configuration a crucial component of its delivery of education services. Fisher College does not view its historic architecture and location as limiting, but rather as a key to its continued success. Fisher could not reproduce the scale and quality of the buildings it now inhabits in a new location. Nor would a new location be able to provide the deep effects on the student experience that the current historic architecture, beautiful location and urban surroundings provide.

While it is undisputed that Fisher's real estate holdings have substantial financial worth, moving a college involves much more than relocating furniture. A business can pack up its equipment and move from one building to another over a weekend. Moving a college is a far more complex undertaking that is disruptive to its academic operation, to the daily lives of its students, to its history and identity and to the attachment of alumni.

Moving a college to another physical location imposes serious disruption to the entire community (faculty, administration, and students) for a protracted period of time. The resources that would be required to relocate Fisher's core facilities are extensive, and include considerable allocation of both labor and financial support. Overlap operations would be required to fully transition the campus. Implementation would take several years. And, transfer of the College's operations is not the only major constraint. There is also a redirection, for at least a decade, of the College leadership's focus to the pursuit of a new campus. This diversion of College resources away from the execution of its core mission would be a detriment to the students, as well as the institution as a whole.

In short, the value of Fisher's buildings is far greater than what they might return in the real estate market. The value of these buildings also stems from their fit with Fisher's educational model, the unparalleled living spaces it provides to students and from their rich history as a college with a unique mission in an iconic location. Moving to a new location cannot reproduce these qualities. These qualities are the product of over seven decades of effort, investment, commitment and care. Because the value of Fisher's buildings is truly immeasurable, money is not a compelling argument for Fisher to relocate from its long-time home in Back Bay.

Fisher's Physical Identity

Fisher's physical identity on Beacon and Arlington Streets is understated and subtle. Except for a few small identifying plaques and two flags on selected buildings, a passerby would have a hard time distinguishing Fisher's facilities from their residential neighbors. Indeed, it is fair to say that Fisher has intentionally made only those few signage gestures to identify itself among its neighboring buildings in order to respect the historic character of the larger composition of structures that defines Beacon and Arlington Streets.

However, its background identity is reinforced by the care it takes to keep its building exteriors in excellent condition and to offer to its neighborhood a sequence of small, nicely landscaped and manicured front yards. Fisher's front yards were appointed with new landscaping that unifies Fisher property with the historic Boston Public Garden. This work earned the acclaim of the Fisher community and the Boston Landmarks Commission, Back Bay Architectural Commission and Back Bay Garden Club.

Not only does Fisher provide a high level of care and maintenance for its institutional properties, but it has also invested significant amounts into upgrading three derelict properties it bought in the 1990s, which it has kept in residential rental use on Beacon Street. In their restored condition, these properties, too, conform to the high standards and historic character of the other buildings on the street.

Fisher's Continuing Vision

To understand fully Fisher's existence in Back Bay and the balance today between residential and institutional use on Beacon Street, one must note that, not too long ago, the first two blocks of Beacon Street (between Arlington and Clarendon Streets) were also home to Emerson College, which occupied 14 buildings on blocks immediately adjacent to Fisher. Emerson's enrollment at its Back Bay campus was 2,200. Emerson housed about 400 students in the buildings at 100 Beacon Street and 132-134 Beacon Street and around the corner at Six Arlington. Approximately 90 Fisher students were housed at this time at 181 and 183 Beacon Street, for a total of 490 student residents. Hence, beds for students living on these two blocks once numbered more than ten times as many new beds as Fisher is proposing in this IMP. In fact, the total number of beds on the first block of Beacon Street after approval of the IMP will be only a fraction of the total number of beds that were on the first block of Beacon Street just ten years ago.

In the past two decades, the first block of Beacon appears to have achieved a workable balance of blended institutional and residential identities. The current

makeup of Arlington and Beacon Streets, with the small and subtle institutional presence within the context of a uniformly compelling residential character, has allowed Fisher and its neighbors to co-exist. Through this Institutional Master Plan, Fisher will enhance its facilities without changing the appearance of Beacon Street.

FISHER’S PLANNING CONTEXT

Today’s planning activities in Back Bay use as a reference a document prepared by the Development Committee of the Neighborhood Association of the Back Bay in 1999, *Principles and Guidelines for Future Development of the Back Bay*. This document states as its mission “to combat community deterioration in the Back Bay; to preserve and protect the architectural beauty of the Back Bay; and to further the residential character of the Back Bay.” It goes on further to say that it “seeks to enhance the character and livability of the Back Bay . . . by maintaining a healthy balance in the unique mix of residential, commercial, cultural and institutional uses that enriches Back Bay residential life.” The report highlights important development values for Back Bay, such as urbanism and attention to urban design, appropriate scale, pedestrian orientation, diversity, complexity, and sustainable economic growth. Issues identified for the Residential District of Back Bay include caring for the residential character of the area and concern about how it can be undermined by corporate rentals of units, pressure to add units and features to historic buildings, and demand for more parking. Institutional uses are deemed “both beneficial and detrimental.” Fisher’s planning is consistent with both the letter and spirit of these guidelines.

Another influence on the use and design of buildings in Back Bay are the Guidelines for the Residential District of the Back Bay Historic District (“the Guidelines”). The Back Bay Architectural Commission (“BBAC”) regulates the design and appearance of all of the College’s buildings. See the section below titled “Historic Resources Surrounding Fisher College.” These Guidelines encourage appropriate maintenance and restoration in the Back Bay Residential District. Although the Guidelines are meant to give direction as to what is allowed and preferred, the BBAC handles each application for exterior work on a case-by-case basis. The Guidelines address preserving the overall character of the district, and offer specific standards and provisions for changes, ranging from constructing new buildings to modifications to roofs, rear yards, landscaping, windows, masonry, doors, signs, utility equipment, open space, and many other aspects of buildings and properties.

An often-noted contribution by Fisher to its Back Bay neighborhood is the meticulous care it takes of its properties – buildings, exterior and interior, and land – and especially its attention to their historical features. Fisher takes pride and invests considerable financial resources in upholding the grandeur and stature of the Back

Bay Historic District. Fisher's conscientious attention to, and substantial capital investments in, its buildings, both interior and exterior, and grounds have been recognized and acclaimed by the Boston Landmarks Commission, the Boston Historical Commission and the Back Bay Garden Club. For example, in 2013, Fisher placed second in Mayor Menino's annual garden contest. All of these groups have acknowledged Fisher's substantial investments and improvements to building façades and small gardens along Beacon Street. Fisher has upgraded and enhanced the façades of every building – both academic and commercial – that it has purchased since the mid-1990s. An excellent example of this is One Arlington Street, which sits in an area often referred to as "the gateway to Back Bay." Fisher completely renovated the façade of this building and planted a garden, thereby enhancing the whole neighborhood. See Figure 4.1. Fisher is as concerned about the overall quality and historic authenticity of the streets that it shares with all of its Back Bay neighbors as it is about its own facilities.

Urban Design Guidelines and Objectives

Fisher's opportunities to influence its urban context are constrained by highly prescribed historic district guidelines and its respect for the residential occupancy of the buildings that surround it. Fisher's objectives in implementing the projects proposed in this IMP are to introduce necessary but small and almost imperceptible changes to its surroundings while accomplishing a few modest improvements to its institutional facilities. Except for restoring the façade of 10-11 Arlington to its original grandeur, none of the proposed projects bring with them any visual or operational impact on the urban design of Arlington and Beacon Streets.

Open Space and Public Realm

Fisher has limited private open space in Back Bay, but the surrounding public realm is replete with the rich treasure of some of the City's most important public spaces. Fisher's Arlington Street buildings face the Public Garden, and eight of its Beacon Street Buildings overlook the Esplanade along the Charles River. Fisher students living at the hostel on Stuart Street and commuters to the College walk through the Boston Common on their route to class and activities on campus. Only a few blocks away is the Commonwealth Mall – a public alley that is one of the most iconic images of the City of Boston.

Significant buildings and institutions such as Trinity and Arlington Street Churches, the Boston Public Library, the French Library, Goethe-Institut, the Massachusetts State House and Saint Gauden's famous bronze depiction of the 54th Massachusetts Regiment; the historic homes of Beacon Hill; and the quaint and unique retail stores along Charles Street lie in close proximity to Fisher's campus.

Fisher has intentionally invested in the beauty of its buildings, both internally and externally, aware that they are a valuable asset to the community and its students. The meticulous care with which Fisher landscapes its many small yards on the street in front of its buildings on both sides of Beacon Street – along with the care taken by owners of private residential front yards – creates a continuity of green ground plantings and dramatic flowering trees that presents on a smaller scale the perceived grandeur of the Commonwealth Mall and emphasizes the beauty of Back Bay streets.

Figure 4.2 shows the activity centers and desire lines for Fisher community pedestrian movement through nearby streets and open spaces. The major pedestrian routes to and from Fisher buildings flow from the Copley, Arlington and Back Bay transit stations, the underground garage at Boston Common, and the leased dormitory space on Stuart Street. Students also move along the north-south streets at Berkeley, Clarendon and Dartmouth Streets to go to work and to internships on Newbury Street, on Boylston Street, at the Prudential and at other commercial areas of Back Bay, as well as to places of entertainment near Copley and Kenmore Squares. With the exception of Newbury Street, the sidewalks along most of these streets are ample and are seldom overcrowded. Abutting property owners – institutional, cultural, religious and residential – along all of these streets invest in maintaining a high-quality environment, and Fisher is no exception.

CURRENT AND FUTURE INSTITUTIONAL NEEDS

In order to sustain its academic viability and maintain its long-term fiscal health, Fisher has to add to its undergraduate enrollment in the Day Program in Boston and also grow enrollment in its master's degree program. Fisher must reach a level of enrollment that allows for breadth and depth in curriculum and training, and must achieve a teacher/student ratio that is academically appropriate and economically sustainable.

During its 76 years on Beacon Street, Fisher has used its properties in a variety of configurations as its academic programs have changed and the expectations of its students have also shifted. Teaching methods change, technology advances introduce new options for instruction, and more students want to live in Fisher-operated dormitories. These issues have all been topics of discussion during the public process associated with this IMP. The Proposed Institutional Projects described in Chapter 5 of this IMP represent only those deemed essential to accommodate Fisher's evolving programs and enrollment over the next decade.

First and foremost, as more Fisher students are pursuing baccalaureate degrees and as Fisher grows its master's program, Fisher must achieve a larger student body in order to reach the critical mass necessary to support its academic programs, to have

the number of students in classes necessary to facilitate robust analysis and interaction, to ensure faculty size necessary to cover the range of courses essential to meet academic standards and student expectations, and to have an even larger component of full-time faculty with doctoral degrees.

The projects proposed in this Institutional Master Plan reflect prudent fiscal practice and changes that allow Fisher to direct its resources to their most productive use. The investments in Fisher's future facilities that this IMP anticipates have been arrived at by looking at the opportunities Fisher has to build on its strengths so as to thrive academically. Fisher also carefully examined the economic forces affecting small colleges and the increased pressure on colleges to house more of their own students. The facilities needs that Fisher seeks to satisfy within the term of this IMP are described below. It should be noted, though, that Fisher's location in a fully built, dense urban neighborhood whose buildings are small and worthy of protection from intrusive renovation means that over time the College expects to look outside Back Bay should it choose to expand its enrollment and/or its programs beyond the capacity of existing facilities supplemented with those additional facilities proposed herein.

Academic Space

Over the next ten years, Fisher needs to provide the following types of space in and around its current buildings: more classrooms; a better-functioning student resource center where all aspects of student support are offered, including tutoring and counseling; a dedicated graduate lounge; a faculty lounge; and more office space for faculty and staff. The repurposing of existing space, along with the addition of 17,250 square feet of institutional space at 10-11 Arlington Street, will allow Fisher to distribute its offices, classrooms and dormitories in a configuration that will serve its academic and social needs. This configuration also will concentrate student activity where it can be best served and where its impacts will be minimized.

Residential and Student Life Space

Fisher seeks to provide housing for a small increment of forty-eight of its own students who want to live in Fisher dormitories. By using its own building resources to add to its bed inventory, Fisher is responding to the City of Boston's strong urging for colleges to house their students "on campus." Not only is this plan beneficial to the City, it is beneficial to the students. Fisher believes, and the City of Boston emphasizes, that it is in the best interest of students to reside on campus, not only because they are likely to be more involved in campus life and more likely to succeed in their studies but also because they will be safer, given that their daily activities will be more closely monitored.

The College also seeks to expand social space – both indoor and outdoor – that recognizes the need of students, faculty and staff to carry out their daily lives and jobs in a comfortable, attractive environment. To that end, a wellness center and the proposed rooftop terrace will provide attractive facilities for improved health and for social engagement for all members of the Fisher community. These facilities will also take the pressure off Beacon Street sidewalks and the College’s cafeteria to serve many of the College’s social needs.

FISHER’S HISTORIC CONTEXT

Historic Resources Surrounding Fisher College

Fisher College is embedded in the Back Bay Architectural District, a local historic district (designated 9/3/1966), and the Back Bay Historic District (designated 8/4/1973) in the National Register of Historic Places. Indeed, there are about 12 designated historic districts within a half-mile radius of Fisher’s buildings. All of the historic district designations near Fisher are listed in Table 4.1. All of the buildings owned by Fisher on Beacon and Arlington Streets for both institutional use and private rental apartments are individually designated historic resources and are listed in Table 4.2. The combination of all the buildings and landmarks in the referenced tables illustrates what is well-known in Boston and elsewhere: Back Bay is a prized neighborhood in Boston for the extraordinary collection of notable architecture and landscapes that define for the world over a well-recognized image of the City of Boston.

Table 4.1. Historic Districts within a Half-Mile Radius

Resource Name	Designation	Date of Designation	NRHP ID	MHC Inventory ID
Back Bay Architectural District ¹	Local Historic District	9/3/1966		BOS.BW
Back Bay Historic District ¹	National Register of Historic Places	8/14/1973	73001948	BOS.BT
Bay Village Historic District	Local Historic District	8/1/1983		BOS.BQ
Beacon Hill Historic District	Local Historic District; National Register of Historic Places	12/2/1955; 10/15/1966	66000130	BOS.BE; BOS.BY
Boston Common and Public Garden	National Register of Historic Places	7/12/1972	72000144	BOS.BA
Boston Theatre Multiple Resource Area	National Register MRA	12/9/1980		BOS.BO
Charles River Basin Historic District	National Register of Historic Places	12/22/1978	78000436	BOS.CA
Charles River Esplanade	National Register of Historic Places	12/22/1978		BOS.ZI
Commonwealth Avenue Mall	Local Historic District; National Register of Historic Places	9/1/1966; 8/14/1973		BOS.BX
Park Square – Stuart Street Historic District	[MHC declined to forward the nomination to the NRHP in 2007]			BOS.ZF
Piano Row Historic District	National Register of Historic Places; National Register MRA	12/9/1980	80000458	BOS.BL
Temple Place Historic District ²	National Register of Historic Places	7/26/1988		BOS.AW
Tremont Street Block between Avery and Boylston	National Register, DOE; National Register, MRA	11/6/1979; 12/9/1980		BOS.BP
West Street Historic District	National Register of Historic Places; National Register, MRA	12/9/1980		BOS.BK

¹ All Fisher College buildings are located within the Back Bay Architectural and Historic Districts.

² Temple Place is borderline and arguably just outside of our area.

Fisher's Historic Buildings

It should be clear to all who pass along Beacon Street between Arlington and Berkeley Streets, and between Arlington Street and Commonwealth Avenue, that Fisher College takes great pride in maintaining the condition and integrity of the 18 historic buildings it owns. The College has applied its resources to the restoration of its brownstone buildings both inside and out, to landscaping their front yards in a manner that complements area gardens, and to managing its buildings in a way that is respectful to their historic surroundings and ensures that they will remain in excellent condition so as to benefit not only the College and its neighbors but also future generations, who will be able to appreciate the special qualities of these buildings.

Fisher set the standard of care for the preservation and upgrading of property along Beacon Street beginning with its first purchase in 1939, which was decades before such preservation would become fashionable. This is true not only of its buildings currently in institutional use but also of its three investment Rental Properties. Many years later, other owners entered the picture who purchased properties in poor condition and converted them by redesigning and reconfiguring their interiors into multifamily units, as both rental apartments and condominiums.

Throughout the past seven decades, Fisher has invested millions of dollars in restoring the brownstone exteriors; replacing sashes with new windows, in observance of the BBAC Guidelines; and in overseeing the rehabilitation of every one of its buildings so as to provide not only a comfortable and attractive studying and living environment for its students and faculty but also to ensure that the properties contribute to the Back Bay Historic District today and for future generations.

Fisher's attention to its buildings extended to a modernization program which took place on a staggered cycle between 2006 and 2008. In addition to addressing the comfort and aesthetic needs of students, this refurbishment created a more uniform look to the residence halls and brought the College into compliance with all building, fire and safety codes, including sprinkler related regulation. The Mall was renovated in summer 2008, at the same time that Alumni Hall was refurbished, and a major makeover took place in the cafeteria to improve its appearance and to increase its seating capacity. Building restorations and technological infrastructure are important features of Fisher College's continuing progress.

Fisher's front yards were also appointed with new landscaping that unifies the Fisher property with the historic Boston Public Garden. This work earned the acclaim of the Fisher community and the Boston Landmarks Commission, Back Bay Architectural Commission and Back Bay Garden Club.

One Arlington Street, purchased from the owners of the Boston School of Modern Languages in 2006, was restored and renovated and is now used for classrooms and offices, as is the building at 111 Beacon – the former Butera School of Art – whose students completed their studies at Fisher College. As a continuation of these practices, Fisher will invest in its most recently acquired building, at 10-11 Arlington Street, to embellish its stately presence across from the Boston Public Garden.

In the 16 years of its ownership of its three Rental Properties on Beacon Street, Fisher has invested over \$2.4 million in improving them by rehabilitating the entire interiors in 1997, and more recently, restoring the brownstone exteriors and improving the condition of the rear yards. As a result of Fisher’s investments, the appearance of these once-derelict buildings and their front and rear yards now contributes to the overall attractiveness of the Arlington/Berkeley block of Beacon Street.

Table 4.2. Fisher College Properties of Historic Significance

Address	Historic name	Date constructed	Date acquired	MHC Inventory ID
One Arlington Street	Simmons, J.L. – Weld, William House	1861	2007	BOS.3899
10 Arlington Street	Cazenove, Sarah House	1861	2012	BOS.3908
11 Arlington Street	Homans, John House	1861	2012	BOS.3909
102 Beacon Street		1938	1962	BOS.4141
104 Beacon Street	Beal, James House	1856	1962	BOS.4142
106 Beacon Street	Ellis, Rufus House	1868	1962	BOS.4143
108 Beacon Street	Coolidge, J.T. House	1856	1961	BOS.4144
110 Beacon Street	Coolidge, Joseph House	1856	1961	BOS.4145
111 Beacon Street	Dale, Eben House	1863	2010	BOS.2701
112 Beacon Street	Hooper, Nathan House	1856	1944	BOS.4146
114 Beacon Street	Hooper, Robert House	1856	1952	BOS.4147
115 Beacon Street	Bradlee, John House	1863	1997	BOS.2703
116 Beacon Street	Perkins, Tom House	1856	1954	BOS.4148
118 Beacon Street	King, H.P. House	1907	1939	BOS.4149
131 Beacon Street	Perkins, S. House	1861	1961	BOS.2710
133 Beacon Street	Perkins, S. – Sturgis, John House	1861	1961	BOS.2711
139 Beacon Street	Upham, George House	1860	1997	BOS.2714
141 Beacon Street	Hooper, E., and M. House	1860	1997	BOS.2715

Preserving Historic Building Interiors

Equally important but less apparent from external appearances are Fisher College's efforts to sustain the historic integrity of the interiors of its buildings. The care that the College has extended to maintaining the fine interior details of its buildings would not likely be feasible should they be subdivided into multiple living units, as is the case with so many buildings in Back Bay. It is Fisher's institutional use of these buildings that has protected them and preserved the grand features of their original construction. The preservation of these buildings – both inside and out – provides an inspiring setting for Fisher's academic mission while preserving historic exteriors and interiors for future generations.

The care dedicated by Fisher College to its buildings is evident from the first step into the former grand home that represents the heart of the College: 118 Beacon Street, which was custom built for H.P. King and his family in 1907. From the entryway to a marble staircase that seems to float beside the wall, the foyer has changed little from when *The American Architect* included the King House in its August 11, 1915, issue. The maintenance of the original interior of 118 Beacon is particularly significant, given that the Kings' primary architect, Henry Brown of Little and Brown, adhered to an architectural philosophy that a building's interior fittings and decoration should be in keeping with the style of the building itself.

Beyond the entryway, Fisher College has preserved numerous important aspects of the King House. Of these, the elevator is of particular note, since H.P. King was the Boston manager for the famous Otis Elevator Company. The elevator he had installed in his house contains a unique interior of wood paneling and leather and has been kept in working order by the College.

Similarly, the library that Mr. King had built for himself has been maintained as part of the Fisher College Library. Not only are King's shelves now used by Fisher students, but even the ornate curtain rods, fireplace detail, ceiling relief and classical bronze busts remain in place according to the original design of the house. The current College Library consists not only of the original King library but also of the main circulation and reference areas, helping preserve what was originally the ballroom. In this room, the ornate ceiling and gilded wall mirrors offer an elegant atmosphere conducive to learning, research and personal development.

When the College acquired One Arlington Street in 2006, similar attention was given to preserving the interior as had been given to 118 Beacon Street. One Arlington Street is recognized as a building of historic importance, as it was built for John L. Simmons and later owned by members of the Weld family. In this case, the unique

aspects of the building that are being maintained include some furnishings, the ballroom wallpaper, and its overall interior layout and design.

Impact of IMP Projects on Neighborhood Historic Resources

Fisher's IMP projects will have little, if any, impact on Fisher's own historic buildings and on the historic appearance of the larger neighborhood. Fisher will undertake only minor construction and will not demolish or significantly alter any of its properties through this IMP. Rather, the only exterior change arising directly from the IMP projects is that associated with the College Terrace project proposed for the rooftop of a portion of the Mall on Back Street. The design of the terrace will be consistent with other terraces that currently look over Back Street and will be subject to careful design review and approval of the Back Bay Architectural Commission.

It should be noted that one of the projects proposed in the IMPNF, an addition to the rear of 118 Beacon Street on the site of a former carriage house, is not included in this IMP. This previously proposed project is no longer being pursued, largely in recognition of the concerns advanced by neighbors and abutters. The new space added to the campus at 10-11 Arlington and the associated reconfiguration and reassignment of existing space will provide for the academic and administrative uses earlier contemplated for this addition.

Signage and Building Accoutrements

Fisher has prepared and submitted to the Back Bay Architectural Commission staff a comprehensive inventory of the signs, banners and flags on its buildings and property in two formats. One is a list of all signs, noting their size, location, message and material, and the other is a photo file documenting the signs in visual form. BBAC staff will review this material and determine compliance with the Back Bay Architectural Guidelines.

The BBAC staff will undertake a review of all other items on the exterior of Fisher's buildings, such as light fixtures, security cameras, mechanicals and other items, and following the review make such findings as are appropriate and necessary to meet their Guidelines. The BBAC has the responsibility for interpreting and applying the Guidelines and for approving exterior appurtenances on Fisher buildings.

In a process parallel to but separate from the IMP process, Fisher is currently in consultation with BBAC staff to ensure that relevant exterior signs and appurtenances on Fisher buildings are brought into compliance with the Guidelines. All changes necessary to achieve compliance will be incorporated into the designs for IMP projects as they are brought to the BBAC for review and approval.

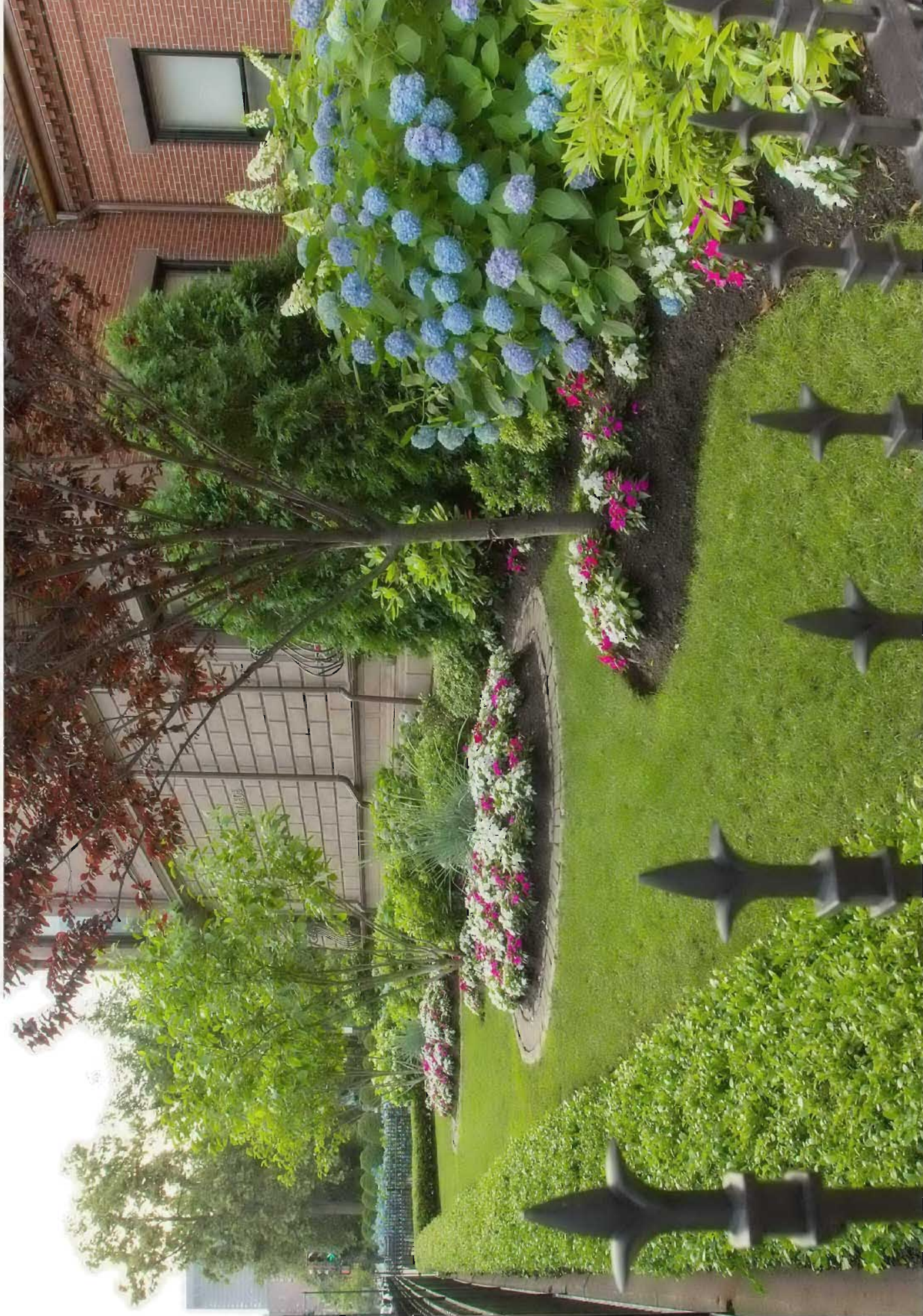


Figure 4.1
New Garden and Partial Façade of One Arlington Street

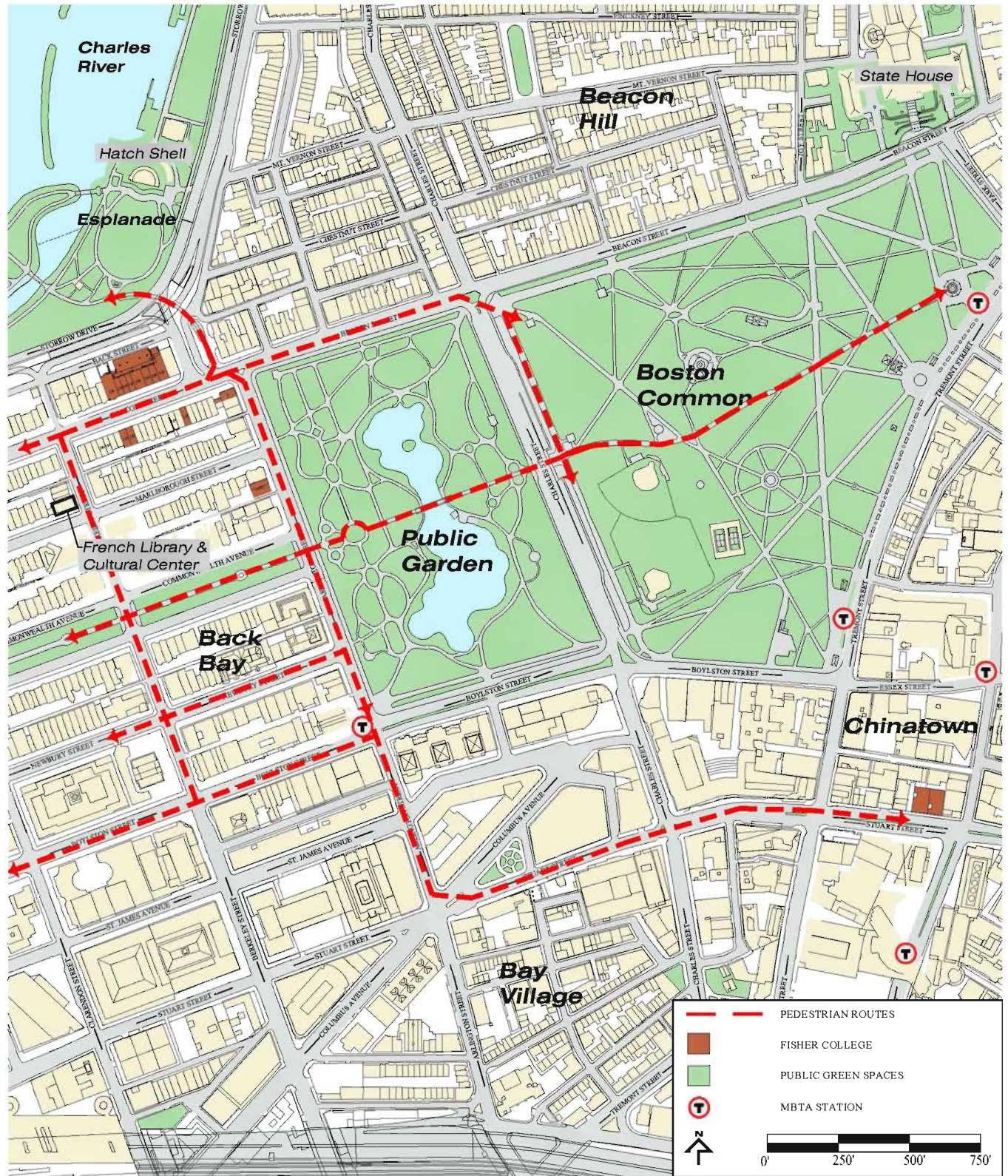


Figure 4.2
 Pedestrian Routes

Chapter 5

Proposed Institutional Projects

This chapter describes the Proposed Institutional Projects Fisher College intends to undertake during the ten-year term of this Institutional Master Plan. Two Proposed Institutional Projects add to Fisher’s space inventory, and two Proposed Institutional Projects result in a change of use for existing Fisher-owned buildings.

PROPOSED INSTITUTIONAL PROJECTS

Pursuant to Article 80, Section 80D-3, Fisher College is proposing four Institutional Projects within this IMP:

1. Converting to institutional use, for use as offices, a 17,250-square-foot commercial use building at 10-11 Arlington Street built in 1861, and purchased by Fisher in 2013;
2. Converting to institutional use, for classrooms and offices, an 8,232-square-foot educational use building at 111 Beacon Street, purchased by Fisher in 2010;
3. Increasing capacity in existing dormitory buildings by 48 beds by adding furniture to large rooms (25 beds), and converting space now used for classrooms/offices at 116 Beacon Street for 23 more beds, thus making that building all dormitory use; and
4. Creating an outdoor terrace atop a portion of Alumni Hall at the rear of 104-114 Beacon Street.

With the adoption of Fisher’s IMP, institutional zoning for college and university uses in conformance with Article 2A of the Boston Zoning Code will be established for all of Fisher’s buildings that are “substantially related to education at the post-secondary level, research, scholarship or student life.” By implementing the four Proposed Institutional Projects described herein and shown in Figure 5.1 and the IMP Overlay as shown in Figure 5.2, Fisher will obtain the zoning changes necessary to provide the facilities and conditions that can accommodate its evolving academic programs, to support residential life in increments proportionate to student enrollment during the ten-year term of this IMP, and to provide an outdoor space that the College owns and operates for its community.

RATIONALE FOR PROPOSED PROJECTS

The *raison d'être* for Fisher's four Proposed Institutional Projects is to provide Fisher's students with a more robust college experience. Fisher has determined that in order to deliver this experience it needs to moderately increase the enrollment in both its undergraduate and new graduate programs. The increased enrollment is necessary to support new academic programs, provide a stimulating classroom environment and attract even more full-time faculty members with doctorate degrees. Added enrollment brings with it the need for more classrooms; more offices for faculty and administrators; additional space for student gathering and enjoyment, both indoors and outdoors; and new beds to accommodate a small increment of residential students on Beacon Street. The four Proposed Institutional Projects address each of these needs – increasing classroom and administrative space, providing new outdoor recreational space and, perhaps most important, adding beds in existing buildings, thereby also responding to the City of Boston's mandate for colleges to provide more college-sponsored housing for their students.

1. Establish Institutional Zoning at 10-11 Arlington

The 10-11 Arlington Street property which Fisher bought in March 2013 will be converted from commercial office to institutional office use. A portion of this property's 17,250 square feet is occupied today by the Tellus Institute, its prior owner; some is leased to other nonprofit tenants that sought extensions to stay after Fisher took ownership; and approximately one-third is vacant. After the Institutional Master Plan and map amendment are approved and the building is approved for institutional use, Fisher will begin to take occupancy of 10-11 Arlington for institutional office use. This building is shown in Figure 5.3.

Moving offices to 10-11 Arlington is not anticipated to require any construction or interior renovation. Rather, Fisher will repurpose existing rooms in order to maintain as much of the original interiors of this building as possible. Two new parking spaces will be added to Fisher's parking inventory when Fisher takes occupancy of the building, bringing Fisher's parking inventory to 28 spaces.

Fisher is seeking approval for this Proposed Institutional Project in order to free up space in existing institutional buildings/dormitories for student beds, classrooms and student services. By moving administrative offices to 10-11 Arlington, Fisher will be able to concentrate academic and student-serving uses in close proximity, thus achieving a better utilization and arrangement of Fisher's space.

2. Establish Institutional Zoning for 111 Beacon Street

The Butera School of Art was purchased by Fisher in 2010. Fisher intended to use the Butera building for classrooms and offices and continue the Butera programs. One of the provisions of the purchase was that Butera students would be able to complete their programs in the building within the year following the purchase, after which time the building would serve Fisher students, including those continuing in the Butera programs.

The Butera building was classified in zoning as a school. Although Fisher's IMPNF discussed confirming institutional use for 111 Beacon Street, it was not expressly included as a separate project in Fisher's IMPNF.

This Proposed Institutional Project will confer institutional use on 111 Beacon Street, allowing Fisher to continue to use it for classrooms and administrative offices in support of Fisher's academic mission. This property is included in Table 2.1, which lists Fisher's existing institutional properties and describes the institutional sub-uses that are in place today. Also, a wellness center, which will consist of seven cardiovascular machines and two weight trainers, will be added in the basement of this building. The wellness center will have limited hours of operation, be supervised and have a capacity of approximately twenty students.

3. Adding Beds to Existing Dormitory Buildings

Fisher's proposal to add 48 new beds in small increments to existing dormitories is the most sensible and responsible way for Fisher to house its students as demand for college-sponsored housing grows over the term of this IMP. It bears emphasizing that by creating additional bed capacity within existing dormitories, Fisher is meeting the anticipated demand for college-sponsored housing without eliminating any of the City's residential housing stock. Fisher's plan is consistent with the City of Boston's mandate that colleges use their existing college resources – land and buildings – to meet student demand for housing rather than converting "off campus" housing stock to dormitories. Unlike the IMPNF proposal, wherein Fisher sought to convert apartment buildings to dormitories, the IMP, in response to the City's goals and to its neighbors' concerns, is restricting its housing proposal to introducing small numbers of new beds to existing dormitory buildings.

Table 5.1 below shows the timing and locations of the proposed new beds in existing buildings and the resulting capacity of each dormitory building. By adding its new beds to existing dormitories, Fisher continues to concentrate its resident

students along the interior Mall, where most student activities are located. The main entrance at 116 Beacon channels students' comings and goings mainly at that doorway; campus security is located there as well for maximum control over the student body and increased safety of students.

Adding these beds will be accomplished at very little cost; in most instances, the cost will be simply for new furniture. Assuming the Hostelling International lease is renewed from 2017 through 2022, the beds are anticipated to be introduced into inventory in the following sequence: in 2017 (phase one), bedroom furniture for 25 residents will be introduced into large rooms in the buildings listed in Table 5.1; no construction is needed to accommodate them. In 2019 (phase two), 23 beds will be added in the 116 Beacon Street building. This project will involve interior renovation of about 350 square feet for new bathrooms; no other construction is anticipated for this project.

Table 5.1. Phasing Plan for New Beds								
	<u>Year</u>	<u>Location</u>	<u>Project Type</u>	<u>Beds Added</u>	<u>Total Beds</u>	<u>With Hostel*</u>	<u># Students</u>	<u>% Students</u>
	2015			289		344	763	45%
Phase 1	2017	Beacon Street						
		102	Add Bed Furniture	11	87			
		104	"	5	34			
		106	"	4	38			
		112	"	2	36			
		114	"	-1	32			
		131	"	3	36			
		133	"	1	35			
Phase 1 subtotal				25	298	353	896	39%
Phase 2	2019	116	350 SF of Renovation	23	39			
Total both Phases				48	337	392	951	41%
Note								
* assumes hostel lease for 55 beds is renewed from 2017 to 2022								

Fisher's proposal to add a de minimis number of new beds in existing dormitories arises out of the critical need – not only for Fisher but also for the City of Boston

– to increase the number of college-owned beds available to house students. The City exhorts all colleges to house their students – to the greatest extent possible – on their own land and in their own buildings so as to protect students from residing in unsafe and overcrowded housing and to avoid exacerbating the competition for scarce and expensive real estate in the City, particularly for its middle-income residents.

Having originally sought in its IMPNF to house an additional 129 students on Beacon Street, Fisher has vastly reduced the number of proposed beds in its IMP and has taken on the burden of locating outside of residential Back Bay any more beds that might be needed in the future.

4. College Terrace at 104-114 Beacon Street

The existing one-story Mall addition at the basement level at the rear of the 104-114 Beacon Street buildings houses the dining hall, café, auditorium, student services and the Public Safety Department desk. Fisher proposes to create an outdoor terrace, open to the sky, on a portion of the roof of the Mall addition to provide an outdoor social space where all members of the Fisher community can gather and socialize.

The size of the terrace will be no more than 2,500 square feet on a portion of the 6,000-square-foot Mall roof to provide an attractive, well-landscaped and discreetly lit outdoor gathering and sitting space for members of its community. See Figure 5.4. The location of the terrace is appropriate, since it will be accessed directly from the major student activities corridor in the Mall below, which is adjacent to the Campus Police desk. Handicap access will be from the rear of the second floor of 108 Beacon Street. The hours of operation for the terrace will vary with the seasons. It is anticipated that this new outdoor amenity will offer a private, attractive alternative for student gathering, and be used instead of the sidewalks along Beacon Street where students sometimes currently congregate.

It is anticipated that the perimeter of the entire rooftop of the Mall addition will be surrounded by a wrought iron fence with brick elements, in keeping with the well-designed and appointed terraces elsewhere on Back Street. The smaller terrace portion of the rooftop will be fully contained within the portion of the roof adjacent to the rear of 112-114 Beacon Street. The buildings adjacent to the terrace are owned and occupied by Fisher and overlook the Charles River embankment to the north.

A design has yet to be prepared for the College Terrace; assigning a cost to this project will occur during the design process. Construction of this project is

anticipated to begin in 2017. The design of the terrace will be subject to the BBAC Guidelines and will require review and approval by the City of Boston Parks Commission and the BBAC.

Fisher is seeking approval for this Proposed Institutional Project in order to provide its students with an open space that it owns and operates where members of its community can enjoy being outdoors in a casual environment. The proposed College Terrace fulfills a critical unmet need of the College, as Fisher currently has no outdoor space of this kind. Providing the College Terrace also responds to a concern from neighbors that at certain times of day, mostly between classes, they compete for sidewalk space with students.

Current Zoning

Fisher-owned properties are located entirely within an H-3-65 zoning sub-district in the Back Bay neighborhood. In this sub-district, institutional use is a conditional use by permit. The Zoning Code allows for conditional uses and the continuation of pre-existing lawful nonconforming uses within this district, pursuant to Articles 4, 8 and 9 of the Code. There is a maximum building height of 65 feet and a maximum floor area ratio of 3.0 in this district. Fisher was not subject to the requirement of an Institutional Master Plan until the lease at Hostelling International increased Fisher's total gross floor area of institutional uses so that it exceeded the threshold established in Article 80D of the Zoning Code.

Institutional Master Plan Zoning

Once approved by the BRA and Zoning Commission, the IMP will allow for the continuation of Fisher's existing uses and dimensions of its properties. All of the uses and properties set forth in this IMP will be subject to IMP review requirements. IMP review is designed to assess the combined aspects of an institution's overall development program and to provide the public with an opportunity for comment and review. Once an IMP is approved, it sets forth the zoning for an institution and supersedes underlying zoning to the extent that provisions are addressed in the IMP. Under Article 80D-11 of the Code, a Proposed Institutional Project which receives a Certification of Consistency with an applicable IMP is deemed to comply with underlying zoning.

Groundwater Conservation Overlay District

The IMP area falls within the Groundwater Conservation Overlay District ("GCOD"), governed by Article 32 of the Code. Any and all Proposed Institutional Projects approved under this IMP will comply with Article 32 requirements and will

incorporate systems that meet the standards and requirements set forth in Article 32 of the Code. Fisher will seek a written determination from the Boston Water and Sewer Commission as to whether said standards and requirements are met and will provide a copy of said written determination to the BRA and Boston Groundwater Trust prior to the issuance of any Certification(s) of Consistency. Accordingly, Fisher College will not be required to obtain a conditional use permit from the Board of Appeal and shall be deemed to be in compliance with Article 32.

Restricted Parking Overlay District

Fisher's property is located in the Restricted Parking Overlay District.

Interim Planning Overlay District

Fisher's property is located in the priority preservation Sub-district B of the Downtown Interim Planning Overlay District.



Figure 5.1
 Proposed IMP Projects



Figure 5.2
Fisher College IMP Overlay

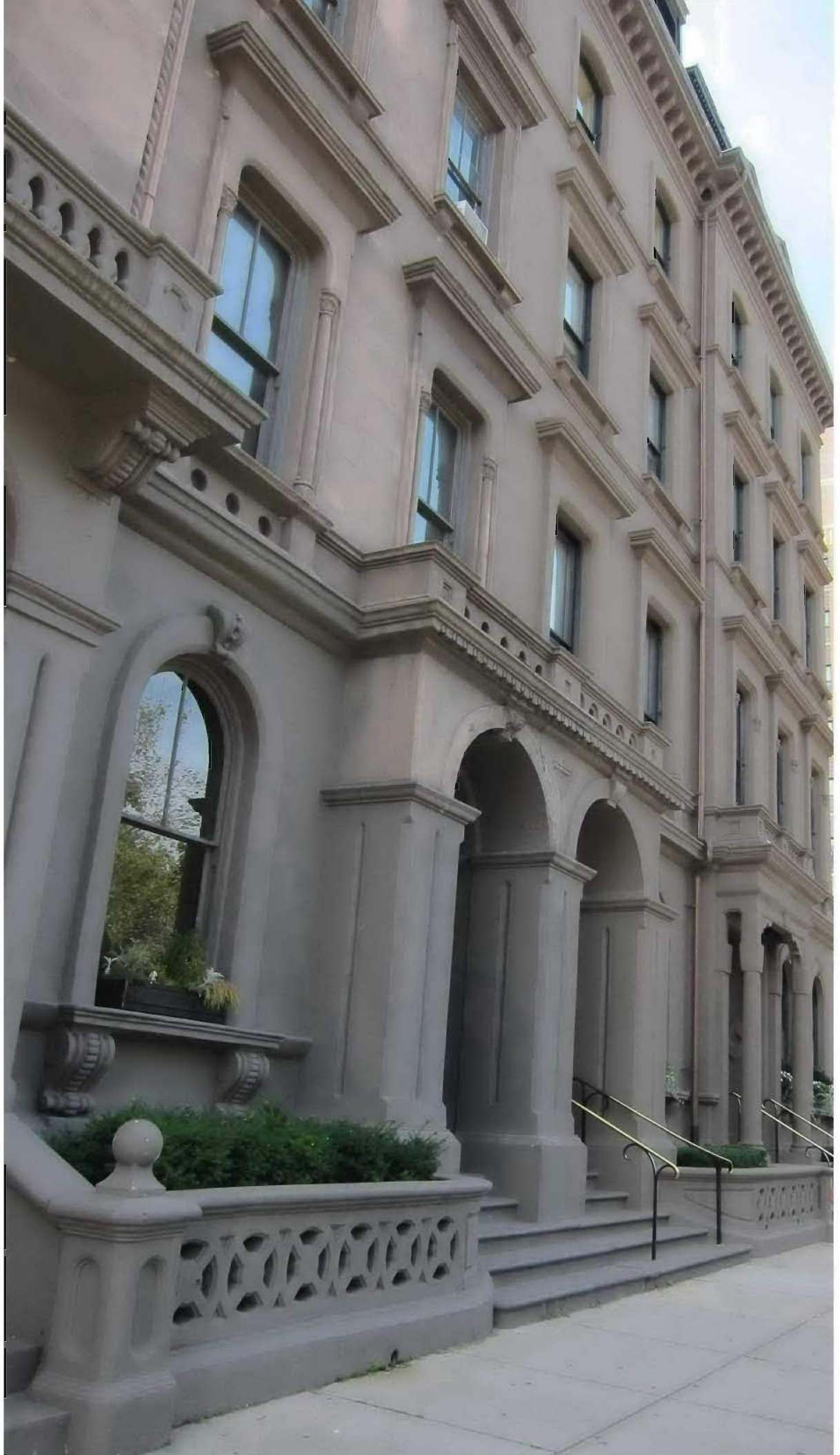


Figure 5.3
10-11 Arlington Street
5 - 10

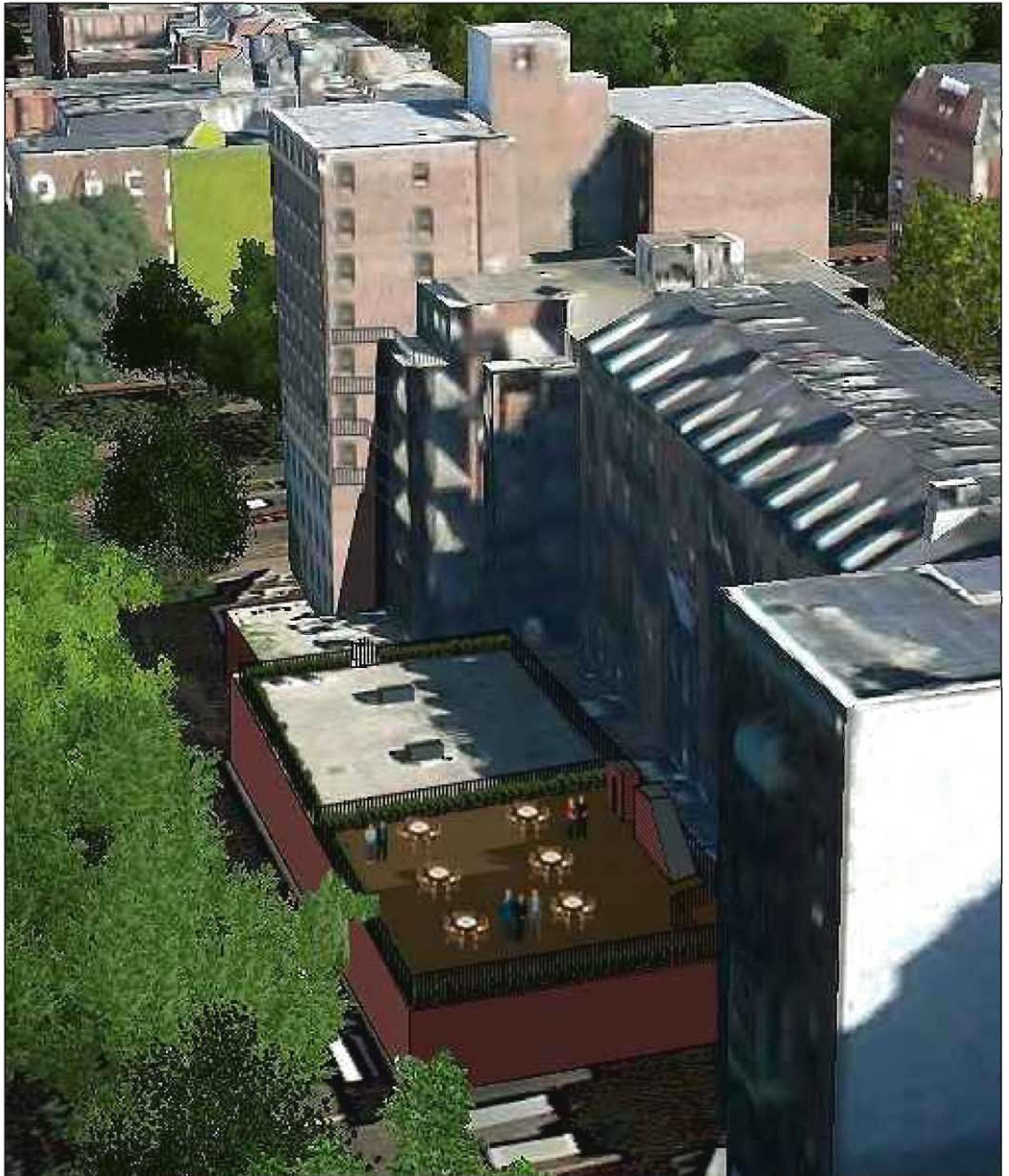


Figure 5.4
Aerial View of Proposed Terrace

Chapter 6

Student Housing Plan

EXISTING STUDENT HOUSING

Fisher-Owned Housing

Fisher has an inventory of 344 beds today: 289 beds in Fisher-owned dormitory buildings on Beacon Street, and 55 leased beds on a dormitory-type floor at the hostel at 19 Stuart Street in Chinatown, about a mile away. The lease for the Stuart Street beds at Hostelling International expires in June 2017. See Table 6.1.

To be eligible for College housing during the academic year, students must be enrolled in a full-time undergraduate program. Any student may apply for campus housing. Upperclassmen participate in a lottery to determine their eligibility to live at Fisher. For incoming freshmen, the College administers a survey and computer matching program to determine the preferences of prospective residents and assigns them to rooms, with priority set by the date their deposit was submitted. Students are not required to live in Fisher housing for any period of their matriculation at Fisher. Those students desiring to live nearby and who are not successful in getting into Fisher-sponsored dormitories usually find an apartment elsewhere in the City or in neighboring communities.

Fisher's housing is a major attraction to incoming students and their parents because of its location in a safe and attractive neighborhood and because the townhouse buildings repurposed for housing provide a unique residential setting not available at other colleges. The turn-of-the-century residence halls have modern amenities such as security systems, as well as common areas with refrigerators and microwaves, making the halls a comfortable place for students to study, relax or enjoy being with their friends. While every living area is unique, each fosters an environment that is conducive to learning. All housing is substance-free – alcohol and drugs are not permitted anywhere within Fisher. Smoking and the use of tobacco products are permitted in designated outdoor locations only.

Residential students live in a supervised setting alongside Resident Assistants and Resident Directors (the "Residence Life staff") who live in the residence halls. Resident Assistants are upperclassmen who conduct rounds throughout the building

and enforce policies, as well as conduct programs and build community within the residence halls. Resident Directors are full-time professional staff members, usually holding at least a master’s degree. They live in apartments in the residence halls and supervise the students and the Resident Assistants in their respective buildings. The Residence Life staff works in cooperation with the Public Safety Department to address student behavior issues. Fisher College’s staff/student ratio, at approximately one live-in staff member to every 19 students, offers a much higher level of service compared to other institutions. This ratio allows for more staff/student interaction and increased visibility, which results in fewer conduct-related incidents.

Table 6.1. Fisher Dormitories

<u>Building Address</u>	<u>Dormitory Rooms Owned</u>	<u>Beds</u>
102 Beacon	singles, doubles, triples, quads; shared baths	76
104 Beacon	“	29
106 Beacon	“	34
112 Beacon	“	34
114 Beacon	“	33
116 Beacon	“	16
131 Beacon	“	33
133 Beacon	“	34
		289
	Leased at Hostel	
19 Stuart	singles, doubles shared baths	55
Total Beds		344

Beds at 19 Stuart Street

The College currently leases fifty-five beds at 19 Stuart Street from Hostelling International. The lease for these beds is set to expire in 2017. In the IMPNF, the College had proposed to replace its leased beds with institutionally owned beds

on Beacon Street. Having agreed to forgo the development of additional dormitories on the south side of Beacon Street, the College will need to renew the lease with Hostelling International in order to meet future demand for housing and to conform to City policy.

Hostelling International has expressed a willingness to renew the College’s lease, as evidenced in a letter of intent. See Appendix D. However, the execution of that renewal will not occur until 2017, and the renewal is not completely certain. This IMP has been prepared with the assumption that the lease will be renewed. If these leased beds do not continue to be available, Fisher anticipates amending the IMP if it is proposing replacement beds within the City of Boston.

Where Students Live: Effect on Neighborhood Housing Supply

Fisher students who live off campus are distributed throughout the city and beyond. Many students live at home and commute to Back Bay via the MBTA, commuter buses and trains. Fisher submits twice a year to the City of Boston the required University Accountability Report that lists the place of residence of all of its students by zip code. Boston neighborhoods represented by those zip codes where more than 12 Fisher students live are listed in Table 6.2. As can be seen in the table, Fisher students have small concentrations in the seven neighborhoods listed and an even lighter presence in several other neighborhoods. Fisher’s nonresident students are distributed throughout the City and outside of Boston – because many of them live at home – so they do not cluster in numbers large enough to have a discernable impact on the housing supply and rental market rates in Back Bay or in other Boston neighborhoods, and therefore no plan for mitigating the impact of student housing on the surrounding neighborhood is necessary.

Table 6.2. Students in Boston Neighborhoods

<u>Neighborhood</u>	<u>Number of Students</u>
Back Bay	25
Chinatown	16
Dorchester	41
Roxbury	22
Brighton	15
Roslindale	13
Mattapan	12
TOTAL	144

FUTURE HOUSING PLANS

Research shows that students perform better academically when they are able to live in institutionally sponsored housing. They have better access to services, have a more supportive environment in which to grow and develop in their important college years, and have a richer student experience with more contact with faculty and fellow students. For all these reasons, over many years, Fisher's goal has been to house as many of its students as possible on Beacon Street, although at times of peak demand, the College has contracted for housing elsewhere.

In its IMPNF, Fisher laid out a plan to keep constant the same percentage of students housed on campus over the ten-year term of its master plan as exists today. However, because the conversion of the three Rental Properties on Beacon Street has been removed from this IMP, achieving that goal will not be possible within the framework of this IMP. Instead, Fisher is proposing to add twenty-five beds to existing dorm rooms and to convert classrooms and offices at 116 Beacon Street to dormitory rooms, adding twenty-three beds, for a total of 48 new beds within the dormitory buildings owned by the College. See Table 5.1. In addition, Fisher College intends to renew the lease for the fifty-five beds at Hostelling International or to lease equivalent space elsewhere. Should student demand for housing exceed the College's ability to provide Fisher-sponsored housing, or should its inventory drop below today's level, Fisher will have to amend its IMP if it wants to offer additional housing elsewhere in the City of Boston.

Alternative Student Housing Locations

As part of its compromise with the Neighborhood Association of the Back Bay ("NABB") and neighbors, Fisher agreed not to convert the Rental Properties it owns on Beacon Street to 129 dormitory beds. In addition, it agreed that when, in the future, Fisher needs additional beds, those beds will be located outside of residential Back Bay. With these parameters in mind, Fisher will adhere to the following criteria to guide the search for alternative housing locations:

- Be located within walking distance to Fisher or have easy access to transit, with reasonable commuting time to Beacon Street
- Be a receptive and safe community for students, especially for walking during the day and at night
- Have sufficient available space to incorporate social and other support spaces for residents (for example, Fisher's dormitory space at Stuart Street provides a designated lounge for Fisher students and access to a library, a TV lounge, a

group meeting room that Fisher students can reserve for themselves, a computer lab and a kitchen)

- Have access to affordable food and other daily needs

STUDENT LIFE

Fisher conveys its expectations for acceptable student behavior in several ways. First, the Student Code of Conduct (“the Student Code”) addresses the College’s expectations and describes the consequences of failure to uphold the standards stated there. Second, regular and continuous communication – in school meetings and written material – describes appropriate behaviors and behaviors that are not tolerated, especially those that do not respect the rights and needs of others. And third, Fisher holds students accountable for infractions through its student disciplinary process.

Fisher maintains a record of complaints – both those originated within the Fisher community and those raised by neighbors – associated with its community (all students, faculty and staff) and investigates valid complaints. The Public Safety Department and/or Fisher staff follows up with the complainant to ascertain the facts of the situation and then takes necessary corrective action.

Violations of the Student Code, whether on or off campus, are reported to Residence Life staff and/or Campus Police and are then documented and referred to the Student Conduct Coordinator (“SCC”). The SCC meets with students who are alleged to have violated the Student Code and undertakes additional fact-gathering as needed, in order to understand the allegations and the locus of responsibility, and holds the conduct meeting with the student in a timely manner. The SCC is responsible for issuing sanctions for each type and level of violation, ranging from a warning to expulsion from the College.

The 24-hour presence of the Public Safety Department allows a high level of oversight in the heart of the Fisher dormitories which, along with continuous training and an effective disciplinary process, creates a system that helps minimize student-related disturbances. Fisher’s ongoing development and expansion of its student life activities – for example, adding its speaker series and Live at Fisher music series – are also key to maintaining student activity and creativity within the College’s walls.

Fisher College’s Public Safety Department serves more than just the Fisher community. Fisher College’s visible police presence provides an additional layer of protection for the neighborhood from non-Fisher-related disruptions which arise from public use of the Esplanade and Public Garden; people who are leaving events

at the Esplanade; revelers who are returning to their cars on Beacon Street, where metered parking is free after 8:00 p.m.; people who are going to restaurants and bars on Newbury and Boylston Streets; and individuals who are staying at the short-term hotel at 113 Beacon Street. The short-term hotel at 113 Beacon Street hosts groups of young people who are often mistaken for Fisher students.

Code of Conduct

Each year all new students are required to read the Student Code of Conduct and abide by it. The Student Code, which is updated annually to reflect the current mores, contains policies and procedures that promote the safety and welfare of the Fisher College community. In addition, all new students and parents participate in summer registration days during which they attend presentations by staff that directly address student behavior in the neighborhood, including smoking on the street, noise after hours, double-parking, jaywalking and the consequences for violations of policy. New students also attend orientation sessions which address subjects that educate them about living in the city, such as alcohol, drugs, sexual assault, fire safety, safety in the city and being a good neighbor/community living.

The Student Code is reinforced by College and City officials who present programs regarding community living, dangers of smoking, safety in the city, and consequences for violating College policies both on and off campus. Mandatory residence hall and commuter meetings are also held for both returning and new students each month during the year. Current “hot” topics are addressed, such as unacceptable noise, smoking and disposal of trash, among others. Training for students on fire safety, Rape Aggression Defense, and sexual assault and diversity awareness occurs throughout the academic year and is led by the Public Safety Department and outside agencies. All of these means are used to educate Fisher students as to appropriate behavior in a wide variety of circumstances and to reinforce that they live in a very densely populated historic residential neighborhood where they and their neighbors are to respect each other’s quality of life and to comport themselves in a manner that assures the safety and comfort of everyone who lives along Beacon Street.

Alcohol, Drugs and Smoking

All Fisher housing is alcohol-, drug- and smoke-free. Alcohol is not permitted in any Fisher student function or area, regardless of student age. Intoxication or being under the influence of any illegal drug is also prohibited regardless of age. Possession or use of illegal drugs within Fisher is prohibited, as is the manufacture of illegal drugs or drug paraphernalia.

Fisher College prohibits smoking inside any building and also prohibits employee smoking directly in front of any Fisher College building. Fisher College policy states that if smoking by a student or staff member results in a nuisance to a member of the community, and the individual who is smoking refuses to move to a designated smoking area after being asked to do so, the individual will be reported to the Student Conduct Coordinator/Human Resources. Failure to abide by the Smoking and Tobacco Policy results in disciplinary action.

The City of Boston does not have an ordinance that prohibits smoking on a public sidewalk; therefore, it is an ongoing challenge to prevent individuals from smoking on public sidewalks. For a short time, Fisher College enacted a ban preventing people from smoking within twenty-five feet of College property. However, this ban resulted in students' moving to smoke in front of non-Fisher buildings, to the chagrin of our neighbors. In response, Fisher rescinded the ban and instead enforces and closely monitors its no-smoking policy.

The College offers educational programs regarding the hazards of smoking and tobacco use and offers smoking cessation programs for both students and employees. The College has designated two smoking areas – one located behind 116 Beacon Street and another at One Arlington that is off the sidewalk and away from foot traffic – that students and staff who are smokers are urged to utilize. The College enhanced the smoking area behind 116 Beacon Street, furnishing it with new patio furniture, to make it more inviting. In order to diminish the impact of student smoking on the community, Fisher College's Facilities Department assigns a team member daily to clean the streets and alleyways adjacent to the College of any smoking-related debris.

Community Awareness

The College has various plans in place to mitigate potential adverse effects that might arise from increasing the College's enrollment. The College will add an outdoor gathering space for students through the College Terrace project. The College is currently working to enhance existing interior spaces, such as the cafeteria, Mall area, Student Center and designated smoking areas. The College expects that the addition of these gathering spaces, especially the outdoor gathering space, as well as enhancements to interior spaces, will be attractive to students who will seek to socialize in these areas instead of on the sidewalks. The College has also posted an officer to patrol Beacon Street at peak student activity hours during the week. This officer patrols the front of the buildings on Beacon Street, enforcing policy (mitigating noise) and moving students along to designated smoking areas when appropriate.

Prior to a student's arrival, during summer registration days, the College addresses the importance of abiding by the Student Code and co-existing with nonstudents in a residential neighborhood. The College has reviewed all of its orientations and policies to specifically include and address issues of concern to neighbors to the extent possible. For example, all students will be required to complete an online class prior to arriving on campus for an orientation that will include such topics as community living, safety in the city, drug and alcohol policies, and smoking.

The College also plans to introduce periodic meetings with a designated member of NABB, the Dean of Students and the President of the Student Government Association. This forum will allow Fisher to have an ongoing open dialogue and get students actively involved with the neighborhood association. Creating a regular dialogue will also present opportunities for collaboration with the neighborhood on events and matters of interest to both students and neighborhood residents. Abutters who submitted a public comment during the IMP process or who have provided Fisher College with their mailing address are receiving a monthly newsletter prepared by the College to apprise them of events that might impact or interest them.

Chapter 7

Transportation

INTRODUCTION

Fisher College has been engaged in the City of Boston’s Institutional Master Planning process since 2013, with College staff and a multidisciplinary consultant team collectively spending hundreds of hours working with the City of Boston and neighbors to understand how the College can work better within its footprint to improve its transportation-related operations and to lessen the impacts of these operations on the neighborhood.

During the period that the IMP process has been underway, Fisher has made a significant number of adjustments to vehicular and servicing procedures, in direct response to suggestions from neighborhood residents and through consultation with City departments. The goal of the work with the community has been to adhere to evolving City policies and to respect the needs of abutters who live in and own property nearby.

This IMP describes a carefully considered ten-year strategic plan. The plan has evolved since it was initially filed in 2013 in response to direct and indirect feedback from participants in the public process. The IMP acknowledges Fisher’s unique location in a dense urban neighborhood environment. The plan at this stage has developed over a period of more than 24 months, and out of five public meetings and dozens of working sessions with local residents, elected officials and City staff. The IMP is responsive to the direction provided by the BRA Scoping Determination and the Walsh administration, and it addresses the academic needs of 21st-century college students at Fisher while providing them with a safe and accessible environment in which to learn and to live.

In response to the BRA Scoping Session and Scoping Determination, the Boston Transportation Department (“BTD”) comment letter, and the commentary and other correspondence received through the IMP public process, Fisher College engaged Boston-based transportation engineering consultants Howard/Stein-Hudson Associates, Inc. (“HSH”), to assist with the development of the transportation-related sections of the IMP. HSH is also guiding Fisher through best practices relative to all areas of transportation, including parking, service and Transportation Demand

Management (“TDM”). The transportation study and recommended improvements focus on on- and off-street parking in the vicinity of Fisher, vehicular loading and service activity associated with Fisher College along Back and Beacon Streets and Mugar Way, pedestrian activity and safety in the area of the College, and TDM measures. Recommended mitigation measures and a description of mitigation steps that Fisher has already taken during the IMP process are also provided throughout this chapter.

TRANSPORTATION STUDY METHODOLOGY

The transportation study conducted for the IMP included an evaluation of existing conditions in the area immediately surrounding Fisher College, as well as an assessment of current College operations and policies, with an aim to improve both.

Observations and data collection areas included, among others:

- On-street parking supply and regulations;
- On-street parking space occupancy and turnover;
- Double-parking;
- Double-parking maneuvers;
- Loading and service operations; and
- Pedestrian movements.

Study Area

The study area for the Fisher College IMP generally includes the roadways that are immediately adjacent to Fisher College property: Beacon Street between Brimmer Street and Berkeley Street; Back Street between Berkeley Street and Mugar Way; Arlington Street between Beacon Street and Commonwealth Avenue; and the alleys between Marlborough Street and Back Street between Arlington Street (Public Alley 421) and Berkeley Street (Public Alley 422):

Beacon Street – Beacon Street is a principal arterial roadway under BTJ jurisdiction running east to west through Boston, Brookline and Newton. In the vicinity of Fisher College, Beacon Street is one-way in the westbound direction, consisting of three travel lanes and parking lanes on both sides of the roadway.

Arlington Street – Arlington Street is a principal arterial roadway under BTJ jurisdiction running north to south through the eastern portion of the Back Bay neighborhood. In the vicinity of Fisher College, Arlington Street is one-way in the southbound direction, consisting of three general traffic travel lanes, and with peak

parking restrictions where the street becomes a four-lane southbound principal artery in the vicinity of Fisher. Parking is allowed along the western side of Arlington Street during certain off-peak periods of the day and on the eastern side of the street on Sundays only.

Back Street – Back Street is a privately owned local roadway running between Massachusetts Avenue and Mugar Way in the northernmost portion of the Back Bay neighborhood. Back Street serves primarily as an access and service road for the properties located along Beacon Street. Two-direction travel is permitted for the length of Back Street. However, Back Street is wide enough to accommodate only the passage of a single vehicle in many locations due to the preponderance of private “carriage house”-style additions and garages which extend into the roadway itself. Further, many sections of Back Street have private parking spaces on one or both sides, including along the Storrow Drive retaining wall or along the buildings themselves, some of which belong to Fisher.

At the far easterly end of Back Street near the rear of Alumni Hall is the College’s main cafeteria kitchen, located behind 106-110 Beacon Street. At the time of the traffic study, this area was used by Fisher as the primary location for deliveries and trash pickup between approximately 7:00 a.m. and 11:00 a.m., after which time these spaces were used for faculty and staff parking. Since the traffic study, most of this area has been designated as a full-time dedicated commercial loading zone. In the morning, the area is used by commercial vendors serving the College, and later in the day, standard-sized passenger vans use the area to pick up and drop off Fisher students, particularly student athletes.

Several speed bumps are provided along Back Street to discourage through traffic and to maintain lower travel speeds. These speed bumps and the roadway itself are maintained by the abutting property owners, including Fisher.

Mugar Way – Mugar Way is located at the easterly end of Fisher College along Beacon Street and travels north to south, providing access between Storrow Drive and Beacon Street. Mugar Way has three lanes in the southbound direction and one lane in the northbound direction. On-street parallel parking is allowed along Mugar Way in the northbound direction, with no posted regulations. There is no parking on Mugar Way in the southbound direction. Mugar Way generally serves as a highly trafficked on- and off-ramp for Storrow Drive.

Data Collection and Analysis

The transportation study was developed in response to the Scoping Session and Scoping Determination, several subsequent working meetings with BTM, and a

thorough review of the public commentary and correspondence related to IMP projects individually and collectively, as well as through extensive assessment of transportation-related implications of the IMP for its ten-year horizon. This IMP and the transportation study data collection and analyses will serve as the basis for the Transportation Access Plan Agreement (“TAPA”) to be entered into by Fisher College and BTM following the adoption of the IMP.

Because Fisher will not build any new buildings or create any new off-street parking or curb cuts (driveways) as part of the IMP, and will occupy only a few parking spaces at 10-11 Arlington Street as “net new,” the study and these recommendations focus mainly on the College’s existing parking inventory, current operational considerations, and policies and improvements which may be made thereto. The transportation study presents both qualitative and quantitative analyses of the existing conditions for each of the issues listed above.

EXISTING CONDITIONS

Fisher College, as described in Chapter 2, is located in a collection of buildings on Arlington Street and Beacon Street in Boston’s Back Bay neighborhood. The majority of the College, including dormitories, lies along Beacon Street between Arlington Street and Berkeley Street; interior student activity areas are focused within the College’s Mall at 102-116 Beacon Street; and these buildings and several others nearby are used for academic purposes.

Parking

Fisher College and the immediate surrounding area of the Back Bay neighborhood are served by on-street parking under a variety of regulation types, by several nearby parking garages and a small number of deeded, private parking spaces found at the rear of Fisher’s buildings. Fisher’s off-street parking supply is limited today to 26 existing spaces; two more will be available to Fisher upon approval of this IMP, bringing its total to 28 spaces. Fisher’s institutional parking is reserved exclusively for faculty or staff and is not rented or otherwise made available to students or the general public.

On-Street Parking

Data for on-street parking supply and regulations was collected for the entire study area described above. Parking turnover was collected between 7:00 a.m. and 9:00 p.m. at the parking meters along both sides of Beacon Street between Arlington Street and Berkeley Street. Double-parking maneuvers were observed between

7:00 a.m. and 9:00 p.m. along Beacon Street between Arlington Street and Berkeley Street.

Parking Regulations

An inventory of Boston's on-street parking regulations prepared for the IMP study area identified a mix of metered spaces, unregulated spaces and some locations with no parking (for example, at hydrants and crosswalks). Forty-four metered spaces are located along the two sides of Beacon Street between Arlington Street and Berkeley Street. See Figure 7.1. These meters operate between 8:00 a.m. and 6:00 p.m. and have a two-hour time limit during those hours. These metered spaces are unregulated from 6:00 p.m. to 8:00 a.m. Metered parking is allowed along the east side of Arlington Street and along the west side of Arlington Street during the evenings and all day on Sundays.

Unregulated spaces are found along approximately 120 feet of the curb on Mugar Way and along Back Street, where Fisher's private parking is located. About 30 feet of the curb length on the north side of Beacon Street at the corner of Mugar Way is designated for pickups and drop-offs at the adjoining buildings.

Occupancy and Turnover on Beacon Street

A parking occupancy and turnover study was conducted on Tuesday, November 19, 2013, between the hours of 7:00 a.m. and 9:00 p.m. for the parking spaces located along Beacon Street between Arlington Street and Berkeley Street. The spaces include the 44 metered spaces, the pickup/drop-off area located at 100 Beacon Street and all other areas where parking is prohibited (for example, near fire hydrants and crosswalks). The study was conducted by recording at 15-minute intervals the last three characters on the license plate for each vehicle occupying a parking space throughout the observation period. The results of the parking occupancy study are shown graphically in Figure 7.2.

The highest occupancy rates (80% and higher) for the metered spaces occur during the late morning and early afternoon hours (11:15 a.m. to 2:15 p.m.) and during the evening when the meters are not enforced (6:00 p.m. to 8:00 p.m.) and later. The lowest occupancy rates (50% and lower) for the metered spaces generally occur during the morning and evening peak traffic periods. The low occupancy rate during the morning peak period is most likely due to residents who live in the area who park on the street overnight and then move their vehicles from the time-limited metered spaces in the morning, or people who commute to work. The low occupancy rate during the evening peak period is likely due to daytime visitors to the area, or

employees of area businesses who are leaving their spaces to begin their evening commute.

Parking turnover rates and the time that each vehicle was parked at a meter were calculated. Based on the data from the license plate survey, it was determined that vehicles often park for the full 120 minutes allowed along the south side of Beacon Street and for approximately 100 minutes, on average, along the north side of Beacon Street. In some cases, vehicles may park for longer than the allowable two hours and are very likely to receive parking tickets due to regular patrols of BTM enforcement personnel.

Double-Parking

Due to the limited parking along Beacon Street, double-parking occurs consistently throughout the day, which reduces the capacity of the moving lanes of Beacon Street. To measure the double-parking near Fisher College, observations were made along Beacon Street between Arlington Street and Berkeley Street on Tuesday, November 19, 2013, between the hours of 7:00 a.m. and 9:00 p.m.

During the 14-hour observation period, 39 double-parking maneuvers, including drop-offs and taxi and livery services, occurred in the center of the block between 116 and 118 Beacon Street, the main entrance to Fisher College. Twenty-one double-parking maneuvers were observed along the east end of the block between 116 Beacon Street and Mugar Way, and five double-parking maneuvers were observed along the west end between 116 Beacon Street and Berkeley Street. See Figure 7.3.

While the data suggests that the majority of the double-parking activity occurs in the middle of the block near Fisher College properties and residences with many units, the data could not differentiate between double-parking related to Fisher College and double-parking associated with the nearby residences. The median duration of the double-parking events was 2 minutes. The majority of the double-parking events were related to passenger drop-off/pickup, including taxis and other livery services. Double-parking events generally occurred evenly along the north and south sides of Beacon Street throughout the observation time period. Detailed double-parking observation data is provided in Appendix E.

Loading and Service

Loading and service operations were observed between 7:00 a.m. and 6:00 p.m. along Back Street between Mugar Way and Berkeley Street, Beacon Street between Arlington Street and Berkeley Street, and the easterly side of Mugar Way between Back Street and Beacon Street on several days in October and November 2013. The

purpose of these observations was to develop recommendations for the allocation of space available at the service area associated with the College's cafeteria on Back Street that would mitigate congestion and limit conflicts with traffic on Back Street generated both from abutting properties and from general traffic.

Loading and service activities also use a 10-minute pickup/drop-off area for curbside operations in front of 100 Beacon Street. Double-parking by delivery trucks and other vehicles occasionally occurs along both sides of Beacon Street, indicating that additional short-term loading space may be needed.

Fisher College has already introduced several interim and permanent improvements to service and loading operations on Back Street and Beacon Street during the past year. These changes are described in the section "IMP Mitigation Measures" at the end of this chapter.

Move-In and Move-Out Days

Fisher College, like most area colleges and universities, has student move-in and move-out days at the beginning and end of the spring and fall semesters. Like many other area colleges, Fisher separates the move-in days and the orientations for new and returning students. Newly registered students arrive on the first move-in day, as they attend a two-day orientation program prior to the beginning of classes. This orientation program familiarizes them with both the College and the City of Boston. At orientation, students are given presentations on topics such as the Student Code of Conduct, community living, safety in the city, etc. Various College administrators and City officials conduct these presentations, which Fisher feels are vital to a student's success in College. Allowing the new students to arrive before the returning students also gives them time to make meaningful connections with other new students. Returning students move in one day prior to the start of classes, as they have already attended orientation. Over the past several years, Fisher has sought permits from the City of Boston to occupy meters on both sides of Beacon Street for the block between Mugar/Arlington and Berkeley Streets for two days for each move-in/move-out period.

Through the IMP process, Fisher College has received feedback that the rental of meters for up to eight days in an academic year is burdensome to neighbors. Fisher has committed to working with the neighborhood and the City of Boston's Transportation Department to reassess its current procedures, including curb needs and utilization of meters, to improve its management of move-in/move-out days. Fisher believes this reassessment will result in a reduction of the total amount of time for which curb space is needed and the total amount of curb that is required during the spring and fall moving days.

Transportation Demand Management

Due to its location in an area of the City where good public transportation is available and on-street parking is in short supply, the majority of faculty, staff and commuting students use public transportation and/or other alternative methods of transportation to reach Fisher. Fisher encourages and reinforces this practice by offering a variety of TDM measures, including the following:

Parking and Commuting Information – Fisher College presents a detailed explanation of all policies, including on parking and general conduct, during student orientation, which occurs prior to every semester (fall and spring) for full-time and part-time students, during new-employee orientation, and at least annually during staff meetings.

No Student Parking – Students are forbidden to park at any time in Fisher College’s few private parking spaces. Resident students living in Fisher College housing are strongly discouraged from owning a car at all and are reminded that the City does not allow resident students living in dormitories to obtain resident parking stickers in Boston. Commuting students are encouraged to use alternative modes of transportation, including public transit and bicycling.

Limited Employee Parking – Fisher has only 26 parking spaces now available for its 279 full- and part-time faculty and staff at off-street locations adjacent to its properties, and two more that will be added after approval of this IMP. These spaces are assigned by job type, schedule, physical limitations or seniority. Due to the high cost of parking in the area, the College does offer full-time staff and faculty a subsidized parking program at local garages, including the Boston Common underground garage. Due to feedback received from the community, the College’s parking plan no longer subsidizes meter parking by employees. During new-employee orientation, employees of Fisher are informed about the residential nature of the neighborhood and the steep cost of parking violations. Alternative commuting options are described at this time and everyone is encouraged to use alternative modes of transportation, such as public transit and bicycling.

MBTA Pass Program for Students and Employees – Fisher College students may purchase discounted MBTA passes directly through the College’s Office of Student Life. To accommodate students from various locations and distances to the College, MBTA pass purchases include a mix of bus, subway, bus/subway combo and commuter rail options. All employees may purchase public transit passes through the Fisher College Payroll Department using pretax dollars.

Bicycling Incentives – Due to increased use of both privately owned bicycles and the City’s Hubway program, Fisher has implemented several new policies to incentivize bicycle usage, including purchasing a Hubway College/Corporate Account, which allows any employee or student to use Hubway without paying a separate membership initiation. Also, the College has expanded on the early success of this program with a broader awareness campaign in conjunction with Hubway and the City’s Boston Bikes initiative. As part of the IMP, Fisher College plans to create a new, larger, covered and secured bicycle storage facility in the rear of 116 Beacon Street after appropriate City of Boston and BBAC reviews and approvals.

Public Transportation

The MBTA operates several bus and rapid transit lines in the vicinity of Fisher College, as shown in Figure 7.4. Nearby MBTA public transportation services include:

Commuter Rail – Commuter rail services used by the Fisher community include the Back Bay Station and the South Station multimodal facility located near the leased dormitory space on Stuart Street. The commuter rail is utilized by some faculty and staff but not by many students due to cost.

MBTA Red Line – The Red Line branch of the MBTA subway system stops at Charles/MGH and Park Street, both of which are within walking distance of Fisher College. The Red Line travels between the Alewife Station and the Braintree and Ashmont Stations, providing convenient access to Cambridge, Quincy, Dorchester and Braintree. The Red Line operates with headways of approximately 9 to 16 minutes.

MBTA Green Line – The Green Line branch of the MBTA subway system stops at the Copley and Arlington Stations, both located along Boylston Street, south of Fisher College. The Green Line has four branches that travel through these stops (the B, C, D and E Lines), providing access to Downtown Boston, Brighton, Brookline, Newton and the Longwood Medical Area. The Green Line operates with headways of approximately 7 to 14 minutes.

MBTA Orange Line – The MBTA Orange Line stops near the College at both the Back Bay Station and the Tufts NEMC Station, close to the Chinatown hostel dorm. This line is utilized by many students to get from the inner-city neighborhoods of Roxbury, Mission Hill and Jamaica Plain as well as communities just north of Boston, including Somerville, Medford and Melrose.

MBTA Bus Route 9 – This route provides service between the City Point Bus Terminal in South Boston and Copley Square in Back Bay. Weekday and Saturday services run from approximately 5:10 a.m. to 1:15 a.m. Headways range from

approximately 5 minutes to 30 minutes. The nearest stop is located at the intersection of Boylston Street and Berkeley Street.

MBTA Bus Route 39 – This route provides service between the Forest Hills Station and the Back Bay Station. Weekday and Saturday services run from approximately 4:45 a.m. to 1:25 a.m. Headways range from approximately 5 minutes to 15 minutes. The nearest stops are located at the Back Bay Station and in Copley Square at the intersection of Dartmouth Street and St. James Avenue.

MBTA Bus Route 43 – This route provides service between the Ruggles Station and the Park Street Station. Weekday and Saturday services run from approximately 6:00 a.m. to 11:10 p.m. Headways range from approximately 12 minutes to 35 minutes. The nearest stop is located at the intersection of Beacon Street and Charles Street.

MBTA Bus Route 55 – This route provides service between Jersey and Queensbury Streets in the Fenway area and the Park Street Station. Weekday and Saturday services run from approximately 5:10 a.m. to 1:15 a.m. Headways range from approximately 15 minutes to 30 minutes. The nearest stop is located at the intersection of Beacon Street and Charles Street.

Employee Mode Share

The College conducted two surveys during the IMP process to assess the current mode share of travel to Fisher College by its faculty, employees and guests. These surveys report what is already well-known – namely, that under 40% of Fisher’s employees drive to work:

Vehicle – Approximately 38% of faculty and staff report driving to work at the College. All interested full-time faculty and staff are eligible to participate in the College’s parking program at the Boston Common underground garage. Those choosing to park can then walk from the garage to the College. Approximately 19 senior administrators and key faculty members participate in the College’s parking program and park on Back Street at Fisher-owned spots.

Public Transportation – Approximately 26% of faculty, staff and guests use the nearby public transportation services, including the commuter rail at Back Bay, with transfers to local routes; the MBTA Green Line, which stops at Copley and Arlington in Back Bay; the MBTA Red Line, which stops at Charles Circle in Beacon Hill; and the MBTA Orange Line, which stops at Back Bay and Tufts NEMC.

Walking – Less than 10% of faculty, staff and guests report walking to and from Fisher College as their primary commuting mode. This number does not include

walking from public transportation or the Boston Common underground garage (see above).

Other – Approximately 17% of faculty and staff report using other methods of travel to reach the College. These include bicycling, being dropped off from a personal vehicle and other types of carpooling/ridesharing. There is a Hubway station in proximity to Fisher College at the intersection of Mugar Way and Beacon Street that provides convenient access to the shared bicycling service.

Student Mode Share

Through an extensive review of Fisher College's student addresses and commuting behavior, transportation mode share percentages were estimated to determine how students travel to and from the College. Those students who commute to Fisher do not use private vehicles to do so, for the most part. Instead a very large proportion rely on the MBTA and also walk to Fisher. Based on Fisher's analysis, the current mode share of travel to Fisher College by its student body is estimated to be the following:

Vehicle – Approximately 14% of students drive to campus. These students are primarily commuter students who park in nearby garages, with a majority parking at the Boston Common underground garage or at curbside parking spaces within Back Bay.

Public Transportation – Approximately 41% of students use the nearby public transportation services, including the MBTA Green Line, which stops at Copley and Arlington in Back Bay; the MBTA Red Line, which stops at Charles Circle in Beacon Hill; and the MBTA Orange Line, which stops at Back Bay and Tufts NEMC near the leased dormitory space on Stuart Street. These students generally live outside the downtown neighborhoods of Boston.

Walking – Approximately 36% of students walk to and from Fisher College. These students generally live in nearby neighborhoods, including Back Bay, Beacon Hill, Downtown Boston, Bay Village and Fenway/Kenmore.

Other – Approximately 8% of students travel to campus using other methods, such as bicycling, being dropped off from a personal vehicle or other types of carpooling/ridesharing. There is a Hubway station in proximity to Fisher College at the intersection of Mugar Way and Beacon Street that provides convenient access to the shared bicycling service.

Alternative Modes of Travel – Walking, Bicycling, Car Sharing

Walking

Pedestrian activity along Beacon Street is moderate and is generated by Fisher College, nearby residences and businesses, and the Esplanade and Public Garden. Fisher College generates pedestrian activity throughout the day along both sides of Beacon Street as students travel to and from the College. Nearby residences, businesses and tourist attractions, such as the Public Garden and Cheers bar, also generate pedestrian activity along Beacon Street. The large open spaces of the Charles River Esplanade and Boston Public Garden and Common create significant additional foot traffic in the area, especially at the intersection of Mugar Way and Beacon Street.

Sidewalks on both sides of Beacon Street are approximately 12 feet wide. Signalized pedestrian crossings can be found at the intersections of Beacon Street and Berkeley Street to the west of Fisher College and Beacon Street and Mugar Way to the east of Fisher College. The existing pedestrian infrastructure in the immediate vicinity of Fisher College has adequate capacity to accommodate the current level of pedestrian activity.

Pedestrian Access to Fisher College Buildings

On the north side of Beacon Street, pedestrian access to College buildings is provided at entries along the street and is focused at the student entrance at 116 Beacon Street. The administration and guest entrance is at 118 Beacon Street, the College's historic headquarters building. The three College buildings on the south side of Beacon Street, at 111, 131 and 133, have separate entries.

The rear doors to all Beacon Street buildings are limited to emergency egress only and are not accessible to students or faculty, with the exception of the rear entrance at 116 Beacon Street, where access by the Fisher community to and from the Mall is provided.

The building at One Arlington Street is entered from its front door on Arlington Street and from a lower-level door on Beacon Street.

Finally, future use by Fisher of 10-11 Arlington Street will be accessed at the front door.

Pedestrian Movements

Fisher College generates pedestrian trips among the three buildings on the south side of Beacon Street and the administrative/academic buildings across the street. Most of these crossings are directed toward the entrance to the Mall at 116 Beacon Street, approximately midway between Mugar Way and Berkeley Street. The distance between this entrance and the Berkeley intersection is about 217 feet and from the Student Center to Mugar Way is about 280 feet. Because these are relatively long distances, students often cross mid-block instead of using the signalized crosswalks at Berkeley Street and Mugar Way. Some mid-block crossings occur when vehicles are queued from the traffic signal at the intersection of Beacon Street and Berkeley Street, which can create conflicts between pedestrians and vehicles. To inform drivers of increased pedestrian activity, two fluorescent yellow retro-reflective pedestrian warning signs have been placed on each side of Beacon Street in the vicinity of the Student Center.

To measure the mid-block pedestrian crossings, observations were made along Beacon Street between Mugar Way and Berkeley Street on Tuesday, November 19, 2013, between the hours of 7:00 a.m. and 9:00 p.m. The observations indicated the time, general location and number of pedestrians for each crossing. The majority (approximately 75%) of these crossings occurred near the Student Center, with approximately 23% occurring east of the Student Center and very few occurring west of the Student Center.

The hour between noon and 1:00 p.m. experienced the most mid-block crossings, followed by the hour between 1:00 p.m. and 2:00 p.m., when most students were heading to the cafeteria for lunch. Traffic volumes on Beacon Street are usually moderate to light during these hours. Figure 7.5 shows the location and number of mid-block pedestrian crossings along Beacon Street in the vicinity of Fisher College. Figure 7.6 shows the number of these crossings by time of day.

Bicycling

In recent years, bicycle use has increased dramatically throughout the City of Boston, but that increase in bike use has not been matched near Fisher College with public on-street facilities for storing bikes when they are not in use. Also, the streets that abut the College do not have pavement markings for bike lanes. Those students, faculty and staff who now ride to Fisher store their bicycles behind 116 Beacon Street on Fisher property.

The fact that there are no public bicycle racks anywhere along Beacon and Arlington Streets in the vicinity of Fisher College means that cyclists have only trees, parking

meters, street signs or the like to use to lock their bicycles. As part of the IMP and subsequent TAPA with the City, the College proposes to add additional secure, covered private bicycle storage to this same area after appropriate review and approval by relevant City departments and the Back Bay Architectural Commission.

The following describes facilities for biking in the vicinity of Fisher College. Each facility is also provided a designation on the City of Boston's "Bike Routes of Boston" map. These bicycle facilities are shown on Figure 7.7.

- **Charles River Path** – The Charles River Path is a multiuse path located north of Fisher College along the Esplanade. The Charles River Path provides connections to Downtown Boston, Cambridge, Newton, Watertown and other points to the west. The Charles River Path is designated as a "beginner" route, suitable for all types of bicyclists, including newer cyclists, cyclists with limited on-road experience and/or children.
- **Commonwealth Avenue** – A designated bicycle lane is provided along Commonwealth Avenue in both directions of travel. Commonwealth Avenue is designated as an "intermediate" route, suitable for riders with some on-road experience.
- **Beacon Street** – Beacon Street is designated as an "intermediate" route. Bicycle lanes and pavement markings are not provided along Beacon Street in the vicinity of Fisher College.
- **Arlington Street** – Arlington Street is designated as an "advanced" route, suitable for traffic-confident cyclists with on-road experience. Bicycle lanes and pavement markings are not provided along Arlington Street in the vicinity of Fisher College.
- **Berkeley Street** – Berkeley Street is designated as an "intermediate" route. Bicycle lanes and pavement markings are not provided along Berkeley Street in the vicinity of Fisher College.
- **Marlborough Street** – Marlborough Street, located one block south of Beacon Street, is designated as a "beginner" route. Bicycle lanes and pavement markings are not provided along Marlborough Street.

Hubway

Hubway is a bicycle-sharing system in the Boston area which was launched in 2011, and consists of over 140 stations and 1,300 bicycles. There are six Hubway stations in close proximity to Fisher College at Beacon Street/Mugar Way, Charles Street/Beacon Street, Tremont Street/West Street (Boston Common), Boylston Street/Arlington

Street (Arlington Station), Boylston Street/Berkeley Street and Boylston Street/Dartmouth Street (Copley Station).

The College joined Hubway as a corporate member, providing an incentive for employees and students to use the Hubway network. Between April 2, 2014, and June 2014, Fisher College students and employees used Hubway over 750 times. The proximity of several Hubway facilities provides ample locations for members of the Fisher Community to access Hubway bicycles on both inbound and outbound trips and when connecting to the MBTA network and open-space routes such as the Charles River Esplanade.

Car Sharing

Car-sharing services provide easy access to short-term rental vehicles provided predominantly by Zipcar, Enterprise and Hertz 24/7. The vehicles are typically located within existing parking lots or garages. Vehicles are rented on an hourly or daily basis and all vehicle costs (gas, maintenance and insurance) are included in the rental fee. Vehicles are checked out for a specific time period and returned to their original designated location.

The seven car-sharing locations in the vicinity of Fisher College are shown in Figure 7.8. These car-sharing services are convenient, especially for resident students who are discouraged from owning vehicles in Boston.

1. Park Square Motor Mart Garage (201 Stuart Street) – 1 vehicle (Hertz 24/7)
2. Beacon Street/Clarendon Street – 1 vehicle (Zipcar)
3. Public Alley 421/Arlington Street – 2 vehicles (Zipcar)
4. Boston Common Underground Garage – 10 vehicles (Zipcar)
5. Cambridge Street/Charles River Plaza – 4 vehicles (Zipcar)
6. Park Square Motor Mart Garage – 8 vehicles (Zipcar)
7. Revere Hotel (200 Stuart Street) – 6 vehicles (Zipcar)

IMP MITIGATION MEASURES

Throughout the IMP process, Fisher College has worked with abutters, neighbors and the Boston Transportation Department to identify and implement transportation-related modifications to conditions that contributed to unwelcome disruptions on Back Street and Beacon Street. Since some of these measures could be undertaken by Fisher without any formal approvals by others, they were implemented as soon as they were agreed upon. Other changes associated with this IMP need further discussion and specification before they can be introduced, and these programs will

be defined and documented in a Transportation Access Plan Agreement, which will be entered into between Fisher and BTD in conjunction with the execution of IMP projects. This section presents the changes Fisher College has already made and those still under discussion.

Service and Loading Operations Improvements

Back Street Vendor and Service Truck Loading – At the start of the IMP process, Fisher staff worked with HSH to reallocate some of the parking areas on Back Street to better organize truck activities there. In the fall of 2013, the College created a part-time (7:30 a.m. to 11:30 a.m.) dedicated commercial loading area on the south side of Back Street and instituted a practice that requires all foodservice vendors to arrive at the College via Back Street between 7:30 a.m. and 11:00 a.m. Subsequently, following feedback from neighbors, Fisher expanded the practice by extending the hours to create a full-time (24/7) dedicated commercial loading area, limiting the size of the trucks making deliveries and increasing its monitoring and enforcement of delivery hours. Foodservice vendors delivering to the cafeteria and Alumni Hall are required to arrive after 7:00 a.m. and before 9:00 p.m. Vendors are encouraged to arrive prior to 11:00 a.m. in order to have sufficient staff to assist with receiving; however, the area remains available after 11:00 a.m. for other deliveries as needed, including vending machine contractors, office and paper goods deliveries, and smaller vans transporting student athletes. The Public Safety Department helps oversee deliveries on Back Street and is authorized to wave through any noncompliant vehicles.

In addition, all vendor delivery drivers and van operators are required to call the Fisher College Public Safety Department at least 20-30 minutes before their arrival. This pre-arrival call provides the College with sufficient time to alert staff to be prepared for receipt of the delivery and, if necessary, accelerate a current delivery to ensure adequate loading space. See Figure 7.9.

While isolated incidents still arise, usually related to heavy snow or conflicts on Back Street involving removing dumpsters from Fisher or adjoining buildings, the dedicated commercial loading area and changes to delivery policies appear to be improving the flow of traffic on Back Street.

Dumpsters – The position of the Dumpsters located behind the Alumni Hall cafeteria earlier posed challenges with loading and servicing at Fisher, and created a problem with loading, servicing and garage parking at the neighboring building at 100 Beacon Street. Working with a number of parties, including the trash-hauling vendors for both Fisher and 100 Beacon Street, Condominium Board leaders, on-site concierge staff at 100 Beacon Street, and Fisher staff, Fisher had the Dumpsters relocated

permanently to assure maximum clearances for cars, trucks and emergency vehicles to maneuver along Back Street during normal conditions. There continue to be isolated incidents of vehicular conflicts when the Dumpsters are being unloaded, but the College continues to work closely with neighbors to fine-tune these operations to avoid these incidents and their impacts.

Athletic Team Vans and Coach Buses – Beginning in the fall of 2013, Fisher, in consultation with BTM, set in motion a number of adjustments to how it schedules transportation for its student athletes. First, the College moved all marked 12-passenger van parking, pickup and drop-off to the rear of the College Mall on Back Street, behind 112-116 Beacon Street. Also, all full-sized coaches and school buses that had previously loaded on Beacon Street were moved to Charles Street South, between Boston Common and the Public Garden. This change, which has worked well to date, has removed nearly all coaches and school buses from Beacon Street and eliminated the majority of neighbor complaints of buses' and coaches' being double-parked on Beacon Street.

Fisher College has also proposed to work with neighbors at 100 Beacon Street and BTM to make the pickup/drop-off and loading area longer on the north side of Beacon Street, at 100 Beacon Street and the intersection with Mugar Way, to accommodate the number and range of vehicles that need loading space on Beacon Street, including private deliveries to residents and the College.

This proposal for the Beacon Street loading zone expansion is intended to create a loading area long enough to handle the largest motor coaches, which are used when more than one athletic team travels to the same destination or when traveling out of state or in inclement weather. Parking in this longer designated zone will allow the athletic team personnel and student athletes to more conveniently and efficiently load the buses when carrying additional personal items for overnight stays. This area, which will serve residents and Fisher, will help ease congestion that deliveries sometimes create, especially when multiple trucks arrive at the same time.

As with the commercial foodservice loading and service access at the rear of the College on Back Street, all van, coach and school bus drivers would be instructed to call into Fisher College police at least 20 minutes prior to their arrival on Beacon Street to ensure that the extended loading area is free and that the teams are prepared to board swiftly for their destination(s).

Additional Policy Changes

Administrative Actions

Based on the results of the transportation study, and following adoption of the IMP and negotiation of the TAPA with BTB, the three administrative items listed below are expected to be added to Fisher's TDM program as mitigation measures associated with this IMP:

1. Appointing a transportation coordinator to manage move-in/move-out activities and to manage the TDM program.
2. Providing up-to-date City of Boston transportation information on the Fisher website via mobile devices and/or within the building lobby or transportation office to inform employees, students and guests as to opportunities to improve accessibility to the College.
3. Providing orientation packets containing information about transportation to all students at the beginning of each semester.

TDM Program Enhancements

Fisher's existing TDM program provides incentives for MBTA use, including on-site pass sales, participation in the MBTA's Semester Pass Program and pretax purchase of MBTA passes for employees, and it posts MBTA maps and schedules at different locations on the campus.

Also, as another TDM element, parking is not provided on campus for students, and all students are discouraged from driving to Fisher or maintaining cars in Boston. In addition, double-parking and jaywalking will be added to the Student Code of Conduct as prohibited activities. The parking supply is limited to 28 (26 current plus two "net new," following approval of the IMP) spaces for Fisher College vehicles and designated faculty and staff.

The two proposed TDM enhancement items described below were identified to mitigate conditions identified in the IMP:

Bicycle Improvements

Fisher will work with the City of Boston's bicycle program office, BTB and the BBAC to identify acceptable bicycle parking options in the vicinity of the College and/or on College property to accommodate more bicycles in the future and to meet the City's bike policy directives. The College will augment its current efforts with its community

to increase awareness about and the benefits of bicycling as a commuting alternative. Two initiatives that Fisher is interested in pursuing in order to better serve bicycles, subject to receiving all necessary approvals, are 1) creating a secure, covered, outdoor bicycle storage at the rear of 116 Beacon; and 2) installing outdoor bicycle racks to accommodate the bikes of students, faculty, staff and visitors to the College.

Pedestrian Improvements

Although the majority of mid-block crossings measured for this study are made during hours when the traffic on Beacon Street is low, it is advisable to improve safety for both pedestrians and drivers by taking measures to better inform both. Fisher will work with BTM to improve the safety of these crossings, and will draw examples from the Complete Streets guidelines and the Boston Bikes initiative to enhance pedestrian amenities in the vicinity of the campus.

Fisher proposes to work with BTM to implement new signage directing all pedestrians to the marked crosswalks at either end of the Beacon Street block, as well as to heighten oncoming drivers' awareness of pedestrians crossing at Mugar Way and Arlington Street, Beacon Street, and Berkeley Street.

Figure 7.1 Existing Parking Regulations

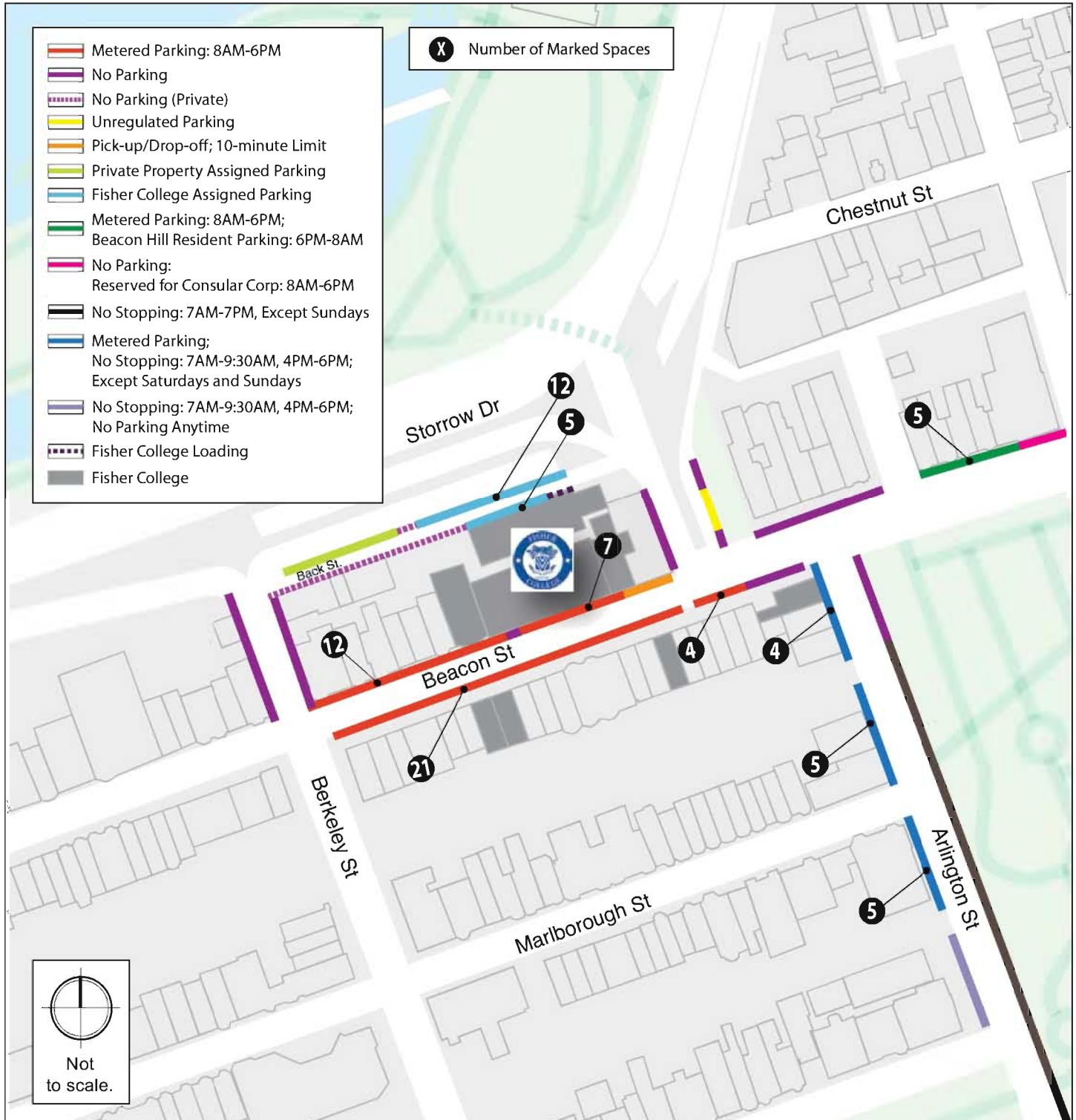
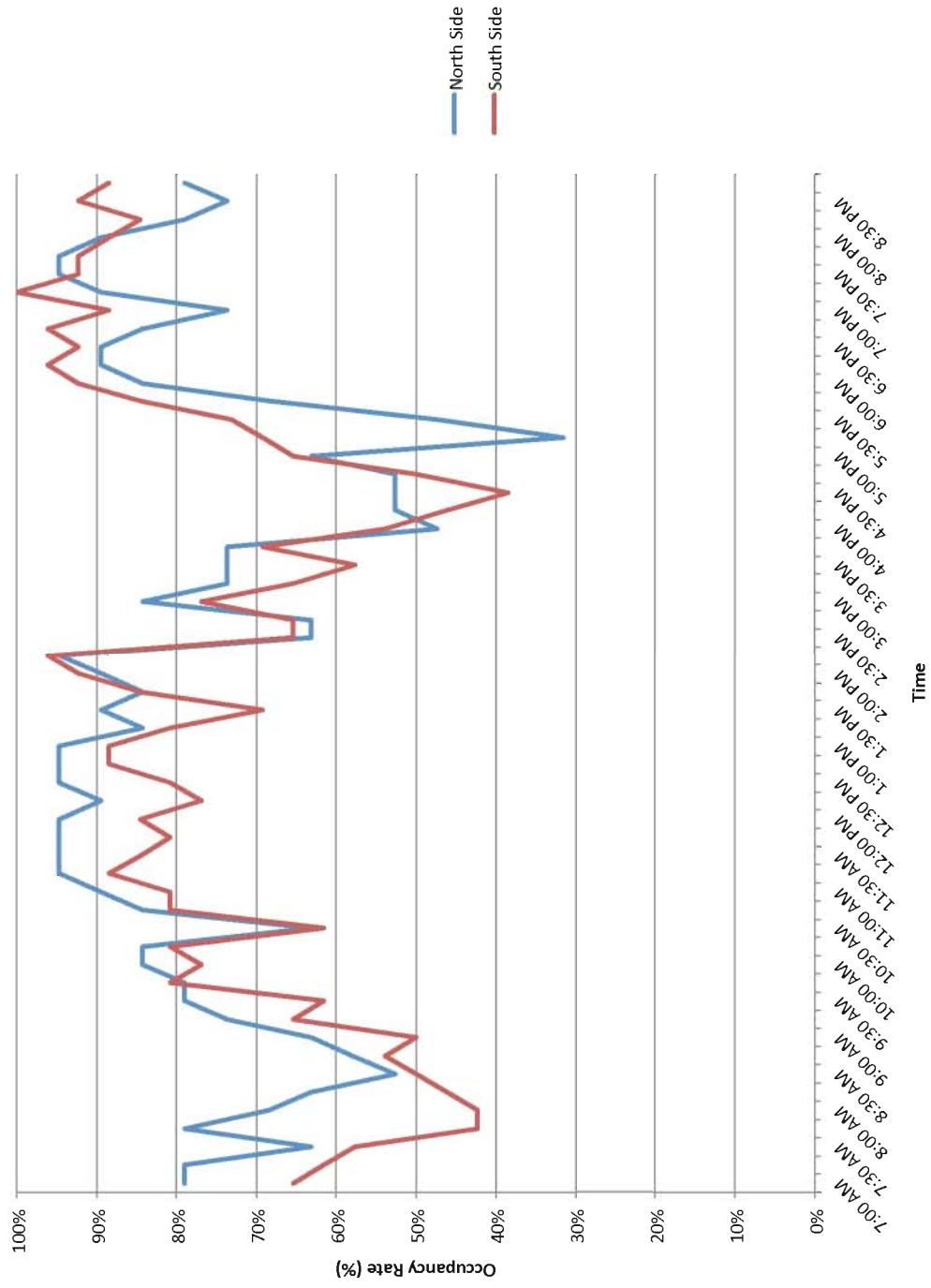
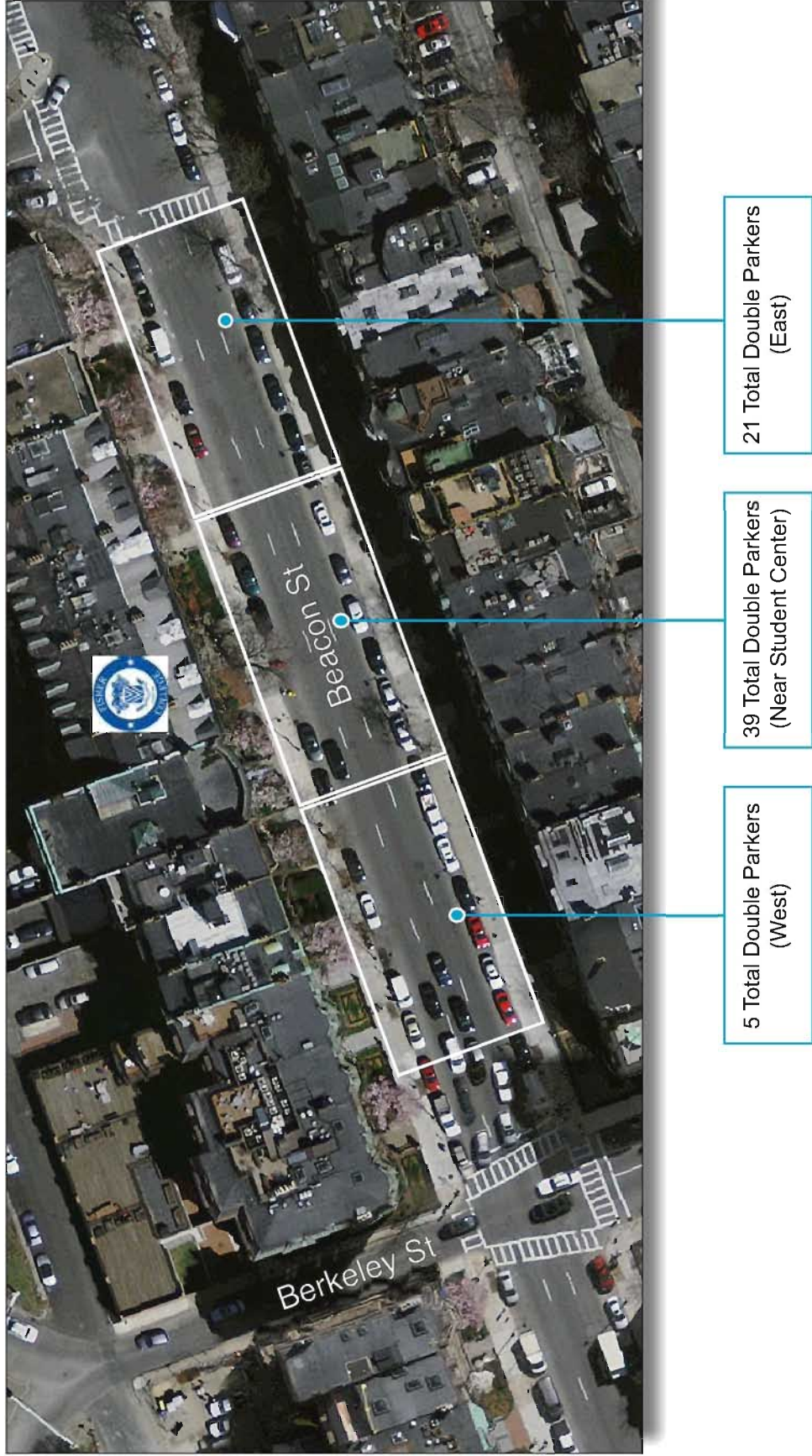


Figure 7.2 Occupancy Rates for Metered Spaces Along Beacon Street



Note: Observations conducted Tuesday November 19, 2013 between 7 a.m. and 9 p.m.

Figure 7.3 Double-Parking Observations

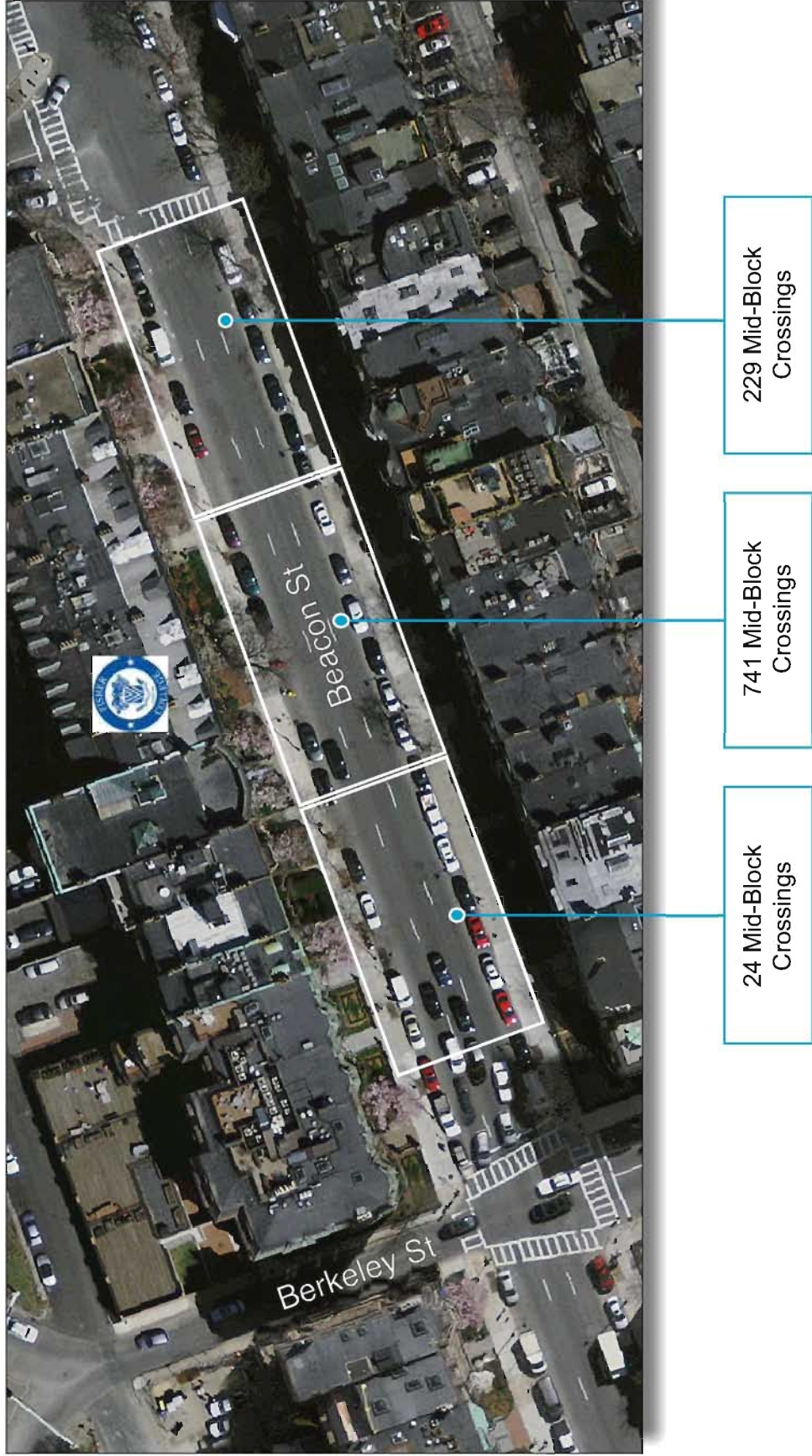


Note: Observations conducted Tuesday November 19, 2013 between 7 a.m. and 9 p.m.

Figure 7.4 Public Transportation Services

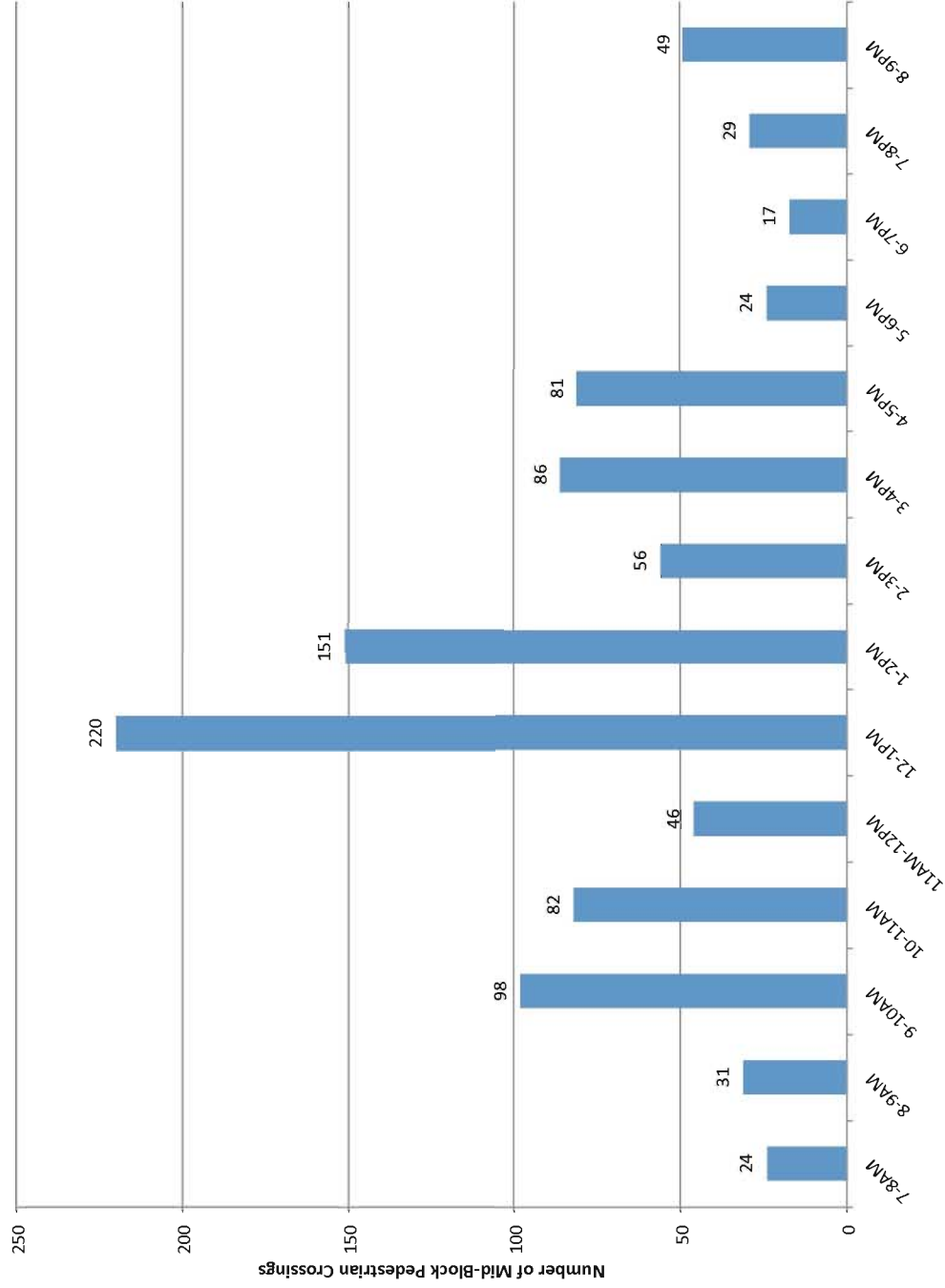


Figure 7.5 Mid-Block Pedestrian Crossings



Note: Observations conducted Tuesday November 19, 2013 between 7 a.m. and 9 p.m.

Figure 7.6 Mid-Block Pedestrian Crossings - By Time of Day



Note: Observations conducted Tuesday November 19, 2013 between 7 a.m. and 9 p.m.

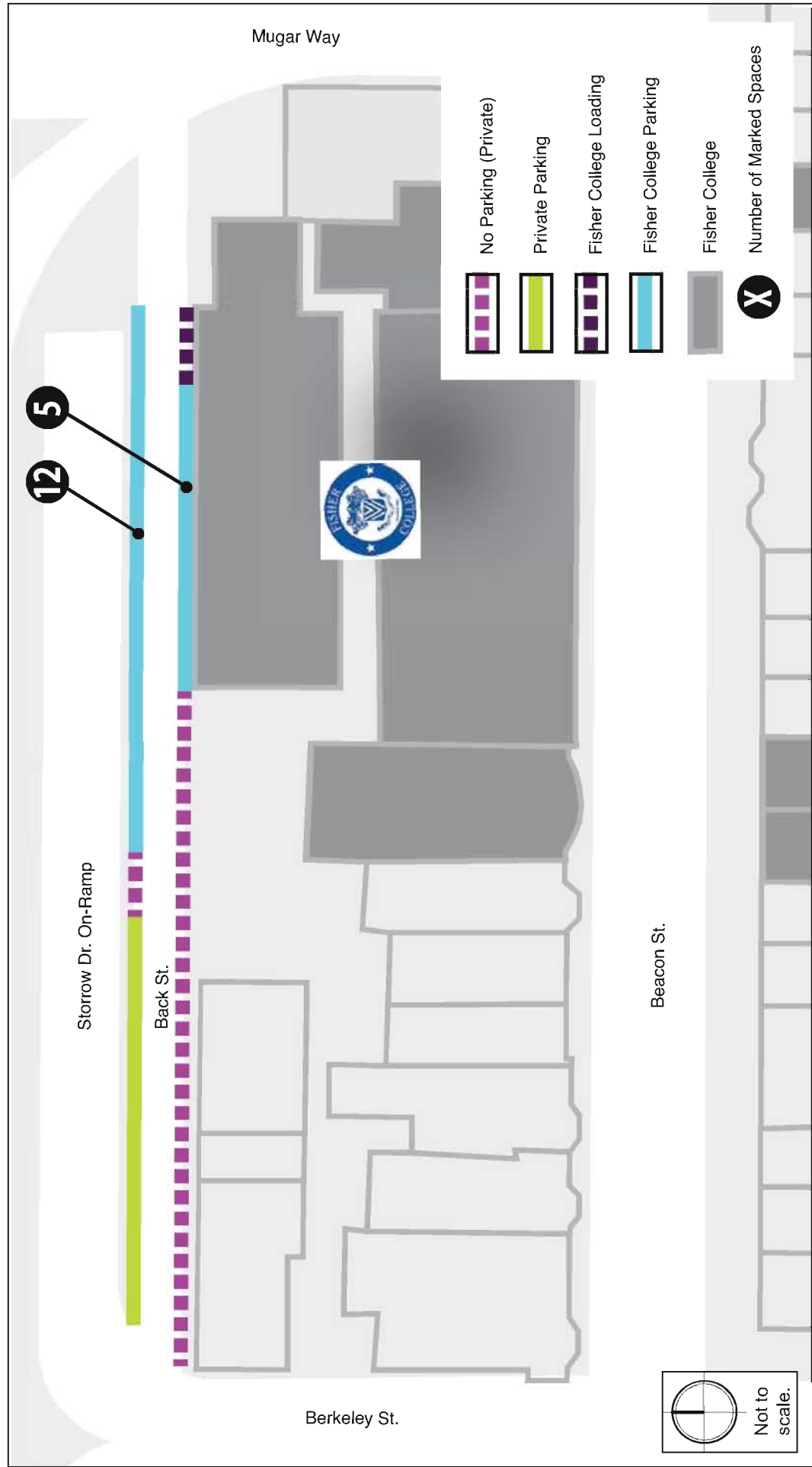
Figure 7.7 Existing Bicycle Facilities



Figure 7.8 Car Sharing Services



Figure 7.9 Back Street Parking and Loading - Fall 2014



Chapter 8

Environmental Sustainability

Fisher College is committed to a leadership position in support of environmental sustainability. Led by Fisher's Sustainability Committee, the College aims to further its mission by engaging students, faculty and staff in practices that emphasize sustainability in the business, social, neighborhood and global arenas and, most important, in its own operations. These efforts, however, are not limited to engagement or educational initiatives; rather, the College has taken a lead-by-example position and implemented a variety of significant measures reflecting its stewardship position in environmentalism and sustainability.

It should be noted that perhaps Fisher's greatest acknowledgment of its commitment to sustainability is its remaining in its core historic buildings on Beacon and Arlington Streets. No other means for providing the facilities Fisher needs to execute its academic mission is as efficient regarding the earth's resources, materials and environmental condition as continuing to live in and care for these existing buildings.

CAPITAL INITIATIVES

As part of its continued commitment to full integration of a sustainability initiative with practical energy savings, the College has recently entered into Phase II of a major electrical efficiency project sponsored by NSTAR Electric. This project consists of a retrofit of current electrical equipment to incorporate energy-efficient light fixtures and controls, high-efficiency mechanical equipment, and other energy-saving strategies within all facilities. By staying abreast of new technologies in this constantly changing environment, the College expects to see an extensive reduction in kilowatt-hour usage, resulting in substantial energy savings.

Fisher has also completed a total exterior refurbishment of all of its Beacon Street facilities. Undertaken over a five-year period, brownstone resurfacing, brick-and-mortar repair and an extensive window replacement project have all served to seal exterior surfaces and insulate classrooms, dorms and administrative offices. These efforts were completed within the historical guidelines of the Back Bay Historic Commission and have not only served to complement the architectural beauty of the neighborhood but also have led to substantial savings in energy consumption. In conjunction with the exterior refurbishment, all of the College's internal heating

systems have been replaced by newer, more energy-efficient systems. These projects alone have resulted in a dynamic reduction in fuel consumption, a major step toward the goal of reducing Fisher’s carbon footprint.

Fisher has introduced measures to address water conservation on all campus properties, most notably in the College dorms, where student usage of both potable water and wastewater is at its highest. Upgrading and retrofitting toilets, urinals, faucets and showers in residence halls and administrative and academic buildings are ongoing efforts. Low-volume toilets and urinals, tamper-resistant flow restrictors and adapters, and modified piping systems have all resulted in significant cubic foot savings of annual water consumption. These initiatives also serve to reduce energy usage associated with hot water consumption. Recently, Fisher contracted with Boston-based consulting firm RPM LLC to review these efforts, provide expert opinion on current initiatives and recommend best practices for continuing water conservation efforts.

OPERATIONS

Fisher, encouraged and motivated by the Sustainability Committee, and supported by the College’s highest levels of administration, has embedded sustainability and the “Going Green” philosophy into the daily operations of the College.

Accordingly, Fisher is committed to converting to a paperless environment. Understanding that the environmental impact of paper, from both a resource standpoint and a waste perspective, is significant, Fisher has instituted various efforts to greatly reduce the College’s consumption of paper resources by reducing traditional paper-based filing systems, including the conversion of student records and transcripts to a computerized database system and a movement toward adoption of an electronic billing system. Digital archiving efforts have served to substantially reduce paper and paper waste in Fisher’s internal and external environments.

The College maintains a robust recycling program, emphasizing the salvaging and reprocessing of paper, aluminum and glass. Food service waste products such as oils, fats and greases – cooking by-products proven to be environmental hazards – are disposed of through an eco-friendly waste removal contractor. Fisher works with Aramark, its foodservice provider, to ensure recycling is a top priority.

Fisher uses environmentally safe cleaning and maintenance products and sanitary supplies, such as tissue paper and hygienic products. Eco-friendly vendors of such goods are given preferential treatment, with Fisher’s Director of Facilities taking an

active lead in ensuring that environmentally friendly institutional supplies are purchased for consumption.

EDUCATION AND STUDENT INVOLVEMENT

In addition to extensive physical and operational initiatives emphasizing environmental sustainability, Fisher College has implemented a broad-based student education approach to the “Going Green” effort. The College has found that direct student involvement is the most productive method of generating buy-in from the student body. Fisher contracted with EcoMotion, a California-based consulting firm that is expert in the field of developing and advancing student-oriented sustainability initiatives at schools and colleges, to assist in the introduction of an on-campus sustainability program. Through these efforts, Fisher established an educational-based program within the Fisher community that emphasized a variety of key points and objectives:

- Highlighting the intersection of sustainability impacts among the economy, the environment and society;
- Setting a sustainable precedent in the daily lives of the community for years to come;
- Developing a system for keeping the Fisher community up to date with student-led sustainability initiatives;
- Working with faculty to integrate sustainability-related material into curricula and into classroom discussion and content;
- Expanding the scope of the program to integrate with Residential Life programs and events;
- Increasing sustainability exposure and awareness, by utilizing monthly themes as opportunities to educate the community;
- Finding creative ways to engage students in proper recycling behaviors; and
- Ensuring that Fisher will continue to integrate sustainability into the institutional framework and operations of the College for years to come.

This educational platform, in conjunction with ongoing capital initiatives and operational programs, has created the underlying base support to Fisher College’s mission by engaging students, faculty and staff alike in the importance of environmentalism and sustainability. Fisher’s role as a steward of the environment is represented by the College’s commitment, in words and actions, to “Going Green.”

Chapter 9

Economic Development

Fisher College contributes to the economy of Back Bay and to the City in many ways, including direct and indirect spending on payroll; operating expenses; the purchasing power of its students and employees, much of which is concentrated in Back Bay; visits to the campus by prospective students and their families; and events that generate bookings at local hotels and restaurants. Boston's colleges and universities are bedrock actors in the City's economy because they are place-based – that is, their location is critical to their success, and they have the ability to weather downturns and recessions that commercial businesses do not.

EXPENDITURES TO BOSTON COMPANIES

Fisher's contributions to the local and regional economies include annual payroll of over \$12 million, over \$2.5 million in payments to vendors and contractors, and a substantial amount of student spending on a broad array of goods and services. With the majority of Fisher's students living in Boston in Fisher-sponsored housing, at home in Boston or in apartments throughout the City, student spending is an important contributor to the City's small businesses in both nearby and outlying neighborhoods. The presence of students adds diversity to the neighborhood and expands business opportunities to include those that cater to the young demographic, such as boutiques, coffee shops and restaurants, as well as to those that serve the area in general, such as dry cleaners and personal services providers.

Fisher contracts with Boston-based services, including Aramark Campus Services (for on-campus foodservices); AC General Contracting, Inc.; Innovated 2000 Multiservice, Inc.; J.W. Masonry, Inc.; FV Recillas Electrical Services; M. Fuller Plumbing; Scan Business Systems; Goodway Group; and LIKARR Systems. In addition, Fisher expends over a quarter-million dollars annually for professional services with Boston firms.

It should also be noted that Fisher's multiyear lease with Hostelling International for a floor of the latter's new building on Stuart Street contributed to the success of Hostelling International's financing for that project.

EMPLOYMENT

As of December 31, 2014, Fisher has a complement of 285 full and part-time employees, of whom 33 are full-time faculty, 135 are part-time adjunct faculty and 93 are full-time staff. Most of Fisher's employees live in the Boston metropolitan region, and about 9% live in the City of Boston.

Future Employment

The increase in enrollment made possible by the IMP projects will result in an increase in new faculty and staff. As student enrollment increases and new programs and courses are introduced, additional faculty, both full and part time, will be hired to maintain current student and faculty ratios. Staff additions include those needed in facilities, Residence Life staff, counseling, student services, dining and Campus Police.

Workforce Development

Fisher College's mission is to prepare its students for a lifetime of contribution to society. This goal is most often exemplified by the success of its students in securing employment upon graduation, many in Boston. Fisher College also offers its staff many types of career development benefits, such as tuition reimbursement, tuition remission and professional development.

Tuition Reimbursement

It is the policy of Fisher College to encourage and assist employees to improve their educational qualifications in subjects and fields of endeavor which are directly related to the College's operations, activities and objectives and which will place the employees in a position to improve their job performance and professional development.

After six months of employment, all full-time employees, full-time faculty, and their spouses and/or children may enroll in any course or program at Fisher College, on a space-available basis, with no tuition charge. They must follow the regular admissions process, meet the established criteria for admission and be accepted by the College. Current adjunct faculty who have taught at least four credit-bearing course sections for Fisher College within the current year are also eligible to enroll in two credit-bearing courses at Fisher College per academic year at no tuition charge.

Professional Development

The College encourages, and in some cases requires, employees to attend prior-approved business-oriented education and development activities – trainings, workshops, conferences, etc. Education and development could include university courses, technical college courses, short courses or in-house workshops. In addition, Fisher College provides all of its full-time employees a professional development stipend of \$2,500 a year.

Fisher College also invests significantly in faculty training and development. All full-time faculty receive annual stipends to engage in further education or professional development, and many use these stipends to work toward advanced degrees. In addition, the Center for Teaching Excellence hosts monthly workshops on topics related to higher education trends and pedagogy. Three full-day faculty convocations are held each year which provide full-time and part-time faculty with college updates and training related to institutional policies and procedures, and include a keynote speaker with expertise in higher education. Increasing numbers of faculty have been published and have completed national conference presentations, with funding and support from the College.

Internships

Internships are an integral part of the Fisher program and are recognized as having tangible benefits for both the employer and the intern. The employer – almost always a Boston-based business, including many businesses in Back Bay – benefits from the addition to its staff of an eager learner who is also under the supervision of a faculty member so that his or her productivity is enhanced from the start. The student benefits from hands-on experience in a field of interest, thus preparing the student for employment upon graduation.

In 2013, internships included placements with Chanel, Michael Kors, the Commonwealth of Massachusetts Information Technology Division, Massachusetts Trial Courts, Boston Parks and Recreation, and 100.7 WZLX. Spring 2014 internships included work with Channel 7 News, and a group of students worked with local authors who wrote and published a book on the Boston Marathon bombings. Fisher's students also volunteer as interns at many organizations in Boston. These unpaid internships often become stepping-stones to future employment. Please see the section titled "Volunteer Interns" in Chapter 10. Fisher will look to substantially grow its internship program in coming years as it continues to emphasize experiential learning and in order to decrease the impact of its enrollment increase on the community.

Student Employment

Most students at Fisher participate in the Boston workforce while they are matriculating. They are supported by the Office of Career Services, which has strong relationships with local businesses that have come to rely on Fisher students when they are hiring for both full and part-time positions. An indication of the interest in Fisher students for employment is Fisher's posting board, called Fish*Net, which offered over 1,112 jobs in 2014.

Chapter 10

Community Benefits

SERVING BOSTON PUBLIC SCHOOL STUDENTS AND GRADUATES

College 101: A Fisher College Initiative

Fisher is committed to serving Boston Public School (“BPS”) students. The purpose of College 101, launched in 2007, is to increase the likelihood that Boston public high school students will attend and succeed in college by providing them with a true understanding of a college curriculum and the undergraduate environment. The program encourages urban high school students to think more positively and practically about how to navigate the challenging route toward college – and to be better prepared once they arrive. As a member of the Boston community, Fisher College is committed to better understanding the achievement gap for BPS students, and investing in creative, innovative solutions to address this problem. Fisher fully funds this program.

Fisher believes that the keys to addressing the BPS achievement gap are early intervention and collaboration. Thus, Fisher collaborates with local schools and businesses to begin working with students on college readiness a full year before they graduate from high school. Fisher’s program is centered on the premise that a meaningful experience with Fisher College faculty and curriculum, and exposure to the undergraduate environment, will foster the skills and self-confidence necessary to enable BPS students to realize their dream of higher education.

Participating High Schools and Organizations

- Another Course to College
- Boston Community Leadership Academy
- Brighton High School
- Excel High School
- The BASE
- West Roxbury Education Complex

Currently College 101 comprises four main sections:

Customized Curriculum – College 101 brings 75 BPS students to Fisher for five days a week for 1½ hours per day over six weeks during the summer. To prepare BPS students for college-level academic expectations, students take courses adapted to meet high school students’ needs and capacities, with particular attention to building basic math and English skills as well as “persistence attributes,” such as time management and study skills. Courses are chosen specifically to align with the thematic focus of BPS high schools, and course credits are easily transferable to colleges and universities.

Students receive support services from Fisher staff, including counseling, testing and tutoring. Professional development for Fisher faculty and high school instructors ensures that curricula are attuned to students’ needs and that the method of teaching is sharpened. Peer Mentors – advanced Fisher students – assist in the classroom and serve as role models.

Paid Internships – BPS Students benefit from paid afternoon internships at businesses and nonprofits that align with and reinforce their studies. Career internship opportunities give students the chance to make use of the practical skills they acquire through College 101 coursework. Recent literature indicates that students who connect college curriculum with their personal career goals are likely to become more engaged in their college experience, and they are more likely to graduate. Engagement is linked to high academic indicators, such as persistence, retention, graduation and satisfactory academic standing.

Dual Enrollment – Upon successfully completing College 101, students are invited to dual enroll in one college-level class at Fisher tuition free in addition to their high school classes. They work alongside Fisher students and earn college credits – an experience which Fisher believes greatly increases their inclination to pursue postsecondary education. Participants have the opportunity to graduate from high school with 9 college-level credits.

Collaboration with BPS Faculty – College 101 sections are taught by Fisher faculty and BPS faculty in close collaboration. This relationship allows Fisher to learn more about BPS students and to develop best practices for serving these students more efficiently. In turn, the high school faculty gains a greater understanding of college-level academic expectations so it can facilitate a smooth transition for students from high school to college.

Results from College 101 have been encouraging, supporting growth of the program. Fisher has expanded College 101 since its pilot program in 2007, and continues to

seek support to increase its reach. The College concluded its eighth successful College 101 program for rising seniors in the Boston Public Schools in the summer of 2014, with four classes and 75 participating students. Enrollment in the program was significantly higher than the previous year's cohort, with a 78% increase in Boston Public School students choosing to participate in the program. Of the 75 students, 12 elected to pursue the dual-enrollment option and continued their studies in a fall class at Fisher.

Fisher believes that College 101 has evolved into a powerful model for college access and success, and has assumed a leadership role in sharing knowledge and best practices focused on how high school/higher education partnerships can elevate education throughout Boston. Most recently, Fisher College participated in the mayor's College Success Campaign and reported on the success and future plans of College 101. Ultimately, Fisher hopes that College 101 will become a model for increased partnerships between Boston Public Schools, local businesses and higher education institutions, resulting in increased high school graduation, college matriculation and college completion rates for BPS students.

College 101 Course Offerings

Introduction to Business surveys the challenges, social responsibilities and ethics of business. The student will acquire a broad overview of American and international business, with an emphasis on marketing, accounting, finance, management, human resources, advertising, production, computers and MIS, business law, government regulations, and the international climate of business. Through simulations and the case study method, the student makes business decisions dealing with marketing, management and promotion.

Introduction to Mass Communication surveys the dynamics of mass communications and media in the Computer Age. All aspects of the media – history, ethics, organization, and career opportunities in print and electronic media – are covered through reading and coursework. After gaining perspective through reading and class discussion of the nature and history of mass communications, students proceed to class work involving print media, including newspaper, magazine and book publishing, as well as electronic media, including radio, sound recording, motion pictures, television and the Internet/World Wide Web.

Introduction to Psychology is an introduction to the scientific study of behavior. The introductory readings and lectures demonstrate how psychology has emerged as a distinct social science. The course covers the nervous system and its relationship to behavior, sensory processes, learning, cognition, testing and individual differences. A library component is included.

Introduction to Criminal Justice provides an overview of the history and present-day operation of the criminal justice process in the United States. Students analyze the role, responsibility and authority of each of the components of the system: police, courts, corrections, and the underlying principles and values of justice.

Additional Benefits of College 101

Fisher College provides employment opportunities in the College 101 program to BPS teachers over the summer. Fisher pays their summer salary to teach in the program, which Fisher absorbs at full cost.

Fisher provides free college credit to BPS students in the College 101 program. They can accrue up to 9 college credits, which will transfer to most colleges or universities, before entering as freshmen. Fisher gives each participant a scholarship for \$500, and participants who choose to enroll as College students receive the same \$500 in addition to the average \$11,800 financial aid package provided by the College to students from BPS.

SCHOLARSHIPS AND FINANCIAL AID

Fisher College provided a total of \$1.5 million in scholarships last year to City of Boston students enrolled at Fisher. The average scholarship per Boston student was \$11,800.

FISHER'S CIVIC ENGAGEMENT IN BACK BAY

In addition to its flagship partnership with the City of Boston and Boston Public Schools, Fisher contributes a broad range of benefits, services and opportunities to its neighbors, the City and surrounding areas, disadvantaged populations, and civic institutions. A selective sample of those benefits is described below:

Neighborhood Involvement – Fisher participates in NABB's annual Alley Rally, where our students, faculty and staff spend a day cleaning up the Back Bay neighborhood. The College has done this for many years and provides all necessary supplies for the participating students, faculty and staff. Student clubs, such as The Common Good, Sustainability Club, Multicultural Club, and Phi Theta Kappa and Golden Key Honor Societies, provide philanthropy and community service and host events to both entertain and raise awareness. The athletics teams also participate in several initiatives under the Champions of Character program to run clinics and work with underprivileged athletes. Robert Lewis Jr. and The BASE program partner with Fisher to reach aspiring athletes to demonstrate the transformative power of education.

The athletics coaches also participate in fundraisers such as Coaches vs. Cancer and emphasize the importance of community service to student athletes.

The curriculum at Fisher also reflects dedication to service learning, with some courses requiring service hours or a service day. For example, 20 students scheduled a day of community service on the Esplanade for a freshman Common Experience class, and spent time painting park benches and picking up litter and debris. The fashion program ran a prom dress donation program for a Boston-based charity, and the early education program participates every year in a holiday toy and clothing drive. Students also work with Project Bread, volunteer at local soup kitchens, and support our local troops through an Adopt-a-Soldier program and the shipping of care packages. During Spring Break, students who opt for an alternative experience volunteer for Habitat for Humanity in locations all over the United States, including Massachusetts. Fisher's commitment to community service and philanthropy is reflected in its student body, where a student-driven respect and integrity campaign marks its logo upon every classroom wall.

Neighbors are invited and welcomed at Fisher College's speaker series, music series, theater productions, free athletic clinics, public safety trainings (including Rape Aggression Defense training), networking and Career Services events, Veterans' Day and Law Enforcement Day receptions, Multicultural Fair, and other events.

Gibson House Museum – Fisher has a long history with this landmark, a historic house museum dating from 1860 which is located across the street from Fisher. Fisher offers numerous maintenance services to the museum, including landscaping, snow removal, repairs and installations. Recently the Garden Club of the Back Bay donated two magnolia trees to Fisher. The College planted one in front of its property at 139 Beacon and the other on the lawn that spans 139 Beacon and 137 Beacon (the Gibson House Museum).

Fisher students and their families support the Gibson House Museum by attending its tours, particularly during summer registration days. Fisher students volunteer to decorate the museum for Halloween.

Friends of the Public Garden – Fisher is a corporate partner of the Friends and supports the organization financially. Fisher students serve as interns, providing their time and skills to help advance the mission of the Friends organization.

Back Bay Association (“BBA”) – Fisher is a member of BBA and reaches out to local employers to identify opportunities where Fisher student interns can make a difference for businesses and their mission.

The Esplanade Association (“TEA”)/Department of Conservation and Recreation (“DCR”) – The College supports TEA’s Wednesday night, Sunset Yoga program on the Esplanade as part of its Healthy, Fit and Fun program.

Fisher College Library – The Fisher College Library serves as the local branch library for Back Bay and makes its collection available to the Metro-Boston Library Network as well. Fisher’s neighbors in Back Bay can use the library as if it were a public library: they can walk in to research and find materials and information they are seeking, take out and return books, and use the services of its librarians. In the past five years, over 15,000 of Fisher’s books and other items have been borrowed from members of the Metro-Boston Library Network.

Boston Strong – Fisher students served as research assistants for the highly anticipated book on the Boston Marathon tragedy. Fisher students worked closely with *Boston Strong* authors Casey Sherman and Dave Wedge to gain more knowledge about the bombings (which occurred just a couple of blocks away from Fisher) and the lasting impact of the crime on the City of Boston.

Fisher College Landscaping – Over the past 76 years, Fisher College has prided itself on its transformation of the historic blocks it occupies in Back Bay. With its well-manicured landscaping of flowers, lawn care, regular outdoor and exterior maintenance, holiday decorating, etc., Fisher has contributed substantially to the improved aesthetic of the neighborhood. The College spends about \$150,000 annually on its Beacon Street landscaping.

OTHER CIVIC ENGAGEMENT

Meetings and Events Accommodations

Fisher College provides free admission to Back Bay residents for its Lessons Learned speaker series. Fisher has hosted several high-profile speakers from different industries who speak about their road map to success, including actor Tony Danza, Boston Celtics legend Jo Jo White, Hollywood producer Dorothy Aufiero and stolen art expert Anthony Amore.

Fisher College is the incident command center for Boston’s annual Fourth of July festivities. The organizers use Fisher’s facilities for the four days that it takes to support Boston’s mammoth Fourth of July celebration. Fisher’s parking and large spaces, including Alumni Hall, the cafeteria, rooftops and several offices, are dedicated to the effort. Fisher assigns its Public Safety Department, facilities staff and information services staff to support this effort.

Fisher values its neighborly relationships with many organizations in Back Bay and throughout the City of Boston. In the spirit of being a good institutional neighbor, the College provides to the groups listed below accommodations for their meetings and events. In recent years, the savings to these organizations from use of Fisher's space exceeded \$20,000. Below are some of the organizations to which Fisher has offered space in the past:

- Boston Police Foundation
- Boston Toastmasters
- The Esplanade Association
- The Garden Club of the Back Bay
- Gibson House Museum
- Hispanic-American Chamber of Commerce
- My Life My Choice
- Neighborhood Association of the Back Bay
- The Rotary Club of Boston #7
- Tufts Health Plan 10K for Women

Volunteer Activities and Fundraising

Bostonians of all ages are served by Fisher's staff, faculty and student volunteers. Some volunteers visit the Hale House, which serves frail elderly residents of mixed incomes who are eager for company and are especially welcoming toward young people from Fisher. Other Fisher volunteers supplement formal schooling initiatives by mentoring underserved children and youth at the Ellis Memorial Early Education Center; the Match Charter Public School; Get Ready. Get Safe.; and others. Fisher students make and deliver gifts, cards and coloring books to children under inpatient care at Massachusetts General Hospital and Ellis Memorial and to women in a local halfway house. Fisher volunteers also work as assistants at the Gibson House Museum, helping particularly with the museum's efforts to reach out to local children.

Fisher's values are exemplified in its course delivery. Fisher College offers a 1.5-credit course, "Leadership and Service," that combines the development of leadership skills with the delivery of a community-based service activity. This supervised practicum allows students to integrate organizational skills and leadership development into a service-based activity.

Fisher organizes a large number of fundraisers and awareness campaigns, many of which the Fisher community participates in, including:

- Campaigns supporting medical research and aid
- Book drives for More Than Words, a nonprofit organization that helps at-risk

youth run a bookstore, and thereby learn how to better run their lives

- A prom dress donation program by Fisher's fashion program for Belle of the Ball, a Boston-based charity
- Drives to collect old blankets and towels for the Animal Rescue League of Boston
- Blood donation drives
- Sponsorship of local activities aligned with Fisher's priorities and mission, such as the mayor's We Are Boston Gala, which supports diverse immigrant communities in the City of Boston
- Fundraisers prioritized by the Boston Mayor's Office, such as Boston CANshare
- Fundraisers for those struggling in various places around the globe ravaged by natural disasters or war
- Cell Phones for Soldiers, a campaign in partnership with greater Boston media, to provide calling cards to overseas active-duty military, and cell phones to Boston's homeless veterans to aid with employment searches

Combating Poverty, Homelessness and Hunger

The Fisher community works consistently over the academic year to address issues of poverty, hunger and homelessness in Boston and elsewhere by serving meals regularly at local soup kitchens; organizing and sorting clothes; and offering other forms of support at homeless shelters. Among the many groups Fisher serves are The Salvation Army, Boston Rescue Mission, Saturday's/Sunday's Bread, My Sister's Keeper and the Women's Lunch Place.

Fisher students and staff participate in interfaith and intercollegiate campaigns for hunger awareness and meal-packaging events for Massachusetts children. Fisher College's impact is also felt worldwide, as volunteers participate in an annual event with Stop Hunger Now to package 10,000 meals on campus to send to hungry children in Central America and Africa. The Fisher community also conducts an annual Oxfam America Hunger Banquet and invites our neighbors in Back Bay to join in.

Members of the Fisher community extend themselves to be global citizens when they come together to build homes with Habitat for Humanity in Lawrence, Massachusetts, and in Florida, Georgia, Texas and North Carolina to benefit individuals and families that otherwise wouldn't be able to afford a home.

Veterans Programs

Fisher College maintains a strong commitment to veterans, both in the flexibility of its programming and in the counseling and support of its veteran and active military

students. Thomas McGovern, President of Fisher College, is a proud veteran of the U.S. Army and launched the College's Military to Management initiative, offering financial benefits and flexible degree options to veterans and active military personnel seeking higher education. In January 2013, Fisher launched a veterans program to assist veterans and current military members in re-entering civilian life and the workforce. A five-part series, the program featured the following separate events, all free of charge and open to the public:

- **Veterans Open House** – veterans and current military members connected with each other and learned about upcoming workshops
- **Overcoming Perceptions** – a speaker discussed transitioning to civilian life and utilizing helpful benefits available to veterans; a hot dinner was provided
- **Creating and Updating Civilian Resumes and Learning Job Search Techniques** – veterans learned how to create and update their resumes, and were taught best practices for job searching in their desired fields; this event began with a chili cook-off
- **Defining Your Financial Future** – a speaker discussed best financial practices for veterans; a meal was provided
- **Networking and Interviewing** – veterans had the opportunity to network and practice interviewing skills and techniques; pizza and make-your-own sundaes were provided

Fisher College has seen great success with its Military to Management program and takes pride in finding additional ways to help further the careers and futures of those who have worked hard to serve our country. This successful programming, hosted by Fisher's Office of Career Services, has been rolled out to the remote campus locations as well, based on interest and demand.

Fisher College also prides itself on its annual Honor Your Veterans celebration held in November, an event that recognizes the service and dedication of U.S. veterans connected to the Fisher community. Last year's event began with a luncheon and featured Sergeant Daniel M. Clarke, "The Singing Trooper," who performed the national anthem. Matthew Malone, then Secretary of Education for the state, served as the keynote speaker. In 2013, Fisher College presented its first-ever Distinguished Veterans Awards to two U.S. Army veterans who risked their lives to rescue victims of the Boston Marathon bombings: Matthew Patterson, a firefighter from Lynn who heroically rescued seven-year-old Jane Richard, and U.S. Army Sergeant Michael Wall, who was a first responder at the bomb site.

Fisher created its Adopt-a-Soldier program, independent of the traditional Adopt-a-Soldier affiliation, in 2009. All of the soldiers who benefit from the program have a personal connection to the College (for example, a former student, family friend).

The Adopt-a-Soldier program began through the suggestion of Mike Wall, a former admissions counselor who is currently serving in the National Guard.

Finally, in 2014, Fisher College partnered with the New England Center for Homeless Veterans to teach college-level courses to veterans at the center, free of cost. The first course being taught at the center is “Computer Concepts and Applications,” which is expected to help increase the marketable skills of the veterans serviced by the center. Fisher College also provides six veterans at the center with cell phones and one-year-prepaid cellular phone contracts to assist them in their job searches.

Environmental Stewardship

Environmental stewardship is another dimension of Fisher’s community work. Fisher community members donate both labor and materials every year in the Esplanade Fall Cleanup; the Charles River Cleanup; and the Alley Rally, a Back Bay-wide effort to clean up the public back alleys of Back Bay. Fisher’s Common Experience classes of about 50 people spent an afternoon painting the benches on the Esplanade. Members of the College community also maintain and plant the strip of public land on Back Street behind the Fisher buildings.

Volunteer Interns

Over 100 Fisher students work as interns up to ten hours per week annually at many governmental, private and nonprofit organizations in the Boston area. As interns they provide services and offer their expertise to supplement the capacity of these organizations to carry out their missions. In exchange for their unpaid services, the students gain access to and experience firsthand workplace demands and the range of competencies necessary to be successful in their future careers.

Some of the offices and organizations where Fisher students have worked as interns include:

- The Esplanade Association, Friends of the Public Garden
- Timberland, Marshalls, LIT Boutique, Vera Bradley, Karmaloop, Chanel, AKRIS
- Hispanic-American Chamber of Commerce, Boston International Real Estate
- Regan Communications, Arnold Worldwide, El Mundo
- Save the Harbor/Save the Bay, United South End Settlements, Dress for Success, The Samaritans, First Night, Women’s Lunch Place, Our Place in Cambridge
- Boston Health Care for the Homeless Program, Brigham and Women’s Hospital
- Hostelling International, Inn at St. Botolph, Hilton Boston Logan Airport
- Transportation Children’s Center, Government Center Child Care, John Winthrop School, Beacon Hill Nursery School, Ellis Memorial, Bright Horizons

Rotary Club of Boston #7

Fisher's leadership team has been active in the Rotary Club's weekly luncheons/meetings and has provided support and public relations expertise for Rotary events for several decades. Fisher is also a member of the planning committee for the Rotary Club's 31 Nights of Lights, which is an annual event held at the Prudential Center for local businesses and institutions in the community, highlighting one per night for the month of December, leading up to Christmas.

Fisher College Security

The Fisher College Public Safety Department operates 24 hours a day, seven days a week, 365 days a year, including holidays and vacation periods, to provide for the security and protection of the Fisher College community. The Fisher College Public Safety Department not only provides a security presence that assists the neighborhood but also directly assists neighboring buildings where possible and/or coordinates assistance by the Boston Police Department when circumstances arise outside of Public Safety Department's jurisdiction.

All police officers and Public Safety Officers are trained in CPR/first aid and defensive tactics. Several officers have also received specialized training in Rape Aggression Defense, crime prevention and CPR instruction. The Public Safety Department provides RAD training to the public several times each year. Public Safety Officers receive basic training in law enforcement procedures.

APPENDIX A

September 9, 2013

Mr. Steve Rich
Vice President, Finance
Fisher College
118 Beacon Street
Boston, MA 02216

Re: **Scoping Determination for proposed Fisher College Institutional Master Plan**

Dear Mr. Rich:

Please find enclosed the Scoping Determination for the proposed Fisher College Institutional Master Plan. The Scoping Determination describes information required by the Boston Redevelopment Authority in response to the Institutional Master Plan Notification Form, which was submitted under Article 80D of the Boston Zoning Code on June 4, 2013. Additional information may be required during the course of the review of the proposals.

If you have any questions regarding the Scoping Determination or the review process, please contact me at (617) 918-4425.

Sincerely,

Katelyn Sullivan
Project Manager

CC: Peter Meade, BRA
Kairos Shen, BRA
Linda Kowalcky, BRA
Shaina Aubourg, Mayor's Office of Neighborhood Services

BOSTON REDEVELOPMENT AUTHORITY

SCOPING DETERMINATION

FOR

**FISHER COLLEGE
INSTITUTIONAL MASTER PLAN**

PREAMBLE

On June 4, 2013, Fisher College (“Fisher”) submitted to the Boston Redevelopment Authority (“BRA”) an Institutional Master Plan Notification Form (“IMP NF”) seeking approval of a 10-year Institutional Master Plan (“IMP”) with seven proposed projects that include converting or reconfiguring existing institutional and dormitory uses at 102 to 116, 131 and 133 Beacon Street to create 48 replacement beds; converting the 17,500 square foot building at 10/11 Arlington Street to institutional use; building a 2,500 square foot addition to the rear of 118 Beacon Street for student services and library with terrace; building a 2,000 square foot outdoor open terrace on the roof of the addition at the rear of 112-114 Beacon Street; and converting from residential use to dormitory use the buildings at 115, 139 and 141 Beacon Street.

The BRA will review the proposed IMP pursuant to Section 80D of the Boston Zoning Code (“Code”). As part of the BRA’s Article 80 review, Fisher is required to prepare and submit to the BRA a proposed IMP pursuant to Section 80D. The document must set forth in sufficient detail the planning framework of the institution and the cumulative impacts of the projects included in the IMP to allow the BRA to make a determination about the merits of the proposed IMP. The proposed IMP shall contain the information necessary to meet the specifications of Article 80 as well as any additional information requested below.

Copies of the IMP NF were made available to the public in both electric and hard copy format. A scoping session was held on June 24, 2013 with public agencies and a public meeting was held on June 26, 2013 at which the proposed IMP, as outlined in the IMP NF was presented. The Fisher College Task Force established by the BRA, met on January 22, 2013, May 30, 2013 and June 18, 2013. The 30 day comment period for the IMP NF was extended an additional 30 days at the request of the Task Force and community in order to have more time to review the document and submit comments. The comment deadline for the IMP NF was August 5, 2013. Comment letters are included in Appendix 1 (Comments from Elected Officials), Appendix 2 (Comments from Public Agencies) and Appendix 3 (Comments from the Public).

Based on review of the IMP NF, requests for additional data and related comments, as well as the scoping session and public meeting, the BRA hereby issues its written Scoping Determination (“Scope”) pursuant to Section 80D-5.3 the Code. Fisher is requested to respond to the specific elements outlined in this Scope. Written comments constitute an integral part of the Scoping Determination and should be responded to in the IMP or in another appropriate manner over the course of the review process. At

other points during the public review of the IMP, the BRA and other City agencies may require additional information to assist in the review of the Proposed IMP.

In addition to the specific submission requirements outlined in the sections below, the following general issues should be noted:

- The City of Boston views its academic institutions as important economic and cultural assets and as valuable partners in a wide range of public policy priorities. However, while the benefits of Boston's academic institutions are felt across the city and even regionally, nationally, and globally, the negative impacts are generally limited to the immediate neighborhood. This dictates that both the BRA and academic institutions work to carefully balance the goals of vibrant institutions and healthy neighborhoods.
- It is the City's policy to encourage colleges and universities to expand their on-campus housing facilities for their students so that there is a decreasing use of private housing market resources in Boston neighborhoods by students. However, each proposal is reviewed individually within the context of the institution's neighborhood.
- The IMP mechanism is intended to help City agencies and residents assess the cumulative impacts of institutional expansion, and to facilitate a process by which those impacts can be addressed comprehensively. The BRA recognizes Fisher's efforts to support the goals of the IMP mechanism by projecting its long-term needs and proposing a multi-phase program for addressing those needs.
- Since filing the IMPNF, the proposed projects of greatest concern to Fisher's residential abutters have been the proposed conversion of 115, 139 and 141 Beacon Street to dormitory use. In a letter dated August 13, 2013, Fisher has notified the BRA of their decision to not include these projects in the IMP. Fisher should memorialize this decision in the IMP. Fisher should respond to this Scoping Determination and comments letters where appropriate by confirming that these projects are not included in the IMP.
- The IMP should describe Fisher's current and future plan for addressing student behavior issues and avoiding adverse impacts stemming from student behavior.
- An Institutional Master Plan describes an institution's entire long-range development program. The plan gives the BRA and the community a context in which to evaluate all of the institution's proposed projects and their overall effect on the neighborhood. An Institutional Master Plan may propose projects that are not allowed as-of-right by the general zoning for the area.
- In January 2011, Mayor Menino adopted new guidelines for the PILOT program as recommended by the PILOT Task Force. The new guidelines call for voluntary payments based on an institution's tax-exempt property value. Participants in the program include institutions from the educational, medical, and cultural sectors that own property valued in excess of \$15 million. Each institution is eligible for a community benefits deduction generally limited to 50% of the PILOT contribution. The new guidelines also allow a deduction for any real estate taxes paid on property owned by the institution that is used for a tax-exempt purpose.

SUBMISSION REQUIREMENTS

FOR THE

FISHER COLLEGE IMP

The Scope requests information required by the BRA for its review of the proposed IMP in connection with the following:

1. Approval of the Fisher IMP pursuant to Article 80D and other applicable sections of the Code.
2. Recommendation to the Zoning Commission for approval of the Fisher IMP.

The Fisher IMP should be documented in a report of appropriate dimensions and in presentation materials which support the review and discussion of the IMP at public meetings. Thirty-five (35) hard copies of the full report should be submitted to the BRA, in addition to an electronic version in .pdf format. An additional thirty-five (35) hard copies of the document should be available for distribution to the Fisher Task Force, community groups, and other interested parties in support of the public review process. The IMP should include a copy of this Scoping Determination. The IMP should include the following elements.

1. MISSION AND OBJECTIVES

- **Organizational Mission and Objectives.** Define Fisher’s institutional mission and objectives, and describe how the development contemplated or proposed in the IMP advances the stated mission and objectives. In particular, the IMP should address the following:
- **Major Programs and Initiatives.** Describe any major academic programs or initiatives that will drive academic and physical planning in the future. Included in the description should be current and future trends that are impacting Fisher and shaping program objectives.
- **Enrollment Rationale.** The IMP should explain the rationale behind Fisher’s intentions to increase its enrollment given the competitive strategy outlined above. The explanation should address the concept of “right-sizing” the university and clarify the rationale behind intentions to further increase student population.

2. EXISTING PROPERTY AND USES

The IMP should present maps, tables, narratives, and site plans clearly providing the following information:

- **Owned and Leased Properties.** Provide an inventory of land, buildings, and other structures in the City of Boston owned or leased by Fisher as of the date of submission of the IMP, with the following information for each property:

- Illustrative site plans showing the footprints of each building and structure, together with roads, sidewalks, parking, and other significant improvements.
- Land and building uses.
- Building gross square footage and, when appropriate, number of dormitory beds or parking spaces.
- Building height in stories and, approximately, in feet, including mechanical penthouses.
- Age of structures
- Condition of structures
- A description of off-street loading, trash storage, and parking areas and facilities, including a statement of the approximate number of parking spaces in each area or facility.
- Tenure (owned or leased by Fisher).
- Proposed action (rehabilitation, disposition, demolition, replacement, change of use, or other) during the term of the IMP.
- Indication of temporary swing space facilities, where applicable.
- Existing building linkage payments, where applicable.

3. CAMPUS DEMOGRAPHICS AND EMPLOYMENT

- **Student Population.** The IMP should provide a thorough explanation of past trends and future projections of the size and other characteristics of Fisher’s student body. These data should be referenced as appropriate in other sections, e.g. the Student Housing Plan should make clear the relationship between student population and student housing goals, including targets for percentage of students housed. The IMP should include, at a minimum, an explanation of past growth trends and an explanation of Fisher’s target student enrollments for five years and 10 years in the future. Include information on full-time and part-time Boston students as well as your online student population and trends projected for each.
- **Student Residence Locations.** Present data on the residence locations of students living in Fisher-owned dormitories as well as in other Boston-based housing, with a breakdown by level (undergraduate class, graduate students), Boston neighborhood and, to the degree possible, this information may be integrated with the Student Housing Plan, described below, if desired.
- **Employment.** Provide information on Fisher’s current employee population, disaggregated by faculty/staff, full-time/part-time, contract employees, Boston residents/non-residents, as well as projected employment over the term of the IMP.

4. URBAN DESIGN AND PLANNING FRAMEWORK

This section should discuss, at a minimum, the following:

- **Existing Context.** Describe Fisher’s place in the broader context of adjacent land uses and the surrounding neighborhoods. Reference any City policies or plans that shape the planning context for the area and for Fisher.
- **Facilities Needs.** Describe Fisher’s future facilities needs and goals for the term of the IMP and beyond, with reference to the requirements stated in the “Needs of the Institution” item in Section 80D-3 of the Boston Zoning Code.
- **Campus Vision and Identity.** Describe Fisher’s vision of its desired physical identity and, in general terms, strategies for achieving that identity. The IMP should include a diagram showing the location

of major activity centers and destinations, including both campus buildings and other major activity centers (e.g. residential clusters of off-campus student rentals and entertainment districts) in the adjacent areas and the major pedestrian routes connecting them.

- **Urban Design Guidelines and Objectives.** The IMP will need to address a number urban design related issues that arise from the proposed consolidation of the institution's facilities and the anticipated growth defined in its Strategic Plan. Please refer to the comment submitted by BRA Urban Design in Appendix II.
- **Open Space System and Public Realm.** Discuss existing public realm conditions (i.e. parks, pedestrian routes, streetscapes) in the vicinity of Fisher facilities, regardless of ownership. Discuss key urban design and public realm goals and objectives proposed by Fisher for the campus, with a focus on creating a high-quality interface between the campus and the surrounding neighborhoods and transit stations. Discuss potential impacts on the public realm resulting from Proposed Projects and any projected enrollment/employment increases.
- **Present a comprehensive campus signage plan for review.** Fisher should set up a meeting with BRA urban design staff to ensure compliance with the Boston Zoning Code. The signage plan should include an inventory of all existing signs, banners, flags and other graphics. Please refer to the BRA Urban Design comment letter in Appendix II.
- **Historic Resources and Preservation Plan.** Include a section in the IMP that provides detailed information about the historic resources in the area surrounding the campus so that they may be given consideration while the impacts of campus growth and change are assessed. This is of particular importance given the existing and potential future location of Fisher facilities within the Back Bay Historic District. Please refer to specific submission details in the BRA Urban Design comment letter located in Appendix II.

5. PROPOSED INSTITUTIONAL PROJECTS

- **Article 80D Requirements.** Pursuant to Article 80D, the IMP should provide the following information for each Proposed Project:
 - Site location and approximate building footprint.
 - Uses (specifying the principal subuses of each land area, building, or structure, such as classroom, laboratory, parking facility).
 - Square feet of gross floor area.
 - Square feet of gross floor area eliminated from existing buildings through demolition of existing facilities.
 - Floor area ratio.
 - Building height in stories and feet, including mechanical penthouses.
 - Parking areas or facilities to be provided in connection with Proposed Projects;
 - Any applicable urban renewal plans, land disposition agreements, or the like.
 - Current zoning of site.
 - Total project cost estimates.
 - Estimated development impact payments.
 - Approximate timetable for development of proposed institutional project, with the estimated month and year of construction start and construction completion for each.

- **Rationale for Proposed Projects.** Discuss the rationale for the program and location of each Proposed Project in light of earlier discussions on mission, facilities needs, and campus planning objectives.
- **Building Uses.** For each Proposed Project, discuss the anticipated hours of each use, intensity of use by students, faculty, staff, and visitors, and the potential impact of these uses on pedestrian and student activity in the area around the site and more generally in the neighborhoods surrounding the Proposed Projects.
- **Carriage House Addition.** While the scale and exterior appearance of the Carriage House will be reviewed by the Back Bay Architectural Commission, additional information should be provided in the IMP which addresses the anticipated uses and access to the proposed roof and terrace. Please see BRA Urban Design comment in Appendix II.
- **College Terrace.** Additional information should be provided for the College Terrace with respect to access to the terrace from the building interior, adjacent uses, sightlines, and anticipated hours of use. Please see BRA Urban Design comment in Appendix II.

6. STUDENT HOUSING PLAN

Article 80D mandates that institutions submit a Student Housing Plan as part of the IMP. The IMP should address both the requirements set forth in Article 80D, which are reproduced below, and the additional requirements set forth in this section. Please also describe how Fisher arrived at its Student Housing Plan including examples of alternative student housing locations.

- **Article 80 Student Housing Plan Requirements.** Pursuant to Article 80D, the IMP should address the following:
 - The number of full-time undergraduate and graduate students living in housing facilities owned or operated by the Institution, including a breakdown by type of degree of program (undergraduate or graduate) and type of housing facility (dormitory, apartment, or cooperative housing facility).
 - The number of housing units owned or operated by the Institution, by type of housing facility (dormitory, apartment or cooperative housing facility).
 - Any housing requirements or restrictions the Institution places on its students (e.g. eligibility for on-campus housing, requirement to live on campus).
 - The process by which the Institution directs its students to housing facilities.
 - The Institution's short-term and long-term plans for housing its undergraduate and graduate students on-campus and off-campus.
 - Impacts of the Institution's student housing demand on housing supply and rental market rates in the surrounding neighborhoods, including those neighborhoods adjacent to the Institution's campus and other neighborhoods where the Institution's students are concentrated.
 - A plan for mitigating the impacts of the Institution's student housing demand on surrounding neighborhoods
 - Alternative student housing location analysis

7. TRANSPORTATION AND PARKING MANAGEMENT / MITIGATION PLAN

In addition to the submissions detailed in this Scope, Fisher should continue to work closely with the Boston Transportation Department ("BTD") to outline an appropriate scope for studying and mitigating any transportation impacts of the proposed IMP and/or Proposed Projects. Fisher should set up a meeting with BTD to discuss IMP submission requirements and requested analysis.

- **Existing Conditions.** Provide a description of Fisher's existing transportation and parking characteristics, including data on mode share for employees and students, parking spaces owned and operated by Fisher, and policies regarding student and employee parking, and existing transportation demand management ("TDM") measures in place. Describe key pedestrian and bicycle safety problems in the vicinity of the campus that might reduce the number of Fisher employees and students willing to use alternatives to the automobile.
- **Proposed TDM Measures.** Describe additional TDM measures that are being considered for the IMP, particularly in light of the proposed reduction in on-campus parking supply.
- **Parking.** In light of the proposed removal of parking spaces and the scarcity of on-street parking in the vicinity of the campus, the IMP should examine the following issues related to Fisher's current and future parking policies:
 - Describe the anticipated impact of projected enrollment and employment increases on parking demand and Fisher's ability to meet that demand.
 - Document the number of employee and student parking permits that have been issued in recent years.
 - Document the parking supply in surrounding area, including paid parking and on-street, with information on parking restrictions in place.
- **Pedestrian Circulation Goals and Guidelines.** Provide a statement of goals and guidelines for pedestrian circulation in the vicinity of Fisher's campus. It is understood that Fisher has neither the responsibility nor the ability to implement all the necessary improvements to the pedestrian systems in the vicinity of its campus. However, Fisher should work with City and state agencies, as well as neighboring institutions and other actors, to effect improvements to those systems, including but not limited to enhanced pedestrian pathways to and from the nearby MBTA stations. Such improvements are a critical element of any TDM measures on the part of Fisher and other area institutions. Proposals for specific improvements should be included in the IMP. Please see BRA Urban Design comment and the Boston Transportation Department's comment both found in Appendix II.
- **Student Auto Ownership, Use, and Parking.** Describe Fisher's current policies with regard to student ownership and use of automobiles, including the eligibility of students living in dormitories to obtain resident parking permits and any measures to enforce existing regulations.
- **Move-In/Move-Out Traffic Management Procedures.** Describe Fisher's current procedures for managing traffic and parking impact generated by students moving into and out of dormitories, and any proposed changes to those procedures.
- **Bicycle Transportation.** The IMP should discuss the adequacy of Fisher's existing bicycle storage facilities and the facilities to be included in any Proposed Projects.
- **Bus Traffic.** Document average bus traffic associated with Fisher events, functions, sporting events, etc.
- **Area site map.** The IMP should include a map of area sites that indicates parking inventory, closest EV charging area, transit and bus stops, as well as bike & care share locations.

- **Other Comments.** The IMP should respond to all other comments related to transportation included in the Appendixes.

8. ENVIRONMENTAL SUSTAINABILITY

The City of Boston expects a high level of commitment to principles of sustainable development from all developers and institutions. Fisher will be expected to work with the BRA, the City of Boston Environment Department, and other entities as determined by the BRA to set and meet ambitious environmental sustainability goals in both the IMP and in the design of the Proposed Projects. The IMP should present as much information as possible on the topics below, with the understanding that not all of them may be relevant at the current time.

- **Sustainability Meeting.** Fisher will be expected to help organize one or more meetings on campus sustainability to discuss and shape its plans with the BRA and other key public agencies and organizations, with particular focus on the topics below.
- **Existing Sustainability Measures.** Document and describe Fisher's existing sustainability measures at the building and campus-wide level, including but not limited to energy, stormwater, solid waste, transportation, and infrastructure and utilities. Explain the administrative structure for making decisions about and promoting innovation in the area of building a sustainable campus. Describe any formal goals or principles that Fisher has adopted in the area of sustainability.
- **Potential Future Sustainability Programs and Plans.** Discuss additional sustainability initiatives that could be adopted in conjunction with this IMP or in the future.
- **Green Building.** All projects will be required to conform to the requirements of Article 37 of the Boston Zoning Code, when applicable. New campus buildings should achieve a superior level of performance in the areas of materials and resources (recycled content, construction waste management, local/regional materials), energy (energy performance, renewable energy), water management (water efficiency, stormwater management, graywater and stormwater recycling, etc.), indoor environmental quality, and other standard performance areas of high-performance or "green" buildings. Whenever possible, buildings should achieve a high level of certification through LEED or another appropriate system.
- **Water Use.** Future campus development should incorporate water use, conservation, and rainwater harvesting strategies at a campus level. New construction allows opportunities for storage systems to be installed for use by the new and adjacent buildings. Collected water can be used for flushing, HVAC make-up water, and irrigation.
- **Stormwater Retention/Treatment/Reuse and Groundwater Recharge.** Particular attention should be paid to the comments provided by the Boston Water and Sewer Commission and the Boston Groundwater Trust which are included in the Appendixes and incorporated herein by reference and made a part hereof.
- **Solid Waste.** Campus master planning should set the goal of reducing the level of solid waste generation in both the construction and operation of buildings.
- **Landscape and Natural Features.** A well-considered program of landscape design can not only create a high-quality aesthetic realm but can also enhance regional biodiversity, help mitigate air pollution, reduce heating and air conditioning costs and associated energy consumption, reduce water consumption, and reduce stormwater runoff and water pollution. Sustainability should be a primary consideration in the design of the campus open space system as a whole as well as the design of individual spaces.

- **Performance Standards and Indicators.** Over the long term, Fisher should commit not only to broad sustainability principles, but also to specific performance standards and a system of indicators and metrics to track performance.
- **Other Comments.** The IMP should respond to all other comments related to environmental protection and sustainability included in the Appendixes, with particular reference to comments submitted by BTB and the Boston Environment Department.

9. ECONOMIC DEVELOPMENT

- **Workforce Development.** The BRA looks forward to working with Fisher to support the City's employment and workforce development goals. This IMP provides an opportunity for further discussion of measures to enhance educational opportunities for Boston residents and prepare Boston residents and students for employment. The IMP should provide the information described in the "Job Training Analysis" component of Section 80D-3 of the Boston Zoning Code.
- **Economic Development Goals and Strategies.** The City of Boston views its academic institutions as tremendous assets and as valuable partners in economic development. Fisher's ongoing evolution will provide additional opportunities for cooperation with the City on key economic development goals. The City looks forward to working with Fisher in the future to explore ways that Fisher's positive economic impacts can be increased.

10. COMMUNITY BENEFITS PLAN

- **Existing Community Benefits.** The IMP should discuss all community benefits currently provided by Fisher.
- **Future Community Benefits.** The BRA looks forward to working with Fisher, the Fisher Task Force, and Fisher's neighbors to explore appropriate community benefits to be associated with the IMP.

11. OTHER

- **Taxes and PILOTs.** In the context of the master planning process, Fisher should meet with the City's Assessor. Please see comment letter from the Assessing Department in Appendix I.
- **Public Notice.** Fisher will be responsible for preparing and publishing in one or more newspapers of general circulation in the City of Boston a Public Notice of the submission of the IMP to the BRA as required by Section 80A-2. This Notice shall be published within five (5) days after the receipt of the IMP by the BRA. In accordance with Article 80, public comments on the IMP shall be transmitted to the BRA within sixty (60) days of the publication of this notice. A sample form of the Public Notice is attached as Appendix 3. Following publication of the Public Notice, Fisher shall submit to the BRA a copy of the published Notice together with the date of publication.
- **Response to Comments.** Fisher is required to include a "Response to Comments" section in the IMP.

**APPENDIX I
COMMENTS FROM ELECTED OFFICIALS**

See attached PDF document:

Fisher College – IMPNF Comments PART 1

**APPENDIX II
COMMENTS FROM CITY PUBLIC AGENCIES**

See attached PDF document:

Fisher College – IMPNF Comments PART 1

**APPENDIX III
COMMENTS FROM THE PUBLIC**

See attached PDF documents:

- Fisher College – IMPNF Comments PART 1**
- Fisher College – IMPNF Comments PART 2**
- Fisher College – IMPNF Comments PART 3**
- Fisher College – IMPNF Comments PART 4**
- Fisher College – IMPNF Comments PART 5**
- Fisher College – IMPNF Comments PART 6**

**APPENDIX IV
EXAMPLE OF IMP PUBLIC NOTICE**

PUBLIC NOTICE

The Boston Redevelopment Authority (“BRA”), pursuant to Article 80 of the Boston Zoning Code, hereby gives notice that an Institutional Master Plan (“IMP”) was submitted by the NAME OF INSTITUTION, on MONTH, DAY, AND YEAR. The NAME OF INSTITUTION IMP describes currently proposed institutional projects on the NAME OF INSTITUTION campus. DESCRIPTION OF IMP / DPIR. Approvals are required of the BRA pursuant Article 80 for the issuance of an Adequacy Determination by the Director of the BRA for the approval of the IMP.

The IMP may be reviewed at the Office of the Secretary of the BRA, Boston City Hall, Boston, Massachusetts 02210 between 9:00 a.m. and 5:00 p.m., Monday through Friday, except legal holidays. Copies may also be reviewed at LIBRARIES.

Public comments on the IMP including comments of public agencies, should be submitted to Ms. Katelyn Sullivan, Project Manager, BRA, at the address stated above or by email at Katelyn.Sullivan.bra@cityofboston.gov within sixty (60) days of this notice or by _____, 2013.

BOSTON REDEVELOPMENT AUTHORITY
Brian Golden, Secretary

APPENDIX B

Appendix B. Response to Comments

Appendix B is comprised of three Parts:

- Part I. Introduction to Appendix B
- Part II. The Collected Comment Letters (contained on a separate disk)
- Part III. The Reference Table and Issues List

Part I. Introduction to Appendix B

During the 60-day extended comment period for the Institutional Master Plan Notification Form (IMPNF) submitted by Fisher College on June 4, 2013, Fisher received comment letters from elected officials, City staff, Back Bay neighbors and from other parties interested in Fisher's plans for the next decade. Close to 175 individuals submitted 192 comment letters on the IMPNF. These comments comprise 479 pages of written communications and are referred to herein as the Collected Comment Letters.

Because of this great volume of material, it was agreed that reproducing a hard copy of all 192 letters and the responses to them in the IMP document was neither practical nor environmentally sound, and that Appendix B - Response to Comments – including the Collected Comment Letters-- would instead be provided in digital format online at both the BRA and Fisher College websites. In addition, Appendix B - Response to Comments and the Collected Comment Letters has been uploaded to a CD, which will be inserted into the rear cover of the hard copies of the IMP document available at the BRA, the Boston Public Library and the Fisher Library.

The on-line format of Appendix B - Response to Comments can be found at <http://www.bostonredevelopmentauthority.org/planning/institutional-planning/higher-ed/fisher-college> and at <http://www.fisher.edu/about/institutional-master-plan>

Part II. The Collected Comment Letters

The 192 comment letters comprising 479 pages have been collected within this section of Appendix B and are organized into four sub-categories according to either the author of the letter or the position stated in the letter:

- Section I. Elected Officials
- Section II. Government Agencies
- Section III. Letters in Support
- Section IV. Letters in Opposition

Each letter has been assigned a unique identifying number, and each page is sequentially numbered. Where one person submitted more than one letter, each letter has been assigned a separate number.

See Appendix B Part II, enclosed as a disk in hard copies and as a separate file online.

Part III. The Reference Table and Issues List

A 29-page Reference Table has been prepared to guide the reader through the Collected Comment Letters. A sample of the Table is provided below to illustrate how to find any letter, the issues raised within the letter, and where to find the responses to those issues in the IMP text. The first four columns identify the letter by page number in the Collected Comment Letters, by the specific number assigned to the letter, date, and author of the letter.

The fifth column, headed “Scoping Code,” lists numerical and alphabetic codes that refer to the IMP-related issues raised in each letter. Those issues represented by numerical codes were articulated in the Scoping Determination issued by the BRA. The Scoping Determination lays out all of the issues that Fisher is required to address in its IMP and can be found in Appendix A of the IMP. Those issues represented by an alphabetic code are issues that were NOT raised in the Scoping Determination, but were raised in a substantial number of letters and thus are called out for response. These issues are called “Surplus Sections”. The Issues List provided below the Table identifies each issue and assigns a code number or an alphabetic designator to the issue it references.

The final column in the Table refers the reader to the pages in the IMP text where the reader can find discussion of the issue.

In summary, by using this Table, a reader of this Appendix B can locate individual letters, identify the issues raised in each one and find references to the places in the text of the IMP where those issues are discussed.

How to Use the Table

The following excerpt from the Reference Table is provided to illustrate how to use the Table. See highlighted section for an example.

<u>Page</u>	<u>No.</u>	<u>Date</u>	<u>From</u>	<u>Scoping Code</u>	<u>IMP Response Pages</u>
Section I – Letters from Elected Officials					
001-02	1	8/7/13	Michael Ross, Boston City Council (former)	6 7 10 C E	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 2-5 to 6; 7-7; 7-16 to 17; 7-28 4-1 to 9; 6-2 to 5
003-04	2	8/5/13	Jay Livingstone, State Representative.	4 5 6 7 11 B C	4-1 to 18 5-1 to 7; 5-8 to 5-11 6-1 to 5 7-1 to 19; 7-20 to 28 Appendix D 5-7 2-5 to 6; 7-7; 7-16 to 17; 7-28
Section II – Letters From Government Agencies					
005-07	3	8/8/13	Rachel Szakmary, Transportation Planner, Boston Transportation Department	5 7 C	5-1 to 7; 5-8 to 5-11 7-1 to 19; 7-20 to 28 2-5 to 6; 7-7; 7-16 to 17; 7-28

- Column 1 shows the **page numbers** where the letter can be found in the Collected Comment Letters
- Column 2 shows the **letter number**
- Column 3 shows the **date** of the letter
- Column 4 shows the **author** of the letter
- Column 5 lists the **issues raised** in this letter that require a response (refer to the List below for the issue each number/letter stands for).
- Column 6 lists the **pages in the IMP text** where the issues referenced are discussed.

Highlighted Example: Michael Ross’s letter is included in Section I. It is Letter No. 1, Pages 001-02 of Collected Comment Letters. Scoping Issue 6 is one of the issues raised in the letter. Issue 6 is addressed in the IMP at pages 6-1 to 5.

THE ISSUES LIST. Issues by Type

CODES	Issues: in Scoping Determination	Page References in IMP
P	Preamble	P1-2
1	Mission and objectives	1-1 to 5; 5-1 to 2
2	Existing properties and uses	2-1 to 7
3	Campus demographics and employment	3-1 to 4; 9-2 to 4
4	Urban design and planning framework	4-1 to 18
5	Proposed institutional projects	5-1 to 7; 5-8 to 5-11
6	Student housing plan	6.1 to 5
7	Transportation and parking management/mitigation	7-1 to 19; 7-20 to 28
8	Environmental sustainability	8-1 to 3
9	Economic development	9-1 to 4
10	Community benefits plan	10-1 to 11
11	Other, PILOT and other Payments	Appendix C
	Issues: Surplus Sections	
A	Certificates of appropriateness/ BBAC	4-15 to 16
B	Compliance with Zoning	P1to 2; 5-6 to 7
C	Loading Dock/Deliveries	2-5 to 6; 7-7; 7-16 to 17; 7-28
D	Student Behavior	6-5 to 8
E	Appropriateness of College to Neighborhood	3-3 to 4; 4-1 to 9; 6-2 to 5
F	Waste Management Problems	2-5 to 6; 7-7; 7-16 to 17
G	Good Neighbor Agreement with NABB	GNA*
H	Transparency/Communication re plans	P1 to 2
I	Future Alternate Expansion Locations	6-4 to 5
J	Impact of Enrollment Growth on abutters	3-3 to 4; 6-5 to 8
K	BRA Approval Process	P1 to 2; 5-6 to 7
L	Future of 111 Beacon	P1; 2-3; 5-3
M	Fisher's Security Presence	3-5 to 7; 10-11
N	Student Living and Recreational Space	4-7; 5-5 to 6; 5-10; 6-1 to 4

*It should be noted that the issue listed as “G”, Good Neighbor Agreement (GNA) with NABB” refers to a document (GNA) that is a separate document not part of this IMP. The GNA is the subject of negotiation by a special committee in a process separate from the IMP process. It will be made available to the public when those negotiations are completed.

<u>Page</u>	<u>No.</u>	<u>Date</u>	<u>From</u>	<u>Scoping Code</u>	<u>IMP Response Pages</u>
Section I – Letters from Elected Officials					
001-02	1	8/7/13	Michael Ross, Boston City Council (former)	6 7 10 C E	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5
003-04	2	8/5/13	Jay Livingstone, State Representative	4 5 6 7 11 B C	4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 Appendix C P 1-2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28
Section II – Letters from Government Agencies					
005-07	3	8/8/13	Rachel Szakmary, Transportation Planner, Boston Transportation Department	5 7 C	5-1 to 7; 5-8 to 11 7-1 to 19; 7-20 to 28 2-5 to 6; 7-7; 7-16 to 17; 7-28
008-010	4	8/5/13	David Grissino, Senior Architect/Urban Designer, Boston Redevelopment Authority	1 2 3 4 5 6 7 C E	1-1 to 5; 5-1 to 2 2-1 to 7 3-1 to 4; 9-2 to 4 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5
011	5	8/2/13	Carrie Marsh, Executive Secretary, Boston Parks Commission	4 5 8	4-1 to 18 5-1 to 7; 5-8 to 11 8-1 to 3
012	6	6/25/13	Aldo Ghirin, Senior Planner, Boston Parks and Recreation Department	4 5 8	4-1 to 18 5-1 to 7; 5-8 to 11 8-1 to 3
013-018	7	6/28/13	John P. Sullivan, Chief Engineer, Boston Water and Sewer Commission	5 6 8	5-1 to 7; 5-8 to 11 6-1 to 5 8-1 to 3
019-020	8	7/1/13	Elliott Laffer, Executive Director, Boston Groundwater Trust	8	8-1 to 3

<u>Page</u>	<u>No.</u>	<u>Date</u>	<u>From</u>	<u>Scoping Code</u>	<u>IMP Response Pages</u>
021	9	7/24/13	Francisco Urena, Commissioner, Veterans' Services Department	3 10 E	3-1 to 4; 9-2 to 4 10-1 to 11 3-3 to 4; 4-1 to 9; 6-2 to 5
022-023	10	7/29/13	Matthew Englander, Director of Tax Policy and Communication, Boston Assessing Department	5 11	5-1 to 7; 5-8 to 11 Appendix C
024-025	11	8/2/13	Katie Pedersen, Environmental Review Specialist, BRA	5 6 8	5-1 to 7; 5-8 to 11 6-1 to 5 8-1 to 3
Section III – Letters in Support					
026	12	6/17/13	Maureen Rooney, Capital Associates, Boston; Newbury Street resident	D J	6-5 to 8 3-3 to 4; 6-5 to 8
027	13	6/14/13	Larry Post, 142 Marlborough St.; owns 46 Gloucester St.	1 3	1-1 to 5; 5-1 to 2 3-1 to 4; 9-2 to 4
028	14	7/17/13	Heidi Hendershott	4 10	4-1 to 18 10-1 to 11
029-030	15	7/17/13	Janet Kuser Komarnicki	1 10 D	1-1 to 5; 5-1 to 2 10-1 to 11 6-5 to 8
031-032	16	7/19/13	Meridith Spencer, Fisher College faculty member	1 10 D	1-1 to 5; 5-1 to 2 10-1 to 11 6-5 to 8
033	17	7/22/13	Aubrey Theall, VP TD Bank	1 10	1-1 to 5; 5-1 to 2 10-1 to 11
034	18	7/23/13	Robert Cohen, Cohen Partners, firm next to Suffolk, 101 Tremont Street	10 H	10-1 to 11 P1 to 2
035	19	7/25/13	Joseph Stefaniak	1 10	1-1 to 5; 5-1 to 2 10-1 to 11
036	20	7/26/13	Thomas DeSisto, Inn @ St. Botolph	1 3 5 6 10 D	1-1 to 5; 5-1 to 2 3-1 to 4; 9-2 to 4 5-1 to 7; 5-8 to 11 6-1 to 5 10-1 to 11 6-5 to 8
037	21	7/26/13	Jennifer Weiner, Fisher College faculty member	1 3 D H	1-1 to 5; 5-1 to 2 3-1 to 4; 9-2 to 4 6-5 to 8 P1 to 2

<u>Page</u>	<u>No.</u>	<u>Date</u>	<u>From</u>	<u>Scoping Code</u>	<u>IMP Response Pages</u>
038	22	7/18/13	Nancy Pithis, Dean, Fisher College	1 10 D G	1-1 to 5; 5-1 to 2 10-1 to 11 6-5 to 8 GNA*
039	23	7/29/13	Kristen Sherman, Dir. Alum. Relations, Fisher College	3 10 D H	3-1 to 4; 9-2 to 4 10-1 to 11 6-5 to 8 P1 to 2
040-041	24	7/29/13	Norma Sanderson Bohannon, '66 grad.; Seymour, CT [8 Edwards Road]	1 2 4 5 7 D H	1-1 to 5; 5-1 to 2 2-1 to 7 4-1 to 18 5-1 to 7; 5-8 to 11 7-1 to 19; 7-20 to 28 6-5 to 8 P1 to 2
042	25	7/29/2013	Karen Myers, '68 grad.; Fisher College faculty	1 4 6 D	1-1 to 5; 5-1 to 2 4-1 to 18 6-1 to 5 6-5 to 8
043	26	7/30/13	Richard W. Metzger, Fisher College faculty	1 10 D H	1-1 to 5; 5-1 to 2 10-1 to 11 6-5 to 8 P1 to 2
044	27	7/30/13	John Yonce, Hostelling Int'l, 19 Stuart St.	1 10	1-1 to 5; 5-1 to 2 10-1 to 11
045-046	28	7/29/13	Carolyn Carlson, 905 Beacon Street	1 4 5 6 10 D H	1-1 to 5; 5-1 to 2 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 10-1 to 11 6-5 to 8 P1 to 2
047	29	n.d.	Mary Yearl, Fisher College archivist	1 4 10 D G H	1-1 to 5; 5-1 to 2 4-1 to 18 10-1 to 11 6-5 to 8 GNA* P1 to 2

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048	30	7/29/13	Neil Trotta, Fisher College - DAPS	1 4 10 D G H	1-1 to 5; 5-1 to 2 4-1 to 18 10-1 to 11 6-5 to 8 GNA* P1 to 2
049-050	31	7/28/13	Deb Schreiber, 13802 N. Crown Place, Sun City, AZ	1 3 10 D	1-1 to 5; 5-1 to 2 3-1 to 4; 9-2 to 4 10-1 to 11 6-5 to 8
051	32	7/31/13	Cynthia Huff	1 4 10 D H	1-1 to 5; 5-1 to 2 4-1 to 18 10-1 to 11 6-5 to 8 P1 to 2
052	33	7/31/13	Maria Coleman	1 5 6 D	1-1 to 5; 5-1 to 2 5-1 to 7; 5-8 to 11 6-1 to 5 6-5 to 8
053	34	7/31/13	Nancy Coleman	1 4 5 6 10 D H	1-1 to 5; 5-1 to 2 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 10-1 to 11 6-5 to 8 P1 to 2
054-055	35	7/31/13	Darrel Tiebout, SAYO Grays baseball organization	10 D E	10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
056	36	7/31/13	Brandon O'Donnell	1 10 H	1-1 to 5; 5-1 to 2 10-1 to 11 P1 to 2
057	37	8/1/13	Joseph Palermino	3 10 H	3-1 to 4; 9-2 to 4 10-1 to 11 P1 to 2
058-059	38	8/1/13	Stefani Vieira	10 D H	10-1 to 11 6-5 to 8 P1 to 2
060	39	7/22/13	Marc Abelard, 1205 VFW Parkway, West Roxbury	3 10 D	3-1 to 4; 9-2 to 4 10-1 to 11 6-5 to 8

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061-062	*40	7/31/13	Steven Rich, 78 Sewall Ave., Winthrop	1 3 4 10 H	1-1 to 5; 5-1 to 2 3-1 to 4; 9-2 to 4 4-1 to 18 10-1 to 11 P1 to 2
063	*41	8/2/13	Boston Police Foundation, 11 Arlington Street	1 10 H	1-1 to 5; 5-1 to 2 10-1 to 11 P1 to 2
064	42	8/2/13	Terrance (Terry) Neylon	4 6 10 D H	4-1 to 18 6-1 to 5 10-1 to 11 6-5 to 8 P1 to 2
065-066	43	7/25/13	Kyle Grenier, 104 Beacon St.	3 4 5 10 D	3-1 to 4; 9-2 to 4 4-1 to 18 5-1 to 7; 5-8 to 11 10-1 to 11 6-5 to 8
067-068	44	n.d.	Bronte Deardon	9 10 D H M	9-1 to 4 10-1 to 11 6-5 to 8 P1 to 2 5 to 7; 10-11
069	*45	8/1/13	Jonathan Lally, 102 Beacon St.	7 10 D F G H	7-1 to 19; 7-20 to 28 10-1 to 11 6-5 to 8 2-5 to 6; 7-7; 7-16 to 17 GNA* P1 to 2
070	*46	n.d.	Susan Taylor, Signature Health/Brockton Hospital School of Nursing, 680 Centre Street, Brockton, MA	1	1-1 to 5; 5-1 to 2
071	*47	7/18/13	Charles Pithis, 70 Maynard Farm Rd., Sudbury, MA	1 D G H	1-1 to 5; 5-1 to 2 6-5 to 8 GNA* P1 to 2

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Section IV – Letters in Opposition					
073-075	49	n.d.	Stop Fisher College Expansion Plan Petition, 180 Beacon St. residents	Signatures only from 180 Beacon St.	n/a
076-077	50	n.d.	NABB response, Executive Summary	5 7 8 11 B C F I	5-1 to 7; 5-8 to 11 7-1 to 19; 7-20 to 28 8-1 to 3 Appendix C P 1-2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-16 to 17 6-4 to 5
078-081	51	6/22/13	V.B. Castellani, Chair, Zoning Committee, NABB	5 10 11 A B E	5-1 to 7; 5-8 to 11 10-1 to 11 Appendix C 4-15 to 16 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5
082-084	52	6/22/13	V.B. Castellani, Chair, Zoning Committee, NABB	5 10 11 A B E	5-1 to 7; 5-8 to 11 10-1 to 11 Appendix C 4-15 to 16 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5
085	53	6/26/13	V.B. Castellani, Chair, Zoning Committee, NABB	5 10 11 A B E	5-1 to 7; 5-8 to 11 10-1 to 11 Appendix C 4-15 to 16 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5
086-091	54	7/26/13	V.B. Castellani, Chair, Zoning Committee, NABB	4 B	4-1 to 18 P1 to 2; 5-6 to 7
092-099	55	8/5/13	V.B. Castellani, Chair, Zoning Committee, NABB	A B	4-15 to 16 P1 to 2; 5-6 to 7

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145-149	57	8/1/13	Howard Kassler, Chair, NABB	1 3 6 7 10 B C E	1-1 to 5; 5-1 to 2 3-1 to 4; 9-2 to 4 6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5
150-153	58	7/2/13	Susan Prindle and Jerome Cooper King, Co-chairs, Architecture Committee, NABB	4 5 7 8 A B E	4-1 to 18 5-1 to 7; 5-8 to 11 7-1 to 19; 7-20 to 28 8-1 to 3 4-15 to 16 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5
154-161	59	7/17/13	Jacquelin Yessian and Barry Solar, Co-chairs, Development and Transportation Committee, NABB	1 2 3 4 5 6 7 10 11 A B C	1-1 to 5; 5-1 to 2 2-1 to 7 3-1 to 4; 9-2 to 4 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C 4-15 to 16 P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28

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162-174	60	6/20/13	Michael Weingarten, 120 Beacon St., #4	2 3 5 6 7 8 9 10 11 F H I M N	2-1 to 7 3-1 to 4; 9-2 to 4 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17 P1 to 2 6-4 to 5 5 to 7; 10-11 4-7; 5-5 to 6; 5-10; 6-1 to 4
175-181	61	6/21/13	Michael Weingarten, 120 Beacon St., #4	2 3 6 7 8 9 10 11 I N	2-1 to 7 3-1 to 4; 9-2 to 4 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 6-4 to 5 4-7; 5-5 to 6; 5-10; 6-1 to 4
182-211	62	6/24/13	Michael Weingarten, 120 Beacon St., #4	2 3 6 7 8 9 10 11 C F G H M N	2-1 to 7 3-1 to 4; 9-2 to 4 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-16 to 17 GNA* P1 to 2 5 to 7; 10-11 4-7; 5-5 to 6; 5-10; 6-1 to 4

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212-222	63	7/1/13	Michael Weingarten, 120 Beacon St., #4	2 3 6 7 8 9 10 11 C J N	2-1 to 7 3-1 to 4; 9-2 to 4 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 6-5 to 8 4-7; 5-5 to 6; 5-10; 6-1 to 4
223-230	64	7/8/13	Michael Weingarten, 120 Beacon St., #4	2 3 5 6 7 8 9 10 11 C I M	2-1 to 7 3-1 to 4; 9-2 to 4 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-4 to 5 5 to 7; 10-11
231-232 65	65	7/11/13	Michael Weingarten, 120 Beacon St., #4	2 3 5 6 7 8 9 10 11 A C F J M	2-1 to 7 3-1 to 4; 9-2 to 4 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 4-15 to 16 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-15 to 17 3-3 to 4; 6-5 to 8 5 to 7; 10-11

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233-243	66	7/11/13	Michael Weingarten, 120 Beacon St., #4	2 3 4 5 6 7 8 9 10 11 A C F H I J N	2-1 to 7 3-1 to 4; 9-2 to 4 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 4-15 to 16 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-16 to 17 P1 to 2 6-4 to 5 3-3 to 4; 6-5 to 8 4-7; 5-5 to 6; 5-10; 6-1 to 4
244-254	67	7/17/13	Michael Weingarten, 120 Beacon St., #4	2 3 4 5 6 7 8 9 10 11 A C F H M N	2-1 to 7 3-1 to 4; 9-2 to 4 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 4-15 to 16 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-16 to 17 P1 to 2 3-5 to 7; 10-11 4-7; 5-5 to 6; 5-10; 6-1 to 4

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255-266	68	7/22/13	Michael Weingarten, 120 Beacon St., #4	2 3 4 5 6 7 8 9 10 11 M	2-1 to 7 3-1 to 4; 9-2 to 4 4-1 to 18 5-1 to 7; 5-8 to 11 6-1 to 5 2-5 to 6; 7-7; 7-16 to 17 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 3-5 to 7; 10-11
267-270	69	7/24/13	Michael Weingarten, 120 Beacon St., #4	2 3 5 6 7 8 9 10 11 A C F G H I J N	2-1 to 7 3-1 to 4; 9-2 to 4 5-1 to 7; 5-8 to 11 6-1 to 5 2-5 to 6; 7-7; 7-16 to 17 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 4-15 to 16 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-15 to 17 GNA* P1 to 2 6-4 to 5 3-3 to 4; 6-5 to 8 4-7; 5-5 to 6; 5-10; 6-1 to 4

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271-279	70	7/25/13	Michael Weingarten, 120 Beacon St., #4	2 3 4 6 7 8 9 10 11 A B C D E	2-1 to 7 3-1 to 4; 9-2 to 4 4-1 to 18 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 4-15 to 16 P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
280-283	71	7/29/13	Michael Weingarten, 120 Beacon St., #4	2 3 6 7 8 9 10 11 M	2-1 to 7 3-1 to 4; 9-2 to 4 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 9-1 to 4 10-1 to 11 Appendix C 3-5 to 7; 10-11
284-285	72	5/24/12	Sam Plimpton, 100 Beacon St.	6 7 10 11 G	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C GNA*
286-288	73	6/6/13	Sam Plimpton, 100 Beacon St.	6 7 10 11 C G	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 GNA*
289-290	74	6/15/13	Sam Plimpton, 100 Beacon St.	6 7 10 11 G	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C GNA*

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291	75	8/3/2012	Sam Plimpton, 100 Beacon St.	6 7 10 11 G	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C GNA*
292	76	n.d.	Wendy Shattuck, 100 Beacon St.	6 7 8 H	6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 P1 to 2
293-295	77	6/20/13	Martyn Roetter, 144 Beacon St.	1 6 7 11 E I	1-1 to 5; 5-1 to 2 6-1 to 5 7-1 to 19; 7-20 to 28 Appendix C 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
296-298	78	7/8/13	Martyn Roetter, 144 Beacon St.	6 7 B I	6-1 to 5 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 6-2 to 3; 4-4
299-300	79	7/11/13	Martyn Roetter, 144 Beacon St.	G	GNA*
301	80	6/6/13	Marie Small, 109 Beacon St.	7 D E	7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
302	81	7/3/13	Marie Small, 109 Beacon St.	D	6-5 to 8
303	82	4/8/13	Marie Small, 109 Beacon St.	D E I	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
304	83	6/18/13	Marie Small [here signed as Marie Webster]	I J	6-4 to 5 3-3 to 4; 6-5 to 8
305	84	6/18/13	Sharon Ryan, 109 Beacon St.	6 7 D E	6-1 to 5 7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5

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307	86	7/31/13	Sharon Ryan, 109 Beacon St.	6 H M	6-1 to 5 P1 to 2 3-5 to 7; 10-11
308	87	8/4/13	Susan Morris, 301 Berkeley St., #6	5 6 11 B C D	5-1 to 7; 5-8 to 11 6-1 to 5 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8
309-313	88	6/4/13	Susan Morris	6 7 11 B D H N	6-1 to 5 7-1 to 19; 7-20 to 28 Appendix C P1 to 2; 5-6 to 7 6-5 to 8 P1 to 2 4-7; 5-5 to 6; 5-10; 6-1 to 4
314-319	89	8/2/13	Anthony Morris, 301 Berkeley St., #6	5 6 7 B D E F I N	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 6-4 to 5 4-7; 5-5 to 6; 5-10; 6-1 to 4

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323	91	8/3/13	Bob Robbins	7	7-1 to 19; 7-20 to 28
324	92	6/5/13	Barbara and Ingo Vogelsang, 303 Berkeley St., #9	6 B D E G H N	6-1 to 5 P1 to 2; 5-6 to 7 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 GNA* P1 to 2 4-7; 5-5 to 6; 5-10; 6-1 to 4
325	93	4/6/13	Barbara and Ingo Vogelsang, 303 Berkeley St., #9 er	6 D E	6-1 to 5 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
326	94	6/24/13	Theodore Tsai, 129 Beacon St.	6 7 D E	6-1 to 5 7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
327	95	3/27/13	Ted and Sherry Tsai, 127-129 Beacon St.	7 D E	7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5

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338-339	97	n.d.	Vicki C. Smith	10	10-1 to 11
340	98	7/17/13	Anne Swanson, 157 Beacon St.	6 E G K	6-1 to 5 3-3 to 4; 4-1 to 9; 6-2 to 5 GNA* P1 to 2; 5-6 to 7
341	99	6/13/13	Anne Swanson	G K	GNA* P1 to 2; 5-6 to 7
342	100	6/26/13	Kate Shepherd, 120 Beacon St.	6 D	6-1 to 5 6-5 to 8
343-347	101	6/25/13	Kate Shepherd, 120 Beacon St.	6 7 B C D E G H	6-1 to 5 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 GNA* P1 to 2
348-350	102	6/23/13	Maria Christina Salas, 161 Beacon St.	10	10-1 to 11

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355	104	6/30/13	Kim and Charles Perkins, 109 Beacon St.	L	P1; 2-3; 5-3
356-360	105	6/17/13	Claude Cicchetti, 120 Beacon St., #1B	5 7 B C D E J	5-1 to 7; 5-8 to 11 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 3-3 to 4; 6-5 to 8
361-364	106	8/4/13	Claude Cicchetti, 120 Beacon St., #1B	5 6 7 8 D E H I M N	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 P1 to 2 6-4 to 5 3-5 to 7; 10-11 4-7; 5-5 to 6; 5-10; 6-1 to 4
365	107	4/6/13	Erik Dykema, Lineage Capital, LLC, 399 Boylston St.; lives at 121 Beacon St.	G H	GNA* P1 to 2
366-368	108	8/5/13	Evie and Erik Black Dykema, 121 Beacon St., #6	3 4 6 7 8 D H I M	3-1 to 4; 9-2 to 4 4-1 to 18 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 6-5 to 8 P1 to 2 6-4 to 5 3-5 to 7; 10-11

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370	110	7/31/13	Kristin Field, 333 Comm. Ave.	6 I K M	6-1 to 5 6-4 to 5 P1 to 2; 5-6 to 7 3-5 to 7; 10-11
371	111	3/28/13	Tom Gill, forwarded from NABB	5	5-1 to 7; 5-8 to 11
372	112	5/25/13	Thomas [Tom] Gill, 303 Berkeley St.	E I	3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
373	113	4/7/13	Jennifer Kreytak, 127 Beacon St., 1R, forwarded from NABB	D E	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
374	114	7/26/13	Jennifer Kreytak, 127 Beacon St.,1R	5 6 7 8 10 D E H I	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 P1 to 2 6-4 to 5
375-376	115	5/31/13	Mina Moutzourogeorgos, 119 Beacon Street	1 6 10 D E H I	1-1 to 5; 5-1 to 2 6-1 to 5 10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 P1 to 2 6-4 to 5
377	116	4/6/13	Mina Moutzourogeorgos, 119 Beacon Street	6 E	6-1 to 5 3-3 to 4; 4-1 to 9; 6-2 to 5
378-379	117	7/2/13	Millie O'Connell, 259 Beacon St., #20	7	7-1 to 19; 7-20 to 28

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380-381	118	6/14/13	Kimbo Craig, FORM letter	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
382-383	119	6/14/13	Doreen Miller, 253 Savin Hill Ave., Dorchester, FORM letter	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
384-385	120	6/14/13	Christel Antonellis, Senior Lecturer, CELOP, BU; 1960 Comm. Ave., Brighton, FORM letter	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8

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386-387	121	6/15/13	Adrienne Saltz, 150 St. Paul Street, Brookline, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
388-389	122	6/15/13	Nicola Marzari, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
390-391	123	6/15/13	Peter Ruggiero, 241 School Street, Somerville, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8

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392-396	124	6/15/13	Kathy Brenner, CELOP, BU [form forwarded from Kim Perkins]	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
397-398	125	6/16/13	Jennifer Scotland, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
399-400	126	6/17/13	Gwen Hewett, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8

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401-402	127	6/18/13	Melanie Greitzer, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
403-404	128	6/20/13	Imelda Stoffregen, 83 Gayland Rd., Needham, FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
405-406	129	7/9/13	Audrey Foster, 134 Beacon Street, PH FORM LETTER	6 7 10 11 B C D E F G J	6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 GNA* 3-3 to 4; 6-5 to 8
407	130	7/28/13	Susan Ashbrook, 333 Comm. Ave., #13	1 2 7 C E I	1-1 to 5; 5-1 to 2 2-1 to 7 7-1 to 19; 7-20 to 28 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5

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408	131	6/9/13	Alan Brody, 303 Berkeley St., #7	6 B D E I	6-1 to 5 P1 to 2; 5-6 to 7 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
409	132	6/26/13	Kbell4us@yahoo.com	1	1-1 to 5; 5-1 to 2
410	133	6/27/13	Larry Blankstein, 127 Beacon St.	6 D E I	6-1 to 5 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-2- 6-3; 4-4
411	134	8/5/13	Ines Capelli, local resident	5 10 B	5-1 to 7; 5-8 to 11 10-1 to 11 2-5, 7-5 - 7-14
412	135	6/29/13	Carol Casey Caniff, 180 Beacon St.	D E	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
413-415	136	6/4/13	Stephen Day, 120 Beacon St., #2	5 6 7 10 11 C H I K	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 P1 to 2 6-4 to 5 P1 to 2; 5-6 to 7
416	137	5/27/13	Milt Schwartzberg, Beacon St.	1 7 D E	1-1 to 5; 5-1 to 2 7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
417	138	6/24/13	Sharan Schwartzberg, 136 Beacon St., #8	10 D E	10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
418	139	6/3/13	Susan and George Domolky, 96 Beacon Street	D E I	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
419	140	6/17/13	Katherine Dietz, 3 Marlborough St., #2	D E	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5

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420	141	8/5/13	Frances Lessin Duffly, 180 Beacon St.	8 A B E F H I	8-1 to 3 4-15 to 16 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17 P1 to 2 6-4 to 5
421	142	3/28/13	Andrew Davis, 19 Marlborough St.	G	GNA*
422	143	7/25/13	Patricia and Philip Dubuque, 128 Comm. Ave.	G	GNA*
423	144	n.d.	Joanne Fleishman, Beacon St. resident	9 10 D E H I	9-1 to 4 10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 P1 to 2 6-4 to 5
424	145	6/11/13	John Foster, 180 Beacon St.	D G	6-5 to 8 GNA*
425	146	7/16/13	Sarah and James Fitzpatrick, 188 Beacon St.	G	GNA*
426-427	147	8/4/13	Denise Faustman, 100 Beacon St., #4B	5 6 7 8 10 11 C D E	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 10-1 to 11 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
428-429	148	8/3/13	Benita and Donald Geffen, 129 Beacon St., #3	6 10 E I K	6-1 to 5 10-1 to 11 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5 P1-2; 5-6 to 7

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430	149	5/26/13	Micki Gold, local resident	3 D E	3-1 to 4; 9-2 to 4 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
431	150	6/19/13	Nicholas and Marjorie Greville, 61 Mount Vernon St.	5 6 E G	5-1 to 7; 5-8 to 11 6-1 to 5 3-3 to 4; 4-1 to 9; 6-2 to 5 GNA*
432	151	6/20/13	Steven and Barbara Garfinkle, 5 Arlington St.	6 7 E	6-1 to 5 7-1 to 19; 7-20 to 28 3-3 to 4; 4-1 to 9; 6-2 to 5
433	152	7/6/13	Sharri Harmel, 169 Marlborough St.	E I	3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
434	153	n.d.	Mrs. Francis W. Hatch, 180 Beacon St., and owns 2 units	D E	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
435-436	154	7/19/13	Thomas High, 124 Comm. Ave.	5 6 7 11 C E	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 Appendix C 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5
437-438	155	7/20/13	Stephen Kunian, 308 Marlborough St.	3 10 11 D E	3-1 to 4; 9-2 to 4 10-1 to 11 Appendix C 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
439-440	156	7/24/13	James Wildash and Sonia Kowal, 189 Beacon St.	3 7 10 D E K	3-1 to 4; 9-2 to 4 7-1 to 19; 7-20 to 28 10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 P1-2; 5-6 to 7
441	157	6/18/13	Seth Klarman, 161 Comm. Ave.	4 7 E	4-1 to 18 7-1 to 19; 7-20 to 28 3-3 to 4; 4-1 to 9; 6-2 to 5

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442	158	6/18/13	Marcia Kamentsky, 180 Beacon St.	D E	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
443	159	7/5/13	Jean Lifford, 222 Marlborough St.	E	3-3 to 4; 4-1 to 9; 6-2 to 5
444	160	7/2/13	Michel and Elisabeth Lay, 239 Marlborough St.	5 6 E	5-1 to 7; 5-8 to 11 6-1 to 5 3-3 to 4; 4-1 to 9; 6-2 to 5
445	161	6/4/13	Mimi La Camera, President, Freedom Trail Foundation; lives at 214 Beacon Street	6 7 8 D E	6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
446	162	7/28/13	Pam Lassiter, Lassiter Consulting, 330 Beacon St.	6 D	6-1 to 5 6-5 to 8
447	163	8/4/13	Molly Mosier	5 7 11 B C E I	5-1 to 7; 5-8 to 11 7-1 to 19; 7-20 to 28 Appendix C P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
448	164	7/20/13	Myron Miller, 247 Comm. Ave.	6 7 B D E	6-1 to 5 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5
449	165	6/11/13	Linda Morgan, 122 Beacon St.	10 11	10-1 to 11 Appendix C
450	166	7/12/13	Kay Nagle, 186 Comm. Ave.	E	3-3 to 4; 4-1 to 9; 6-2 to 5
451	167	6/7/13	Mary and Sherif Nada, 86A Beacon St.	B D E	P1 to 2; 5-6 to 7 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5

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452	168	6/26/13	Sandra Nanberg, 35 Marlborough St.	5 6 D E M	5-1 to 7; 5-8 to 11 6-1 to 5 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 3-5 to 7; 10-11
453	169	7/25/13	Jacqueline Royce, 780 Boylston St., #261	4 7 10 B E K	4-1 to 18 7-1 to 19; 7-20 to 28 10-1 to 11 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5 P1-2; 5-6 to 7
454	170	6/20/13	Joseph and Joan Patton, 120 Marlborough St.	7 8 E	7-1 to 19; 7-20 to 28 8-1 to 3 3-3 to 4; 4-1 to 9; 6-2 to 5
455	171	6/25/13	Tracy Pesanelli, 109 Beacon St., #5	6 7 E	6-1 to 5 7-1 to 19; 7-20 to 28 3-3 to 4; 4-1 to 9; 6-2 to 5
456	172	6/4/13	Abhijit Prabhu, 127 Beacon Street	6 D E F	6-1 to 5 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17
457	173	5/29/13	Leonard Rosen	E	3-3 to 4; 4-1 to 9; 6-2 to 5
458	174	8/3/13	Tom Iannotti	B E K	P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5 P1-2; 5-6 to 7
459	175	7/25/13	Richard Schmalensee, 172 Beacon St., #4	6 10 B D I	6-1 to 5 10-1 to 11 P1 to 2; 5-6 to 7 6-5 to 8 6-4 to 5
460	176	6/6/13	Diane Schmalensee, 172 Beacon St., #4	6 11 D E	6-1 to 5 Appendix C 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5

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461	177	5/31/13	Barry Solar, 180 Beacon St., #4G [local real estate agent; also Co-chair Development and Transportation Committee, NABB]	G 1 4 E I	1-1 to 5; 5-1 to 2 4-1 to 18 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
462	178	6/11/13	Stephen Silver, 33 Marlborough St.	D E I J	6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5 3-3 to 4; 6-5 to 8
463	179	3/26/13	Gilda Slifka, 1 Comm. Ave.	E	3-3 to 4; 4-1 to 9; 6-2 to 5
464	180	6/24/13	Jolinda Taylor, 276 Marlborough St., #7	7 D E I	7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
465-466	181	7/22/13	Joyce and Brian Klock, 100 Beacon St., #3B, FORM LETTER	5 6 7 8 D E F	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 2-5 to 6; 7-7; 7-16 to 17
467	182	7/23/13	Amy Feind Reeves, 100 Beacon St., 6th Fl., FORM LETTER	5 6 7 8 F G H	5-1 to 7; 5-8 to 11 6-1 to 5 7-1 to 19; 7-20 to 28 8-1 to 3 2-5 to 6; 7-7; 7-16 to 17 GNA* P1 to 2
468-469	183	8/5/13	Sarah Smith, 125 Beacon Street, #5	7 10 D E H M	7-1 to 19; 7-20 to 28 10-1 to 11 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 P1 to 2 3-5 to 7; 10-11
470	184	6/18/13	Virginia Wyler-Saunders, 180 Beacon St.	4 E	4-1 to 18 3-3 to 4; 4-1 to 9; 6-2 to 5
471	185	7/4/13	Lynn Wegner, 1 Marlborough St., #1	E	3-3 to 4; 4-1 to 9; 6-2 to 5
472	186	8/5/13	Sam Wallace	7 D E I	7-1 to 19; 7-20 to 28 6-5 to 8 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5

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473	187	n.d.	Edward Zuker, 100 Beacon St.	4 7 B C F	4-1 to 18 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 2-5 to 6; 7-7; 7-16 to 17; 7-28 2-5 to 6; 7-7; 7-16 to 17
474	188	n.d.	Josh Zakim	6 7 B E I	6-1 to 5 7-1 to 19; 7-20 to 28 P1 to 2; 5-6 to 7 3-3 to 4; 4-1 to 9; 6-2 to 5 6-4 to 5
475	189	8/5/13	Margo Newman, Chair, Esplanade Foundation	8 10 D	8-1 to 3 10-1 to 11 6-5 to 8
476	190	8/2/13	Anne Brooke, President, Friends of the Public Garden	6 8 10 E	6-1 to 5 8-1 to 3 10-1 to 11 3-3 to 4; 4-1 to 9; 6-2 to 5
477	191	n.d.	Samuel Duncan, Gibson House, 137 Beacon St.	7 C E G	7-1 to 19; 7-20 to 28 2-5 to 6; 7-7; 7-16 to 17; 7-28 3-3 to 4; 4-1 to 9; 6-2 to 5 GNA*
478-479	192	7/26/13	Lawrence DiCara, Esq., Nixon Peabody, LLP, on behalf of residents of 126-128-130 Beacon St.	5 6 11 D	5-1 to 7; 5-8 to 11 6-1 to 5 Appendix C 6-5 to 8

APPENDIX C

Summary of Payments and Service Contributions to the City of Boston

1. Tax Payments on Institutional and Investment Properties, 2014

Investment properties: \$92,947
Institutional properties \$14,990

Total: \$107,937

2. Service Contributions in 2013

Total: \$2,237,500

3. Combined Taxes and Service Contributions

Total \$2,345,437

I. Tax Payments on properties

Over the past several decades, Fisher College's cumulative affect on the tax base in the City of Boston has been minimal. Three properties amounting to about 23,000 SF (two on Beacon St. and one on Marlborough St.) were sold back into commercial use in 1970's and only in the past decade has Fisher purchased additional buildings to restore its building inventory. During this entire period of over 30 years, the net increase in Fisher-owned property in institutional use (including the anticipated institutional designation of 10-11 Arlington Street) is only 13,000 SF.

The most recent purchase, 10-11 Arlington Street, is already tax exempt and so does not reduce the tax rolls by its conversion to institutional use. Indeed, Fisher paid approximately \$15,000 on assessments on this and another of its institutional properties in fiscal year 2014.

Fisher has invested millions of dollars in One Arlington Street and 111 Beacon Street so that their underlying values keep up with the market by upgrading their conditions both interior and exterior. Their handsome appearance and the attractiveness of their landscaping contribute to the historic value of other properties in their vicinity.

The three properties sold in the 1970's have since been returned to the tax rolls of the City of Boston. In the last fiscal year, these three properties contributed about \$120,000 annually to the City's tax revenue; the cumulative tax receipts from these properties over the past three decades amounts to several million dollars.

Fisher's three rental properties in residential use at 115, 139 and 141 Beacon Street paid \$92,947 in property taxes in 2014. Since their purchase in 1997, Fisher has paid over \$1 million in taxes on these properties.

II. Scholarships and Special Academic Programs

Scholarships to Boston Students

\$1,500,000.00 annually

Fisher College is a Boston-based institution with a strong commitment to its home city and to high school students who have matriculated in Boston public schools. Fisher's Boston-raised students contribute to the diversity of its student body –of which the college is especially proud--with over 125 students from the city of Boston in its Day Program, many of whom are members of minority groups and first in their families to attend college. Fisher attracts students from throughout New England and over 100 students from 35 countries over the globe round out the enrollment.

Fisher provides 100% of its students from Boston with financial aid amounting to a total of over \$1.5 million in 2014; the average scholarship was \$11,800.

Beneficiaries: Fisher students who come from 20 Boston Public High Schools and their families who live and work in City neighborhoods.

College 101

\$250,000.00 annually

For the past eight years, Fisher's College 101 program has offered Boston Public High school students the means to successfully navigate their routes to college through the College 101 program. This is a unique program that brings about 75 high school juniors to Fisher for college courses during the summer, providing them an introduction to college-level learning and academic expectations (tuition free), but also with invaluable acclimation to learning in a college environment. Participants obtain the skills and experience necessary to matriculate in college after they graduate.

BPS students participate along with Boston Public School teachers during the summer term. Fisher absorbs the full cost of the tuition for student classes and summer salaries for two participating teachers. Some students continue to take a course at Fisher during the fall and spring academic terms following their College 101 summer at no tuition ?

Students from the following high schools in Boston participated in College 101 last summer:

West Roxbury Academy
Excel High School,
Brighton High School,
Fenway High School
Another Course to College,
Boston Community Leadership Academy
And others in earlier years

The total value of the College 101 program annually for which Fisher covers all costs is estimated to be \$250,000.00.

III. RESEARCH AND SERVICE CONTRIBUTIONS

Public Safety Research and Service \$250,000.00 annually

The Center of Leadership in Public Service at Fisher College conducts research and policy analysis in the areas of criminal justice, with a particular focus on sexual assault, hate crimes against minorities, and traffic safety, especially vehicle crashes. This work has a significant impact on improving public safety in general as the outcomes of these studies are shared by Fisher faculty and staff at conference and through publications.

The City of Boston benefits directly from this research and policy analysis by virtue of its collaboration and close working relationships with the Boston Police Department's Office Research and Development and the Boston Police Crime Lab who can apply the findings of these studies to their work here in Boston.—thus making the city wiser and safer. The cost of this annual investment in research comes from Fisher at no cost to the City and State criminal enforcement agencies that use the research results; they assign a high value to the results.

The direct beneficiaries of this research are the City of Boston Police Department and the Commonwealth of Massachusetts State Police who have jurisdiction of a substantial number of roads and parks in the Back Bay.

Indirect beneficiaries are all the residents of Boston and those who work and travel to the city; they can live, work and visit a city that is wiser and safer.

Fourth of July Unified Command Center \$30,000.00 annually

Fisher College has hosted the Command Center for the logistics and operations of Boston's Fourth of July celebration since 2002 by providing eight days of in kind support, staff and facilities. Contributions include campus access for set-up and breakdown, dedicated parking for Command Center personnel, exclusive use of many Fisher facilities including, Alumni Hall, the cafeteria, rooftops of buildings, and staff offices as well as utilities and comfort stations. Fisher assigns staff to support the celebration's operations from Facilities, Campus Police, and Information Technology departments for the holiday weekend, and offer use of facilities/restrooms and utilities.

The direct beneficiaries are all the public safety agencies of the City of Boston and the Commonwealth of MA, and the security planning staff of those agencies, and others.

Indirect beneficiaries are the 500,000 people who come to the Esplanade in Boston for the event each year, as well as the millions who enjoy the event on television.

Events, Productions and Library services \$50,000.00 annually

Fisher invites the public, especially its neighbors in the Back Bay, to events at the college throughout the year including, speakers, theater productions, clinics offered by the athletic program, among others.

Fisher provides free library services to its neighbors and access to the Boston Public library system as a quasi-Back Bay neighborhood branch. As a member of Metro-Boston Library Network, Fisher College loans books and films to any card-carrying member of the Metro-Boston Library Network, including the Boston Public Library and all of its branches.

IV. COMMUNITY SERVICE: WORK STUDY, INTERNSHIPS AND VOLUNTARY ACTION.

WORK STUDY

\$7500.00

Fisher College places about 10 work-study students in off-campus non-profit organizations such as schools, and community-based non-profit organizations to work as part-time staff at no cost to the recipient organization. They provide 800 hours of service; they offer their expertise to supplement the capacity of these organizations to carry out their missions.

The value of this contribution of student hours worked is \$ 7500.00. The list below is representative of the organizations that work-study students serve:

Internships

Learning through experience is an essential element in a Fisher education. Students are taught to think critically and to apply their knowledge in the world of business and community. Internships are required in many courses and all students at Fisher have some type of internship experience by the time they graduate. This requirement not only benefits the students but also the businesses and organizations—most of them in the Back Bay—which engage Fisher undergraduates. These businesses and organizations come to know that Fisher students are reliable workers and enthusiastic learners; they return to Fisher year after year for their next round of interns, and many interns move up to become permanent employees at these Back Bay establishments.

Voluntary Support for Charitable Organizations

\$150,000.00

Boston is known for the large number of charitable and non-profit organizations that serve the poor and others needing help in a number of different ways. Funding for these organizations is far less than the cost involved in implementing their missions. The only way that they can serve the people they do and assist the community to be healthy, active and contributing, is to rely on the free labor of willing volunteers.

Fisher College encourages and supports staff/faculty/students volunteer activity within the many charitable communities of Boston. Considerable staff

time is devoted to supporting and organizing these efforts as well as the enormous number of hours of service provided by Fisher students and faculty. All told, in keeping of the ethos of service that characterizes the College, a conservative estimate of the number of hours contributed by members of the Fisher community is over 20,000 hours. When a modest hourly value is applied to that number, the contributed value of those services amounts to over \$150,000.

Some of the services provided pro bono include:

- Care at a local home for frail elderly (Hale House) and at a center for underserved children (Ellis Memorial Children's Center)
- Serving meals at soup kitchens and homeless shelters
- Annual hosting of the Oxfam Hunger Banquet, and the bake sale for Project Bread
- Creating hand-made cards and coloring books for children and women in a local half-way house and patients at MGH
- Supporting our local troops with care packages
- Clean-up on the Esplanade and public alleys
- Organizing and running clothes donation drives and programs holiday toy donation drives, blood donation drives
-

In the Back Bay area work-study students and interns have served at the following organizations:

John Winthrop School

Beacon Hill Nursery School

Ellis Memorial

Bright Horizons

Transportation Children's Center

Government Center Childcare

First Night

Hostelling International

Inn at St. Botolph

Women's Lunch Place,

The Esplanade Association,
Friends of the Public Garden

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APPENDIX D

19 Stuart Street
Boston, MA 02116
617-536-9455
www.BostonHostel.org



Hostelling International **BOSTON**

June 25, 2014

Brian Golden, Acting Director
Boston Redevelopment Authority
One City Hall Sq
Boston MA 02201

Dear Mr. Golden,

In 2012, Hostelling International entered into a lease of our fifth floor rooms with Fisher College for use as dormitory rooms for their students. These rooms comprise 55 beds and will continue in that use during the school year until the end of the lease in 2017.

We understand that Fisher College is in the process of completing a ten year Institutional Master Plan (IMP) and that the 55 beds are a component of that plan as they represent a meaningful percentage of the beds Fisher operates for its students. For that reason, by means of this letter, we acknowledge that our property is referenced in the Fisher College IMP and give our permission for that portion and use of our property to be so referenced.

Should Fisher College seek a renewal of the lease during the 2016/2017 academic year, we will evaluate the availability of our beds for their continuing use for Fisher dormitory beds and, if it is determined that renewing the lease for some number of beds into the future is appropriate and in the Hostel's interest, we will negotiate a new lease with Fisher at that time.

Please so not hesitate to be in touch with me if you have any questions about the above statement.

Yours truly

A handwritten signature in blue ink, appearing to read "John Yonce", with a long horizontal flourish extending to the right.

John Yonce
Regional Director

JPY/ms

APPENDIX E

TRANSPORTATION TECHNICAL APPENDIX

- BEACON STREET OBSERVATIONS
- BACK STREET OBSERVATIONS

BEACON STREET OBSERVATIONS

Fisher College
 11/19/2013
 North Side
 East to West

Parking	8:00 PM	8:15 PM	8:30 PM	8:45 PM
Mugar Way				
Pickup/Dropoff	-----	-----	-----	-----
Pickup/Dropoff	-----	-----	-----	-----
Meter 128	570	-----	-----	EF1
Meter 129	386	386	386	386
Meter 130	X60	X60	X60	X60
Meter 131	D39	D39	D39	D39
Meter 132	851	851	851	851
Meter 133	FM8	FM8	FM8	NH1
Meter 134	YA5	YA5	YA5	YA5
Hydrant			SX7	
Meter 136	910	910	910	910
Meter 137	WA7	WA7	WA7	SX7
Meter 138	VC5	VC5	VC5	VC5
Meter 139	-----	-----	P55	P55
Meter 140	Z10	Z10	Z10	Z10
Meter 141	571	571	-----	-----
Meter 142	ARZ	ARZ	ARZ	ARZ
Meter 143	0FT	0FT	0FT	0FT
Meter 144	-----	-----	-----	-----
Meter 145	VV9	VV9	-----	-----
Meter 146	NV4	-----	-----	-----
Meter 147	FG5	FG5	FG5	FG5
Berkeley St.				

Fisher College Parking Turnover Counts

11/19/2013

South side

West to East

Parking	Break																	
	7:00 AM	7:15 AM	7:30 AM	7:45 AM	8:00 AM	8:15 AM	8:30 AM	8:45 AM	9:00 AM	9:15 AM	9:30 AM	9:45 AM	10:00 AM	10:15 AM	10:30 AM	10:45 AM	11:00 AM	
Berkeley Street																		
Meter 099	B65		691			SP2	SP2	SP2	SP2	SP2	SP2	SP2	SP2	SP2	SP2	SP2	SP2	SP2
Meter 100										7NV	7NV	7NV						N09
Meter 101	6KA	6KA	6KA	6KA	6KA	6KA	6KA			YOX		022	022	022	022	022	022	022
Meter 102												XN3	XN3	XN3	XN3	XN3	XN3	XN3
Meter 103																		
Meter 104																		
Meter 105	4RM	4RM	4RM	4RM	4RM	4RM	4RM											C40
Meter 106	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	X75
Meter 107	H99	H99	648	648	648	648	648	648	648	648	648	648	648	648	648	648	648	648
Meter 108	648	648	648	648	648	648	648	648	648	648	648	648	648	648	648	648	648	648
Meter 109																		LL1
Meter 110	LZ1	LZ1	LZ1	LZ1	LZ1	LZ1	LZ1											LL1
Meter 111	PS3	PS3	PS3	PS3	PS3	PS3	PS3											NB6
Meter 112																		CH7
Meter 113	GT9	GT9	GT9	GT9	GT9	GT9	GT9											CH7
Meter 114	293	293	293	293	293	293	293											LF7
Meter 115	RJ6	RJ6	RJ6	RJ6	RJ6	RJ6	RJ6											LF7
Meter 116	2XT	2XT	AP1	AP1	AP1	AP1	AP1											LF7
Meter 117																		LF7
Meter 118	855	855	855	855	855	855	855											LF7
Meter 119 *																		LF7
Meter 120 *	TK4	TK4	TK4	TK4	TK4	TK4	TK4											LF7
Crosswalk																		LF7
Meter 121	BAR	BAR	BAR	BAR	BAR	BAR	BAR											LF7
Meter 122	970	970	970	970	970	970	970											LF7
Meter 123																		LF7
Meter 124	VL7	VL7	VL7	VL7	VL7	VL7	VL7											LF7
Handicapped																		LF7
Handicapped																		LF7
No Stopping																		LF7
No Stopping																		LF7
No Stopping																		LF7
Arlington Street																		LF7

* NOTE: Although meters 119-120 are marked (on the sidewalk) for a dual meter head currently installed. Both spaces were used at various times, though.

Fisher College
 11/19/2013
 South side
 West to East

Break

Parking	11:15 AM	11:30 AM	11:45 AM	12:00 PM	12:15 PM	12:30 PM	12:45 PM	1:00 PM	1:15 PM	1:30 PM	1:45 PM	2:00 PM	2:15 PM	2:30 PM	2:45 PM	3:00 PM	3:15 PM
Berkeley Street																	
Meter 099	SP2	SP2	SP2	SP2	SE8	SE8	SE8	SE8	SE8			253	253			253	253
Meter 100	N09	N09	N09	N09	ZW9	ZW9	ZW9	ZW9	ZW9	ZW9	ZW9	ZW9	ZW9			ZW9	ZW9
Meter 101	O22	O22	O22	O22	O22	O22	O22	O22	O22			F90	F90			F90	
Meter 102	XN3	XN3	XN3	XN3	XN3	XN3	XN3	XN3	XN3	XN3	XN3	XN3	XN3			XN3	XN3
Meter 103																QTR	
Meter 104	DY3	DY3	DY3	DY3	DY3	TM5	TM5	TM5	TM5	TM5	TM5	TM5	TM5			TM5	TM5
Meter 105	C40	C40	C40	C40	C40	C40	C40	C40	W87	BAR	BAR	BAR	BAR			355	355
Meter 106	VA7	VA7	VA7	VA7	VA7	VA7	VA7	VA7	VA7			O99	O99				
Meter 107	NGN	NGN	NGN	NGN	NGN	357	357	357	357	357	357	455	455			455	
Meter 108	648	648	648	648	648	648	648	648	648	648	648	648	648			648	648
Meter 109	LL1	LL1	LL1	LL1	LL1	LL1	LL1	LL1	LL1	LL1	DA7	DA7	DA7			DA7	DZ9
Meter 110	NB6	NB6	NB6	NB6	NB6	NJ4	NJ4	NJ4	NJ4	NJ4	NJ4	NJ4	NJ4			NJ4	
Meter 111	CH7	CH7	CH7	CH7	CH7							RKO	RKO			RKO	RKO
Meter 112	LF7	LF7	LF7	LF7	LF7	LF7	LF7	LF7				WJ6	WJ6				
Meter 113	998	T92	T92	GC3	GC3	GC3	GC3	VC5	VC5	VC5	VC5	VC5	VC5			VC5	VC5
Meter 114	P30	P30	P30	P30	P30	P30	P30	P30	P30	P30	P30	P30	P30			P30	DB3
Meter 115	V50	V50	V50	V50	V50	V50	V50	V50	V50	V50	V50	V50	V50			V50	
Meter 116	TR3	TR3	TR3	TR3	TR3	AG5	AG5	AG5	AG5	AG5	AG5	AH7	AH7				JV3
Meter 117	ZA9	ZA9	ZA9	ZA9	ADJ	ADJ	ADJ	ADJ	ADJ	ADJ	NB6	NB6	NB6				
Meter 118	680	680	680	680	680	680	680	680	680	680	680	680	680			680	680
Meter 119 *												AZ1	AZ1			AZ1	VV9
Meter 120 *	OKH	OKH	OKH	OKH	OKH	600											
Crosswalk																	
Meter 121	B90	B90		595	595	595	595	595			924	GUO	GUO			GUO	GUO
Meter 122	970	970	970	970	970	970	970	970	970	970	970	970	970			970	970
Meter 123	924																XK8
Meter 124																	595
Handicapped																	
Handicapped																	
No Stopping																	
No Stopping																	
No Stopping																	
Arlington Street																	

* NOTE: Although

Fisher College
 11/19/2013
 South side
 West to East

Parking	Break																	
	3:30 PM	3:45 PM	4:00 PM	4:15 PM	4:30 PM	4:45 PM	5:00 PM	5:15 PM	5:30 PM	5:45 PM	6:00 PM	6:15 PM	6:30 PM	6:45 PM	7:00 PM	7:15 PM	7:30 PM	
Berkeley Street																		
Meter 099	253	253	253	253			X56	X56	X56	X56	X56	X56	X56	X56	X56	X56	X56	X56
Meter 100																		
Meter 101																		
Meter 102																		
Meter 103																		
Meter 104																		
Meter 105																		
Meter 106																		
Meter 107																		
Meter 108																		
Meter 109																		
Meter 110																		
Meter 111																		
Meter 112																		
Meter 113																		
Meter 114																		
Meter 115																		
Meter 116																		
Meter 117																		
Meter 118																		
Meter 119 *																		
Meter 120 *																		
Crosswalk																		
Meter 121																		
Meter 122																		
Meter 123																		
Meter 124																		
Handicapped																		
Handicapped																		
No Stopping																		
No Stopping																		
No Stopping																		
Arlington Street																		

* NOTE: Although

Fisher College
 11/19/2013
 South side
 West to East

Parking	7:45 PM	8:00 PM	8:15 PM	8:30 PM	8:45 PM
Berkeley Street					
Meter 099	X56	X56	X56	X56	X56
Meter 100	B81	B81	B81	D80	D80
Meter 101	-----	-----	-----	-----	-----
Meter 102	1DB	1DB	1DB	1DB	1DB
Meter 103	LP2	LP2	LP2	LP2	LP2
Meter 104	ZEO	ZEO	ZEO	ZEO	ZEO
Meter 105	355	7ZM	BAR	BAR	BAR
Meter 106	C90	BAR	-----	H99	H99
Meter 107	6KA	6KA	6KA	6KA	6KA
Meter 108	P52	P52	P52	P52	P52
Meter 109	M84	M84	M84	LG7	600
Meter 110	117	117	117	117	117
Meter 111	TD6	TD6	TD6	TD6	TD6
Meter 112	Z20	Z20	Z20	Z20	Z20
Meter 113	8XC	8XC	8XC	8XC	8XC
Meter 114	OKZ	OKZ	OKZ	OKZ	OKZ
Meter 115	SA5	SA5	SA5	SA5	SA5
Meter 116	SP4	SP4	SP4	SP4	-----
Meter 117	RJ6	RJ6	RJ6	RJ6	RJ6
Meter 118	NV1	NV1	NV1	NV1	NV1
Meter 119 *	-----	-----	-----	-----	-----
Meter 120 *	NB8	NB8	NB8	NB8	NB8
Crosswalk					
Meter 121	PL6	-----	-----	7LG	7LG
Meter 122	970	970	970	970	970
Meter 123	VL7	VL7	VL7	VL7	VL7
Meter 124	W65	W65	W65	W65	W65
Handicapped	595	595	595	595	595
Handicapped	-----	-----	-----	-----	-----
No Stopping					
No Stopping					
No Stopping					
Arlington Street					

* NOTE: Although

7AM- 12PM

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
DPARK	7:00AM	7:04AM	✓ 129		SOUTH
JWALK	7:02AM		✓ 116	1	N → S
JWALK	7:10 AM		✓ 102	1	S → N
JWALK	7:11 AM		✓ 102	1	N → S
DPARK	7:13AM	7:13AM	✓ 127		SOUTH
DPARK	7:18 AM	7:18 AM	✓ 114		NORTH
JWALK	7:19AM		✓ 102	1	N → S
JWALK	7:27 AM		✓ 102	1	N → S
JWALK	7:33 AM		✓ 108	1	N → S
JWALK	7:36 AM		✓ 135	1	S → N
JWALK	7:36 AM		✓ 128	2	N → S
JWALK	7:43 AM		✓ 116	1	N → S
JWALK	7:44 AM		✓ 116	2	S → N
JWALK	7:46 AM		✓ 102	2	S → N
JWALK	7:51 AM		✓ 131	3	S → N
DPARK	7:52 AM	7:52AM	✓ 114		
JWALK	7:52 AM		✓ 121	1	S → N
JWALK	7:55 AM		✓ 137	1	S → N
JWALK	7:57 AM		✓ 135	2	S → N
JWALK	7:57 AM		✓ 121	1	S → N
JWALK	7:59 AM		✓ 116	1	N → S
JWALK	7:59 AM		✓ 129	1	S → N
JWALK	8:00 AM		✓ 131	3	S → N
JWALK	8:00 AM		✓ 133	2	S → N
JWALK	8:01 AM		✓ 118	1	N → S

1. Note whether this is a jaywalking or a double parking observation.
2. Note when the jaywalking occurs or when the double-parking begins.
3. Note when the double-parking ends. This column is not needed for jaywalking observations.
4. Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
5. Note the approximate (or exact) number of pedestrians jaywalking. This column is not needed for double-parking observations.
6. Use this column to include any other notes about the observation.

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

WIT

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
JWALK	8:02 AM	✓	133	1	S → N
JWALK	8:03 AM	✓	135	2	S → N
JWALK	8:07 AM	✓	125	2	S → N
JWALK	8:07 AM	✓	137	2	S → N
JWALK	8:08 AM	✓	131	1	S → N
JWALK	8:10 AM	✓	131	2	S → N
JWALK	8:11 AM	✓	131	1	S → N
JWALK	8:13 AM	✓	116	2	N → S
JWALK	8:14 AM	✓	116	1	N → S
JWALK	8:16 AM	✓	137	1	S → N
JWALK	8:16 AM	✓	116	1	N → S
JWALK	8:21 AM	✓	131	1	S → N
JWALK	8:37 AM	✓	131	1	S → N
JWALK	8:48 AM	✓	112	1	N → S
JWALK	8:53 AM	✓	127	2	S → N
JWALK	8:56 AM	✓	112	1	N → S
JWALK	8:57 AM	✓	131	1	S → N
JWALK	8:57 AM	✓	106	1	N → S
JWALK	8:58 AM	✓	114	1	N → S
JWALK	9:00 AM	✓	133	1	S → N
JWALK	9:02 AM	✓	116	1	N → S
JWALK	9:03 AM	✓	131	1	S → N
JWALK	9:04 AM	✓	116	3	N → S
JWALK	9:06 AM	✓	102	1	N → S
JWALK	9:06 AM	✓	116	1	N → S

- Note whether this is a jaywalking or a double parking observation.
- Note when the jaywalking occurs or when the double-parking begins.
- Note when the double-parking ends. This column is not needed for jaywalking observations.
- Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
- Note the approximate (or exact) number of pedestrians jaywalking. This column is not needed for double-parking observations.
- Use this column to include any other notes about the observation.

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
JWALK	9:07 AM	✓	131	2	S → N
JWALK	9:09 AM	✓	131	1	S → N
JWALK	9:11 AM	✓	129	1	S → N
JWALK	9:12 AM	✓	131	2	S → N
JWALK	9:12 AM	✓	116	1	N → S
JWALK	9:13 AM	✓	112	1	N → S
JWALK	9:14 AM	✓	131	42	S → N
JWALK	9:14 AM	✓	137	1	S → N
JWALK	9:16 AM	✓	112	86	N → S
JWALK	9:17 AM	✓	125	1	S → N
JWALK	9:18 AM	✓	102/116	4	N → S
DPARK	9:18 AM	9:18 AM ✓	116		NORTH
JWALK	9:22 AM	✓	116	23	N → S
JWALK	9:23 AM	✓	129	2	S → N
JWALK	9:23 AM	✓	106	1	N → S
JWALK	9:24 AM	✓	106	2	N → S
JWALK	9:26 AM	✓	116	4	N → S
JWALK	9:26 AM	✓	131	4	S → N
JWALK	9:27 AM	✓	131	4	S → N
JWALK	9:28 AM	✓	108	3	N → S
JWALK	9:29 AM	✓	116	1	N → S
JWALK	9:29 AM	✓	131	2	S → N
JWALK	9:30 AM	✓	116	2	N → S
JWALK	9:31 AM	✓	116	3	N → S
JWALK	9:31 AM		102	2	N → S

- Note whether this is a jaywalking or a double parking observation.
- Note when the jaywalking occurs or when the double-parking begins.
- Note when the double-parking ends. This column is not needed for jaywalking observations.
- Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
- Note the approximate (or exact) number of pedestrians jaywalking. This column is not needed for double-parking observations.
- Use this column to include any other notes about the observation.

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
JWALK	9:33	✓	116	1	N → S
JWALK	9:35	✓	116	1	N → S
JWALK	9:40	✓	133	3 1	S → N
DPARK	9:42	9:42 ✓	108		NORTH
JWALK	9:44	✓	117	2	S → N
JWALK	9:45	✓	108	1	N → S
JWALK	9:45	✓	129/117	3	S → N
JWALK	9:48	✓	133	2	S → N
DPARK	9:50	10:02 ✓	125		SOUTH
DPARK	9:52	9:59 ✓	129		SOUTH
JWALK	9:52	✓	116	1	N → S
DPARK	9:55	9:59 ✓	106		
JWALK	9:55	✓	112	1	N → S
DPARK	9:56	10:00 ✓	108		NORTH
DPARK	9:56	9:58 ✓	110 118		NORTH
DPARK	10:01	10:01 ✓	120		NORTH
JWALK	10:02	10:02 ✓	131	1	S → N
JWALK	10:03	✓	131	1	S → N
JWALK	10:04	✓	131	1	S → N
DPARK	10:04	10:13 ✓	117		SOUTH
JWALK	10:08	✓	127	1	S → N
JWALK	10:10 10:10	✓	116	3	N → S
JWALK	10:11	✓	133	1	S → N
DPARK	10:19	10:22 ✓	102		NORTH
JWALK	10:21	✓	114	1	N → S

- Note whether this is a jaywalking or a double parking observation.
- Note when the jaywalking occurs or when the double-parking begins.
- Note when the double-parking ends. This column is not needed for jaywalking observations.
- Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
- Note the approximate (or exact) number of pedestrians jaywalking. This column is not needed for double-parking observations.
- Use this column to include any other notes about the observation.

DPARK	10:22 ✓	10:22	127		SOUTH
DPARK	10:23 ✓	10:23	135		NORTH SOUTH
JWALK	10:23 ✓		116	1	N → S
JWALK	10:25 ✓		116	2	N → S
JWALK	10:31 ✓		111	2	S → N

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
JWALK	10:33	✓	111/113	8	18
JWALK	10:39	✓	121/116	4	N → S / S → N
JWALK	10:40	✓	112/116	3	N → S
JWALK	10:45	✓	116/129	3	N → S / S → N
JWALK	10:46	✓	116	8	N → S
JWALK	10:48	✓	117	2	S → N
JWALK	10:49	✓	116	6	N → S
JWALK	10:49	✓	131	3	S → N
JWALK	10:50	✓	116/112	6	N → S
JWALK	10:58	✓	102	4	N → S
JWALK	10:59	✓	131/116	2	N → S / S → N
JWALK	11:00	✓	112	3	N → S
JWALK	11:01	✓	133	2	S → N
JWALK	11:03	✓	106	4	N → S
JWALK	11:03	✓	127	2	S → N
DPARK	11:03	11:06 ✓	116		NORTH
DPARK	11:03	11:07 ✓	118		NORTH
DPARK	11:06	11:11 ✓	128		NORTH
JWALK	11:10	✓	128	2	N → S
JWALK	11:11	✓	133	2	S → N
DPARK	11:14	11:15 ✓	127		SOUTH
JWALK	11:15	✓	116	3	N → S
DPARK	11:17	11:18 ✓	137		SOUTH
DPARK	11:17	11:23 ✓	127		SOUTH
JWALK	11:24	✓	139	3	S → N

- Note whether this is a jaywalking or a double parking observation.
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- Note when the double-parking ends. This column is not needed for jaywalking observations.
- Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
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DPARK	11:26	11:27 ✓	117		SOUTH
DPARK	11:32	✓	137		SOUTH
JWALK	11:34	✓	120	5	N → S
JWALK	11:35	✓	111	1	S → N

JWALK	11:38 ✓	112	2	N → S
JWALK	11:42 ✓	129	1	S → N
JWALK	11:43 ✓	102	1	N → S
DPARK	11:43 / 11:46 ✓	115		NORTH
JWALK	11:48 ✓	116	2	N → S
JWALK	11:46 ✓	116	3	N → S
DPARK	11:46 / 11:49 ✓	131		
JWALK	11:46 ✓	131	2	S → N
JWALK	11:49 ✓	116	1	N → S
JWALK	11:53 ✓	129	1	S → N
JWALK	11:54 ✓	116	1	N → S
JWALK	11:54 ✓	115	2	S → N
JWALK	11:55	131	2	S → N

12 PM - 1 PM

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Fisher College Observations - Jaywalking and Double Parking
Beacon Street between Arlington Street and Berkeley Street
19-Nov-13
Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
Jaywalk	12:01			2	N-S Fisher stairwell
"	12:01			1	" " apts
J Walkers	12:03			2	N-S near arlington
J Walkers	12:03			4	" " "
"	12:04			1	N-S near stairwell
"	12:04			1	N-S near "
"	"			1	" " apts
"	"			1	" " stairwe
"	12:05			3	" " stairwell
"	12:07			3	N-S near arlington
"	"			1	N-S near stairwell
"	12:08			2	N-S near apts
"	"			3	N-S near stairwell
"	12:09			1	S-N near stairwell
"	"			2	S-N near stairwell
"	"			1	N-S near stairwell
"	12:10			1	N-S near apts
"	"			1	S-N near stairwell
"	12:11			1	S-N near stairwell
"	12:11			1	N-S near apts
"	12:12			2	N-S near stairwell
"	12:12			1	N-S near apts
"	"			1	N-S near stairwell
"	12:13			2	N-S near stairwell
"	12:14			1	N-S near stairwell

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- Note when the double-parking ends. This column is not needed for jaywalking observations.
- Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
- Note the approximate (or exact) number of pedestrians jaywalking. This column is not needed for double-parking observations.
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Fisher College Observations - Jaywalking and Double Parking
Beacon Street between Arlington Street and Berkeley Street
19-Nov-13 **Project # 13093.00**

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
Jaywalk ↓	12 ¹²			1	S-N stairwell
	12 ¹²			1	N-S stairwell
	12 ¹⁴			1	N-S near Berkeley
	12 ¹⁴			1	N-S near apts
	"			1	N-S stairwell
	"			2	N-S stairwell
	"			1	N-S stairwell
	12 ¹⁵			2	S-N stairwell
	12 ¹⁵			2	N-S stairwell
	"			1	N-S stairwell
Jwalk ↓	12 ¹⁶			3	S-N stairwell
	12 ¹⁶			1	S-N Arlington
	"			1	S-N stairwell
	12 ¹⁷			2	" "
	12 ¹⁷			2	N-S apts
	"			1	S-N arlington
	"			1	N-S stairwell
	"			2	N-S stairwell
	"			1	S-N stairwell
	12 ¹⁸			2	S-N apts
12 ¹⁸			1	N-S arlington	
"			1	N-S arlington	
"			2	N-S stairwell	
12 ¹⁹			1	S-N stairwell	
"			1	S-N stairwell	

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3. Note when the double-parking ends. This column is not needed for jaywalking observations.
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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES	
Jaywalk ↓	12 ²⁰			1	S-N stairwell	
	"			1	S-N stairwell	
	"			2	N-S apts	
	12 ²¹			1	N-S stairwell	
	"			1	S-N apts	
	"			2	N-S stairwell	
	12 ²²			1	N-S arlington	
	12 ²²			2	N-S stairwell	
	"			1	N-S arlington	
	"			1	N-S stairwell	
	"			1	S-N apts	
	"			1	S-N arlington	
	Jaywalkers ↓	"			2	N-S arlington
		12 ²³			1	"
		"			1	S-N stairwell
"				3	N-S stairwell	
12 ²⁴				1	N-S apts	
"				3	N-S stairwell	
"				1	S-N stairwell	
12 ²⁵				1	"	
"				1	N-S apts	
"				1	S-N stairwell	
"			1	N-S stairwell		
12 ²⁶			1	"		
"			4	S-N stairwell		

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
Jwalk	12 ²⁶			3	N-S stairwell
	"			2	S-N stairwell
	"			3	N-S stairwell
	12 ²⁷			1	"
	"			3	N-S arlington
	"			3	N-S stairwell
	"			2	S-N apt
	"			1	N-S stairwell
	"			1	N-S arlington
	12 ²⁸			2	N-S apts
	"			3	N-S stairwell
	12 ²⁹			2	N-S arlington
				1	N-S stairwell
Jwalk	12 ³⁰			4	N-S stairwell
	"			1	S-N stairwell
	"			1	S-N apts
	"			1	N-S stairwell
	"			1	S-N berkeley
	12 ³¹			1	S-N stairwell
	"			1	N-S apts
	"			1	N-S stairwell
	12 ³²			5	N-S arlington
	"			3	N-S arlington
	12 ³³			1	S-N apts
	12 ³⁴			3	S-N arlington

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

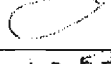
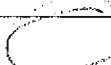
1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
Jaywalk	12 ³⁴			1	S-N arlington
	"			1	N-S stairwell
	"			1	S-N stairwell
	12 ³⁵			2	S-N arlington
	"			1	N-S arlington
	12 ³⁶			1	"
	"			1	N-S stairwell
	"			2	S-N arlington
	"			3	N-S stairwell
	12 ³⁷			2	S-N stairwell
	12 ³⁸			1	"
	"			1	S-N apts
JWALK	12 ³⁹			1	S-N stairwell
	"			2	N-S stairwell
	"			1	S-N stairwell
	12 ⁴⁰			1	N-S apts
	12 ⁴¹			24	N-S arlington
	"			2	S-N arlington
	"			1	S-N stairwell
	12 ⁴²			1	S-N stairwell
	12 ⁴³			2	S-N arlington
	12 ⁴⁴			1	"
	12 ⁴⁵			1	S-N stairwell
	"			1	S-N arlington
	"			2	N-S "

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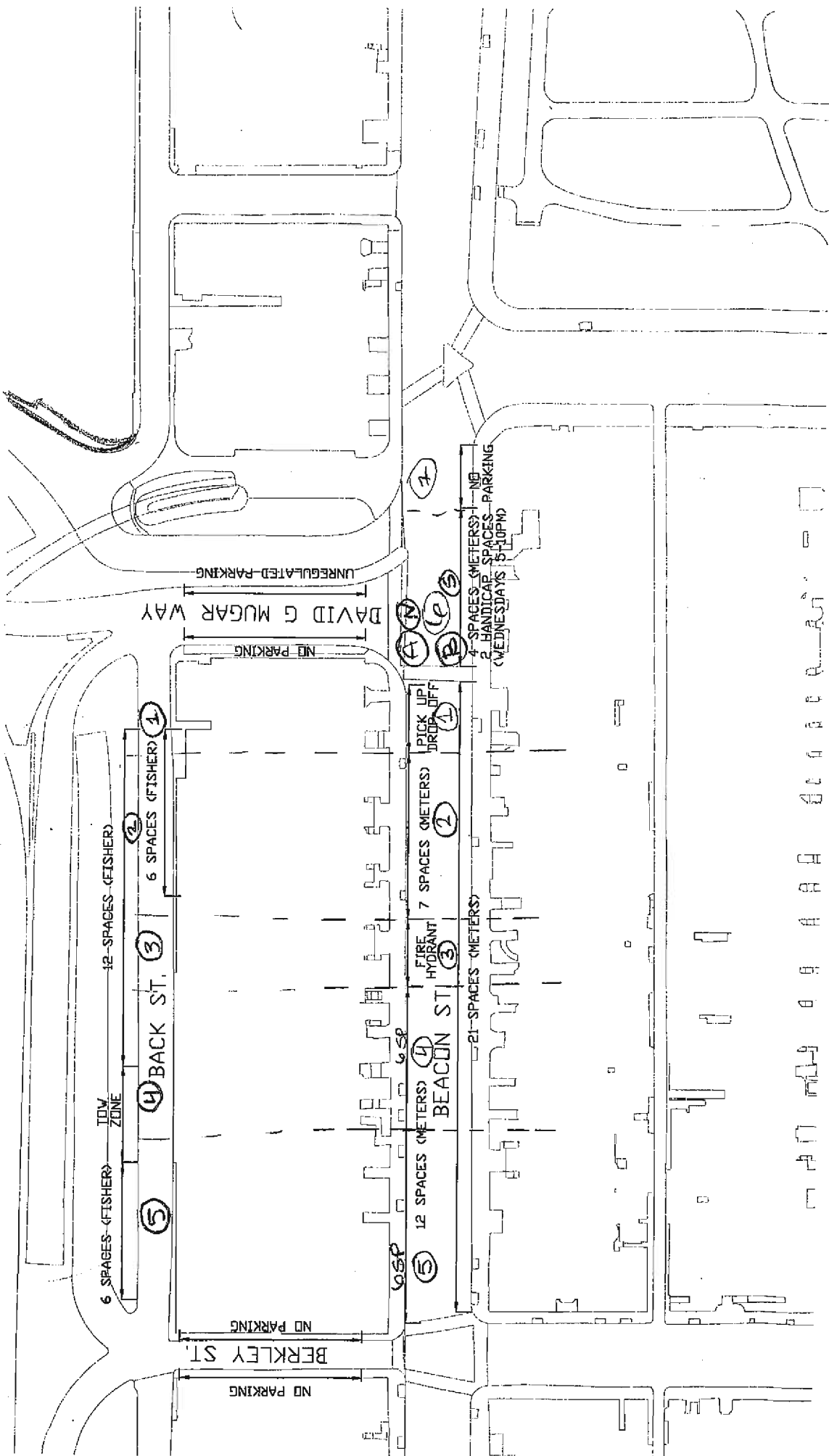
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Fisher College Observations - Jaywalking and Double Parking
Beacon Street between Arlington Street and Berkeley Street
19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
Double Park	12 ⁴⁶		S - white van		
"	12 ⁴⁶	12 ⁵³	S - behind van		water.com
J bike	12 ⁴⁷				N-S stairwell
J walk	12 ⁴⁸			3	S-N arlington
↓	"			2	N-S stairwell
	12 ⁴⁹			3	N-S stairwell
	12 ⁵⁰			2	N-S "
	12 ⁵⁰			1	N-S apts
	Double Park	12 ⁵⁵	12 ⁵⁶	S - vehicle	
J walk	12 ⁵⁴				N-S stairwell
"	12 ⁵⁵				S-N apts
Double Park	12 ⁵⁵	12 ⁵⁷	S - SUV		P/O the people
J walk	12 ⁵⁷			1	S-N stairwell
"	"			1	N-S apts
"	"			1	S-N arlington
"	12 ⁵⁸			↓	"
"	"			1	S-N stairwell
Double Park	12 ⁵⁹		N - Fedex		
J walk	"			2	S-N arlington
Double Park	1 ⁰²	1 ⁰²	N - Relay Express	1	N-S stairwell

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6 SPACES (FISHER) 12 SPACES (FISHER) 6 SPACES (FISHER)

BACK ST. 1 2 3 4 5

BERKLEY ST. NO PARKING

NO PARKING

UNREGULATED-PARKING

DAVID G MUGAR WAY

PICK UP/DROFF

FIRE HYDRANT

12 SPACES (METERS) 4

7 SPACES (METERS) 2

4 SPACES (METERS) 1

4 SPACES (METERS) 1

2 HANDICAP SPACES 2

5 (WEDNESDAYS 5-10PM) 5

21 SPACES (METERS) 3

BEACON ST. 3



1 PM - ~~SAT~~ 4:30PM

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
JW	118		4 A→B	1	
" "	119		3 B-A	1	
J	119		3 A→B	1	
J	120		3 A→B	1	
J	120		4 B-A	1	
J	122		2 A-B	1	
J	122		3 A-B	1	
J	122		2 A-B	1	
J	123		3 A→B	1	
	123		3 A-B	1	
" "	111		3 B-A	3	
			4 B-A	1	
	127		2 A-B	2	
	128		6 B-A	1	
			1 A+B	1	
	130		3 B-A	1	
	131		4 B-A	1	
	132		3 A+B	2	
	132		4 B-A	1	
			4 A-B	1	
	133		4 B-A	3	
	133		3 A-B	1	
	133		2 A-B	5	
J	133	134	2		
	135		2 B-A	1	

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DOKJ

TIME IN TIME EAST LOCATION # NOTES

403	✓	1	1
400	✓	5 ^{A-B}	1
406	✓	4 ^{CO₂B-A}	1
406	✓	3 ^{B-A}	1
407	✓	4 ^{A-B}	2
407	✓	3 ^{B-A}	3
408	✓	3 ^{A-B}	1
409	✓	3 ^{B-A}	2
410	✓	3 ^{A-B}	3
412	✓	3 ^{A-B}	1
413	✓	3 ^{A-B}	2
413	✓	3 ^{A-B}	2
413	✓	3 ^{B-A}	1
415	✓	1 ^{B-A}	3
417	✓	^{CW} 1 ^A	
417	✓	4 ²¹ 3 ^{A-B}	1
417	✓	3 ^{A-B}	2
418	✓	3 ^{A-B}	1
419	✓	3 ^{A-B}	1
419	✓	2 ^{CFH} 4 ^{A-B}	2
420	✓	3 ^{A-B}	4
421	✓	1 ^{A-B}	1
422		2 ^{A-B}	1

D naprosore

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
	135	✓	4 A-B	1	
		✓	4 B-A	2	
	136	✓	3 A-B	1	
	136	✓	3 A-B	3	
	137	✓	3 A-B	1	
	140	✓	1 B-A	1	
	140	✓	6 A-B	3	
	140	✓	3 B-A	1	
	141	✓	6 B-A	1	
	141	✓	2 A-B	1	
	142	✓	3 A-B	2	
	142	✓	1 B-A	11	
	142	✓	4 A-B	1	
	143	✓	4 B-A	1	
	143	✓	2 A-B	3	
	143	✓	6 B-A	1	
	144	✓	6 B-A	5	
	144	✓	4 B-A	1	
	144	✓	3 B-A	1	
	145	✓	2 B-A	1	
	145	✓	6 B-A	8	
	145	✓	2 A-B	1	
	145	✓	2 B-A	2	
	146	✓	2 B-A	1	
	146	✓	6 A-B	1	

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

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1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
	146	✓	4 B-A	1	
	147	✓	2 A-B	2	
	147	✓	4 B-A	1	
	147	✓	5 B-A	1	
	147	✓	6 A-B	3	
	148	✓	6 B-A	2	
	148	✓	3 A-B	1	
	148	✓	2 A-B	3	
	11	✓	4 B-A	1	
	11	✓	4 A-B	1	
	150	✓	2 A-B	3	
	150	✓	3 A-B	4	
	151	✓	2 A-B	2	
	151	✓	6 B-A	1	
	152	✓	3 A-B	1	
	153	✓	2 A-B	2	
	153	✓	2 A-B	2	
	154	✓	2 A-B	1	
		✓	2 A-B	6	
		✓	4 B-A	1	
	155	✓	3 A-B	2	
	155	✓	4 A-B	1	
		✓	2 A-B	1	
		✓	2 A-B	1	
	156	✓	3 B-A	2	

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
	156	✓	112 (3) B-A	2	
		✓	102 (6) A-B	3	
	157	✓	2 A-B	1	
		✓	2 A-B	1	
	157	✓	106 (2) A-B	1	
		✓	6 B-A	1	
	157	✓	3 A-B	1	
	157	✓	108 (2) A-B	1	
	159	✓	(116) (7) B-A	1	
	159	✓	(116) (2) A-B	2	
	2 -	✓	117 (3) B-A	3	
	2 -	✓	2 A-B	3	
	201	✓	108 (2) A-B	1	
	202	✓	(CW) 6 B-A	5	
		✓	108 (2) B-A	1	
	203	✓	(CW) 6 B-A	1	
	204	✓	7 A-B	1	
	204	✓	108 (2) A-B	1	
		✓	CW (6) A-B	2	
D	204	205 ✓	116 (2) B		
	207	✓	6 B-A	1	
	209	✓	108 2 A-B	5	
	215	✓	CW 1 B-A	1	
	215	✓	108 2 A-B	1	
	216	✓	117 3 A-B	1	
		✓	4 B-A	3	

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
	2 ¹⁹	✓	CW B-A	1	
	2 ²¹	✓	CW A-B	2	
D	2 ³³	✓	104(2) A		
	2 ³⁷	✓	2 B-1	1	
	2 ⁴⁶	✓	115(2) B-A	1	
	2 ⁴²	✓	4 A-B	1	
	2 ⁴²	✓	2 A-B	1	
	2 ⁴³	✓	1 B-A	1	
	2 ⁴⁴	✓	5 A-B	4	
	2 ⁴⁶	✓	2 B-A	1	
D	2 ⁴⁶	2 ⁴⁶ ✓	3		
D	2 ⁴⁷	2 ⁴⁸ ✓	104 (2) FEX		
	2 ⁴⁷	2 ⁴⁸ ✓	3 B-A	1	
	2 ⁴⁸	✓	3 B-A	1	
	2 ⁴⁸	✓	3 A-B	1	
	2 ⁵⁰	✓	3 A-B	1	
	2 ⁵¹	✓	2 B-A	1	
	2 ⁵¹	✓	2 A-B	2	
	2 ⁵²	✓	4 B-A	1	
	2 ⁵³	✓	3 B-A	1	
	2 ⁵⁵	✓	3 A-B	1	
	2 ⁵⁶	✓	2 B-A	1	
	2 ⁵⁷	✓	3 A-B	2	close to CW
	3 PM	✓	4 A-B	1	
	3 PM	✓	3 B-A	2	

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- Note when the jaywalking occurs or when the double-parking begins.
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- Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
Jwalk	302	✓		1	N-S near stairwell
"	303	✓		7	S-N near apts
"	305	✓		2	N-S near stairwell
"	"	✓		1	S-W near apts
Double Park	305	✓	N side apt		waiting for spot & prep
Jwalk	306	✓		3	S-N near apts
"	306	✓		1	S-N near apts
"	307	✓		1	N-S near stairwell
"	"	✓		1	N-S near apts
"	"	✓		1	S-N near apts
"	308	✓		2	S-N near apts
"	310			1	S-N near apts
"	310			2	N-S near apts
	312	✓	B-1-B	3	
		✓	3 A-B	2	
	315	✓	3 B-A	2	
	316	✓	2 A-B	1	
	316	✓	2 near A-B	1	
	316	✓	2 " "	1	
		✓	3 A-B	6	
		✓	3 B-A	1	
	318	✓	4 A-B	2	
	318	✓	4 B-A	2	
	320	✓	w 1 B-A	2	
	321	✓	1 B-A	2	

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
	321	✓	3 B-A	2	
	321	✓	2 NFR 2 A-B	1	
	322	✓	2 A-B	1	
	322	✓	1 B-A	1	
	330	✓	3 A-B	1	
	332	✓	1 B-A	2	
	333	✓	4 A-B	1	
	333	✓	4 B-A	1	
	333	✓	3 A-B	2	
	341	✓	2 B-A	1	
	341	✓	^{STO} CN 2 A-B	3	
	342	N	3 A-B	1	
	345	✓	1 BA	3	
	346	✓	1 BA CN	1	
	347	✓	1 B-A	3	
	350	✓	4 A-B	1	
	351	✓	3 A-B	2	
	351	✓	2 N ON A-B	1	
	353	✓	3 A-B	1	
	353	✓	4 NFR	1	
P	355	401 ✓	1 B (111)		
D	355	405 ✓	1 B (115)		
	357	✓	3 A-B	2	
	359	✓	11 th A-B	1	
	359		3 A-B	3	

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4:30 PM ~~8~~ 9 PM

11/19/13 MAS

Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

127 is opposite
 Student
 Center

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
J	4:29		N-S 116 Beacon	1	↓ queues regularly All entire Block
J	4:29		S-N 127 Beacon	1	
J	4:30		S-N 127	2	
J	4:31		S-N 127	2	
J	4:32		S-N 127	2	
J	4:34		S-N 127	1	
J	4:34		N-S 127	1	
J	4:34		N-S 127	3	
J	4:40		N-S 127	1	
J	4:40		N-S 127	2	
J	4:41		S-N 127	2	
J	4:41		S-N 111	1	
J	4:41		N-S 127	1	
J	4:42		N-S 127	2	
J	4:43		S-N 127	1	
J	4:45		N-S 127		
J	4:45		N-S 102	1	
J	4:47		N-S 127	3+1	
J	4:45		S-N 127	1	
J	4:50		N-S 127	1	
J	4:51		S-N 127	2	
J	4:52		N-S 127	1	
J	4:53		S-N 127	2	
J	4:53		N-S 127	1	
J	4:53		N-S 108	1	

1. Note whether this is a jaywalking or a double parking observation.
2. Note when the jaywalking occurs or when the double-parking begins.
3. Note when the double-parking ends. This column is not needed for jaywalking observations.
4. Note the approximate location of the jaywalking or double-parking maneuver. At a minimum, note the north or south side of Beacon Street.
5. Note the approximate (or exact) number of pedestrians jaywalking. This column is not needed for double-parking observations.
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Fisher College Observations - Jaywalking and Double Parking

Project # 13093.00

Beacon Street between Arlington Street and Berkeley Street

19-Nov-13

127/133 → approx location

127 = around student center

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
J	455		N-S 127	1	
J	455		N-S 127	2	
J	505		N-S 127		
J	505		N-S 127		
J	510		N-S 127		
J	510		N-S 127		
J	520		N-S 127		
J	520		N-S 127		
J	457		N-S 108	1	
J	500		S-N 127	2	
J	500		S-N 127	1	
DP	500	502	S 127		taxi
J	501		S-N 127	1	
J	502		S-N 127	3	
J	505		N-S 127	1	
DP	500	510	N 127		school bus loading
J	507		N-S 127	1	
J	510		S-N 127	1	
J	513		N-S 127	2	see bus for basketball game
J	514		N-S 127	2	
J	517		N-S 108	3	at Lynn Classical
J	521		N-S 127	2	
J	524		S-N 127	1	
J	527		N-S 127	1	
DP	527	527	S 127		passenger vehicle

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Fisher College Observations - Jaywalking and Double Parking

Project # 13093.00

Beacon Street between Arlington Street and Berkeley Street

19-Nov-13

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
J	549		127 S-N	1	
J	552		127 S-N	1	
J	552		S-N 127	1	
DP	557	558	N 127		A229 - at hydrant
DP	602	603	N 106		Town car
J	605		N-S 127	1	
J	608		N-S 127	1	
J	613		N-S 102	1	
J	617		N-S 127	2	
J	628		N-S 127	1	
J	628		S-N 127	1	
DP	633	634	N 106		Taxi waiting
J	635		N-2 127	2	drag
J	635		S-N 127	3	at
DP	635	641	S 133		passenger car
DP	638	639	S 116		taxi
DP	639	639	N 120		passenger vehicle
J	647		N-S 127	3	w/ food
DP	649	649 7:45	S 111		car trouble
J	658		N-S 127	1	
J	659		S-N 127	1	
J	700		N-S 127	2	
J	701		S-N 127	1	
DP	702	703	S 115		van
DP	707	708	N 120		taxi

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Fisher College Observations - Jaywalking and Double Parking
 Beacon Street between Arlington Street and Berkeley Street
 19-Nov-13

Project # 13093.00

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
DP	7:11	7:11	S 119		passenger vehicle
DP	7:12	7:14	S 133		cab
DP	7:20	7:20	S 127		passenger vehicle
DP	7:20				
J	7:23		S-N 127	2	
J	7:24		N-S 127	1	
J	7:25		S-N 127	1	
J	7:27		S-N 127	1	
J	7:28		S-N 127	1	
J	7:30		S-N 127	1	
J	7:30		N-S 127	1	
DP	7:31	7:41	S 111		helping car trouble
J	7:33		N-S 111	1	
J	7:35		S-N 127	1	
J	7:35		N-S 111	1	
J	7:36		N-S 127	2	
J	7:40		N-S 127	1	
J	7:43		S-N 127	1	
DP	7:44	7:45	N 100		car trouble
J	7:47		S-N 127	2	
J	7:49		S-N 127	1	
J	7:50		N-S 127	1	
J	7:50		N-S 127	2	
J	7:55		N-S 127		
DP	7:55	7:57	S 115		

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Fisher College Observations - Jaywalking and Double Parking

Project # 13093.00

Beacon Street between Arlington Street and Berkeley Street

19-Nov-13

1. Jaywalk or Double Park	2. TIME IN	3. TIME OUT	4. LOCATION	5. APPROX # OF PEDS	6. NOTES
J	7:57		N-S 127	1	
J	7:58		N-S 127	1	
J	7:58		N-S 106	1	
J	7:59		N-S 118	1	
J	8:00		N-S 118	1	
J	8:00		N-S 127	1	
J	8:01		N-S 127	1	
J	8:02		N-S 127	1	
J	8:04		S-N 127	1	
J	8:05		N-S 127	1	
J	8:08		S-N 127	3	} Same 3
J	8:13		N-S 127	3	
J	8:15		N-S 127	2	
DP	8:18	8:19	S 127		
J	8:20		S-N 127	4	
J	8:23		S-N 127	1	
DP	8:23	8:25	N 127		BUS offloading
J	8:24		N-S 127	##	
DP	8:27	8:34	N 143		Truck unloading
J	8:28		S-N 143	1	
J	8:29		N-S 127	3	
DP	8:28	8:38	N 127		
DP	8:30	8:32	S 127		
DP					
J	8:31		N-S 127	2	

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DP	8:31	8:34	S 127		
J	8:34		S-N 127	1	
DP	8:35	8:43	S 139		Truck unloading
J	8:36		N-S 127	1	
DP	8:37	8:38	S 139		
J	8:37		N-S 127	1	
J	8:39		N-S 127	2	
J	8:40		S-N 106	1	
DP	8:40				
J	8:43		N-S 127	1	
J	8:45		N-S 127	1	
J	8:51		S-N 127	1	
J	8:51		S-N 127	1	
J	8:54		N-S 127	1	
J	8:55		S-N 127	1	
J	8:57		S-N 127	1	
J	8:57		S-N 127	2	
J	8:57		N-S 127	1	
J	8:00		N-S 127	3	

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BACK STREET OBSERVATIONS

