

 Sentinel Benefits  
& FINANCIAL GROUP

June 09, 2015

Katelyn Sullivan  
Project Manager  
Boston Redevelopment Authority  
9<sup>th</sup> Floor Boston City Hall  
Boston MA 02201

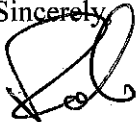
Dear Katelyn,

I am writing in support of the proposed Fisher College Institutional Master Plan. Fisher is an important part of the Back Bay community and has been for many, many years. The City of Boston is known worldwide as an educational hub, which has also been one of our main economic engines over the years, through good times and bad. Our educational institutions draw talented students from across the globe and many of these students choose to call Boston home post-graduation.

Boston and the surrounding Back Bay neighborhood can only benefit from having a small urban college in its presence. The continued success of Fisher College and the many other fine colleges and universities that call Boston home are essential to maintaining the vibrancy of the city.

I urge the Boston Redevelopment Authority to collaborate with Fisher to ensure continued mutual success.

Sincerely,



Robert M. DiMase  
Executive Vice President

100 Quannapowitt Parkway, Suite 300, Wakefield, MA | (781) 914-1200 | [sentinelgroup.com](http://sentinelgroup.com)

Samuel I. Shapiro  
100 Beacon Street  
Boston, MA 02116

June 1, 2015

Carolina Avellaneda, Esq.  
Fisher College  
118 Beacon St  
Boston Ma. 02116

By Email, and Registered Mail

Ms Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Plaza  
Boston, Ma 02216

Re: Fisher IMP

Dear Ms Sullivan and Ms Avellaneda,

While we will be writing detailed objections to the Fisher IMP, I am writing as the President of the 100 Beacon Street Condominium Trust, and on behalf of my fellow trustees, to ask that Fisher cease specific false statements in regard to their dumpster on Back Street in their recently filed IMP. I ask that the IMP be withdrawn immediately, corrected, and resubmitted.

Specifically, the IMP of 5-13-15 states:

“The position of the Dumpsters located behind Alumni Hall cafeteria earlier posed challenges with loading and serving 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 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 and the College continues to work closely with neighbors to fine-tune these operations and avoid these incidents and their impacts.”  
P7-16

This statement contains a number of untruths. First, the Condominium Board leaders have reached no agreement with Fisher in regards to dumpsters and, in fact, other than weekly complaints from us over the past five years have had no meaningful exchange with Fisher about the dumpster situation. Since we use City of Boston trash removal for separate 100 Beacon trash (not the Fisher private contractor as implied in the above), no permanent Fisher dumpster locations were ever agreed, and conversations with authorized parties from 100 Beacon Street about 'permanent' dumpster locations were never held. What did occur is that Fisher parties have provided free food to 100 Beacon Street service staff in return for parking cars that straddle the

Samuel Plimpton  
100 Beacon Street  
Boston, MA 02116

June 1, 2015  
P. 2.

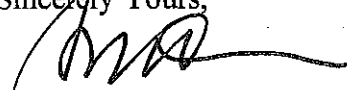
properties, and looking the other way when the alley is blocked by dumpster operations. Now that we are aware of this sub rosa practice we have terminated it.

More importantly, the current location of Fisher's dumpster does impede traffic along Back Street. In order to empty the dumpster, the trash hauler must back up diagonally across Back Street blocking ALL traffic and must drive across our back sidewalk causing damage to our sidewalk which has yet to be repaired. In addition, the volume of garbage exceeds the capacity of the dumpster today and results in plastic bags being dumped around the Fisher dumpster. These are not "isolated incidents" as stated above but daily occurrences. Adding additional users to this facility will exacerbate a current chronic problem.

Moreover, Fisher continues to make deliveries before the legal time period, provides no supervision during deliveries or trash pick-ups, disturbs traffic on Back Street daily as noted above, and impinges on our residents' enjoyment of their property. The IMP as submitted completely misstates the level of care that Fisher has provided, and falsely represents an agreement with 100 Beacon. As with the fruitless discussions with NABB, this is an example of Fisher's failure to reach any accommodation with community interests.

Please withdraw, correct, and resubmit the IMP.

Sincerely Yours,



Samuel Plimpton, President  
100 Beacon Street Condominium

CC: Honorable Martin J Walsh, Councilor Josh Zakim, Councilor Michelle Wu, Councilor Michael Flaherty, Councilor Ayanna Pressley, Representative Jay Livingstone, Brian Golden, Ed Zuker, MJ Patrone, Denise Faustman, Jeff McCarthy, Lawrence DiCara, Howard Kassler,

June 9, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9th Floor  
Boston, MA 02201

Re: Fisher College

Dear Katelyn:

It has been my pleasure to have had a long and profound relationship with Fisher College both as a faculty member and administrator. Although I am no longer affiliated with this remarkable institution, I have witnessed first hand how this small private college has changed the lives of so many needy students; most of whom come from Boston and surrounding communities. One of the ways it does this is by meeting students where they are academically when they first come to the college. After extensive diagnostic testing, all incoming students are written a kind of educational prescription based on their performance. This helps immeasurably to ensure their success and has had a dramatic effect on the overall retention and graduation rates at the college. It is copied by other colleges and universities.

One of the most significant reasons for the American dominance in higher education throughout the world lies in its amazing diversity viz., large, small, public and private - each with a different educational mission. Fisher College is one hundred and twelve years old and enjoys a valuable place in that diverse universe, and the City of Boston and many of its aspiring college students are the beneficiaries.

I agree with all those public and private entities that have researched the institutional outcomes and pedagogical methods of the College, and who in turn support the institutional mission through generous philanthropy.

Frankly, who would argue that the College presence in the 100 block of Beacon Street beautifies the neighborhood? Its buildings and grounds are in far better condition and possess significantly more "curb appeal" than most of its neighbors.

It distresses me to see evidence of stereotyping and enmity of a handful of its neighbors who detest the energy and vibrancy of this small but diverse student body in their midst.

Very truly yours,

  
Charles C. Perkins, J.D., M.Ed.

9 Sawyer Road  
Northborough, MA 01532



Katelyn Sullivan <katelyn.sullivan@boston.gov>

**Fisher College Proposed Plan**

1 message

Daniels, Julie <Julie.Daniels@crl.com>

Wed, Jun 10, 2015 at 2:03 PM

To: "katelyn.sullivan@boston.gov" <katelyn.sullivan@boston.gov>

Cc: "mayor@boston.gov" <mayor@boston.gov>, "brian.golden@boston.gov" <brian.golden@boston.gov>, "paul.mccann@boston.gov" <paul.mccann@boston.gov>, "heather.campisano@boston.gov" <heather.campisano@boston.gov>, "lara.merida@boston.gov" <lara.merida@boston.gov>, "jerome.smith@boston.gov" <jerome.smith@boston.gov>, "jay.livingston@mahouse.gov" <jay.livingston@mahouse.gov>, "josh.zakim@boston.gov" <josh.zakim@boston.gov>, "stephen.murphy@cityofboston.gov" <stephen.murphy@cityofboston.gov>, "ayanna.pressley@cityofboston.gov" <ayanna.pressley@cityofboston.gov>, "michelle.wu@boston.gov" <michelle.wu@boston.gov>, "michael.f.flaherty@boston.gov" <michael.f.flaherty@boston.gov>, "chris.cook@boston.gov" <chris.cook@boston.gov>, "kristen.mccosh@boston.gov" <kristen.mccosh@boston.gov>, "william.young@cityofboston.gov" <william.young@cityofboston.gov>, "cavellaneda@fisher.edu" <cavellaneda@fisher.edu>

Good afternoon Katelyn,

This letter is being sent on behalf of Audrey Foster, a Back Bay resident.

Thank you,

Julie

**Audrey S. Foster**

**Audsf2@gmail.com**

June 9, 2015

Ms. Katelyn Sullivan

Boston Redevelopment Authority

Boston City Hall, Ninth Floor

One City Hall Place

Boston, MA 02201

Dear Ms. Sullivan,

I would like to express my opposition to Fischer College's proposed plan to expand further into the Back Bay. I am a resident of the Back Bay living on Beacon Street, between Berkeley and Clarendon Streets.

Fisher's footprint is already too large, and incompatible with residential living. The students are always hanging out in front of the buildings – often appearing menacing, partying loudly in the alleys behind the buildings on both sides of Beacon Street, and leaving cigarette butts, beer cans, etc. behind the building. Fisher has been irresponsible, disrespectful and insensitive to the needs of its residential neighbors. Allowing this school to expand its footprint, would simply exacerbate the problem.

Please do NOT approve Fishers request to expand.

Regards,

Audrey S. Foster

cc:

Honorable Martin J. Walsh, Mayor City of Boston – [mayor@boston.gov](mailto:mayor@boston.gov)

Mr. Brian Golden, Director Boston Redevelopment Authority – [brian.golden@boston.gov](mailto:brian.golden@boston.gov)

Mr. Paul McCann, Executive Assistant to the Director, BRA – [paul.mccann@boston.gov](mailto:paul.mccann@boston.gov)

Ms. Heather Campisano, Chief of Staff, BRA – [heather.campisano@boston.gov](mailto:heather.campisano@boston.gov)

Ms. Lara Merida, Deputy Director for Community Planning, BRA –  
[lara.merida@boston.gov](mailto:lara.merida@boston.gov)

Mr. Jerome Smith, Chief of Civic Engagement – [Jerome.smith@boston.gov](mailto:Jerome.smith@boston.gov)

Mr. Jay Livingston, Massachusetts of House of Representative –  
[jay.livingston@mahouse.gov](mailto:jay.livingston@mahouse.gov)

Mr. Josh Zakim, District 8 City Councilor – [josh.zakim@boston.gov](mailto:josh.zakim@boston.gov)

City Councilor at Large Stephen Murphy – [stephen.murphy@cityofboston.gov](mailto:stephen.murphy@cityofboston.gov)

June 9, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
Boston City Hall, Ninth Floor  
One City Hall Place  
Boston, MA 02201

Via Email: [katelyn.sullivan@boston.gov](mailto:katelyn.sullivan@boston.gov)

Dear Ms. Sullivan,

I would like to express my opposition to Fischer College's proposed plan to expand further into the Back Bay. I am a resident of the Back Bay living on Beacon Street, between Berkeley and Clarendon Streets.

Fisher's footprint is already too large, and incompatible with residential living. The students are always hanging out in front of the buildings – often appearing menacing, partying loudly in the alleys behind the buildings on both sides of Beacon Street, and leaving cigarette butts, beer cans, etc. behind the building. Fisher has been irresponsible, disrespectful and insensitive to the needs of its residential neighbors. Allowing this school to expand its footprint, would simply exacerbate the problem.

Please do NOT approve Fishers request to expand.

Regards,



James C. Foster

cc:  
Honorable Martin J. Walsh, Mayor City of Boston – [mayor@boston.gov](mailto:mayor@boston.gov)  
Mr. Brian Golden, Director Boston Redevelopment Authority – [brian.golden@boston.gov](mailto:brian.golden@boston.gov)  
Mr. Paul McCann, Executive Assistant to the Director, BRA – [paul.mccann@boston.gov](mailto:paul.mccann@boston.gov)  
Ms. Heather Campisano, Chief of Staff, BRA – [heather.campisano@boston.gov](mailto:heather.campisano@boston.gov)  
Ms. Lara Merida, Deputy Director for Community Planning, BRA – [lara.merida@boston.gov](mailto:lara.merida@boston.gov)  
Mr. Jerome Smith, Chief of Civic Engagement – [jerome.smith@boston.gov](mailto:jerome.smith@boston.gov)  
Mr. Jay Livingston, Massachusetts of House of Representative – [jay.livingston@mahouse.gov](mailto:jay.livingston@mahouse.gov)  
Mr. Josh Zakim, District 8 City Councilor – [josh.zakim@boston.gov](mailto:josh.zakim@boston.gov)  
City Councilor at Large Stephen Murphy – [stephen.murphy@cityofboston.gov](mailto:stephen.murphy@cityofboston.gov)  
City Councilor at Large Ayanna Pressley – [ayanna.pressley@cityofboston.gov](mailto:ayanna.pressley@cityofboston.gov)  
City Councilor at Large Michelle Wu – [michelle.wu@boston.gov](mailto:michelle.wu@boston.gov)  
City Councilor at Large Michael Flaherty – [michael.f.flaherty@boston.gov](mailto:michael.f.flaherty@boston.gov)  
Mr. Chris Cook, Commissioner, Boston Parks and Recreation Commission – [chris.cook@boston.gov](mailto:chris.cook@boston.gov)  
Ms. Kristen McCosh, Commissioner, Commission for Persons with Disabilities – [kristen.mccosh@boston.gov](mailto:kristen.mccosh@boston.gov)  
Mr. William Young, Director of Design Review, The Environment Department City of Boston – [william.young@cityofboston.gov](mailto:william.young@cityofboston.gov)  
Ms. Carolina Avellandeda, esq., General Counsel/Vice President of Operations – Fisher College – [cavellaneda@fisher.edu](mailto:cavellaneda@fisher.edu)

DAN DIMANDESCU

15 North Beacon Street #901

Boston, Massachusetts 02134

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9th Floor  
Boston, MA 02201  
June 5, 2015

Dear Ms. Sullivan:

This letter is written in support of the Institutional Master Plan (IMP) submitted by Fisher College to the Boston Redevelopment Authority (BRA). Its approval will serve the College in meeting the needs of its students in the coming decade.

It is written first as a parent of an ex-Fisher College student for whom the experience at the College was transformative. Not the least was his exposure to the urban vitality and interaction with cultural opportunities offered at arm's length from the school's unique historic location.

The letter is written, too, both as a Member of Fisher College's Board of Trustees and as a Boston property-owner and taxpayer. The College has a long and unique history much of which has been in the Back Bay. A significant feature of the College is its admission - at affordable tuition costs - of many Boston and Metro-area students who otherwise might not benefit of educational opportunities. In addition, the College offers substantial opportunities to military service people, Boston fire and police departments, and other committed to public service careers. This diversity, in my view, greatly enriches the urban and cultural diversity of Boston and its neighborhoods.

In no small way is the Back Bay community enhanced by the College's presence and its strong commitment to maintaining neighborhood values, century-old architectural legacies, landscaping beauty, street order, and service to the public when and if needed, e.g., opening its doors to city firemen during a major fire in an adjacent block on Beacon Street.

For these reasons I respectfully urge approval of the IMP as submitted.

*Dan Dimancescu* (electronic signature)

Dan Dimancescu, Pr.  
Studio 901 Productions llc  
tsgdd@mac.com  
617 633-6143





# West Roxbury Academy

Headmaster Rudolph L. Weekes 1205 V.F.W. Parkway, Boston, MA 02132 phone (617) 635-8935 Fax (617)-635-9712

June 10, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

Dear Katelyn,

My name is Kevin McGonigle and I am a teacher at West Roxbury Academy, and I am writing to you today in support of Fisher College. For the past nine years, Fisher has maintained a tremendous relationship with the Boston Public Schools. In 2007, Fisher created the College 101 dual enrollment program that allows BPS juniors to take a college level course during the summer before their senior year in high school. This program gives BPS students the opportunity to experience college life while still in high school.

I have been lucky enough to be a part of the College 101 program for the past eight years, co-teaching the Business 101 course. There have been many changes to the program over the years, but one thing that is constant is the commitment of Fisher College to our program. As a teacher in the Boston Public Schools, I was paid by BPS for my co-teaching role. Five years ago, when BPS was unable to continue to pay BPS teachers in the College 101 program, Fisher College stepped up and decided to bring us on as part time employees, so the program could continue without a hitch. This commitment has continued today. Furthering their commitment to Boston Public Schools, and to the College 101 program, Fisher College announced that beginning in 2015, they are increasing the scholarship opportunities for the students in the College 101 program to \$20,000 per student.

I have been very fortunate to have had the opportunity to work with, and to work for Fisher College for the past seven summers. I personally see the positive outcomes and student successes from the College 101 program, and that is directly due to Fisher College's commitment to the program and to the partnership with the Boston Public Schools.

I fully support Fisher College's Institutional Master Plan, and I hope that with the improvements that Fisher is seeking to build, it will continue maintain its strong relationship with Boston Public Schools, and the community as a whole.

Thank you,

Kevin McGonigle  
West Roxbury Academy  
Boston Public Schools



**FRIENDS**  
OF THE  
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June 3, 2015

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Ms. Katelyn Sullivan, Project Manager  
Boston Redevelopment Authority  
One City Hall Square  
Boston, MA 02201

**Re: Fisher College IMP**

Dear Ms. Sullivan:

The Friends of the Public Garden submitted a letter of concern two years ago regarding Fisher College's campus expansion plans on Beacon Street between Arlington and Berkeley Streets. We felt strongly that the addition of a large number of dormitory beds in this part of the Back Bay would pose a significant increase in pressure for the use of green space, with a large influx of students adjacent to the Public Garden. Depending on the calculation, the college projects growth between 34% and 44%.

Not only is the Public Garden clearly marketed as the college's front yard and recreational space (the lead banner on their website is an image of the Garden's tulips), but last month we had to alert the Dean of Students about use of the Garden by Fisher students for baseball playing.

As we have stated previously, the Public Garden is a fragile, botanical park with the sole purpose of providing for passive enjoyment. The Park Rangers deal with ball playing and other prohibited activities on a regular basis. Significantly expanding the school population in this neighborhood will inevitably put more pressure on this greenspace by an institution that does not have the capability of providing outdoor recreational space for its student population.

This is a residential area of the city, and cannot be expected to offer the appropriate amenities of a college campus. The Public Garden cannot be considered such an amenity.

We urge you to take these concerns into consideration as you review Fisher College's plans.

Sincerely,

Anne Brooke  
Chair

cc: Mayor Martin J. Walsh  
Brian Golden, Director, Boston Redevelopment Authority  
Howard Kassler, Chair, Neighborhood Association of the Back Bay  
Josh Zakim, Boston City Councilor  
Chris Cook, Parks Commissioner, Boston Parks and Recreation Department



Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9th Floor  
Boston, MA 02201

June 5, 2015

Dear Ms. Sullivan:

I am writing in support of Fisher College's Institutional Master Plan to upgrade and improve its facilities to meet the needs of their students, as the organization continues to grow over the next decade. The Plan includes critical improvements to the College's student housing, Library, Student Center, administrative and academic space, and the basic infrastructure of the 100 plus year old buildings that comprise the college.

Fisher College is dedicated to the education of Veterans and our military Servicemembers; and has been consistently recognized as a military-friendly institution. G.I. Jobs named Fisher College as a Top Military-Friendly School in 2011, 2012, and 2013. The School's commitment to serving active service members and Veterans is exemplified by a successful partnership between it and the New England Center for Homeless Veterans (NECHV).

NECHV is one of the nation's leading providers of supportive services to homeless and at-risk Veterans. The Mission of NECHV is to equip Veterans who are facing or at-risk of homelessness with the tools for economic self-sufficiency and to provide them a path to achieve and maintain independent living. One of the major service areas that NECHV specializes in is education. Through the Center's onsite Veterans Training School (VTS), employment training, job placement and retention services are provided to hundreds of Veterans who are experiencing or at-risk of homelessness each year. In September 2014, NECHV and Fisher College initiated a collaboration to offer a Computer Concepts and Applications Course to resident Veterans at no cost. The program is fully funded through Fisher College. Since that time, ten Veterans have successfully completed the three credit college-level course and have enrolled into higher education IT Programs at local colleges. Through this important partnership, those Veterans are now on a career path towards successful and sustainable employment.

I respectfully request that the BRA Committee consider the Institutional Master Plan presented by Fisher College, and most strongly recommend its approval. The enhancement of Fisher College's current facilities will not only benefit its students and faculty, including Veteran students; but the local community, as well. Should you have any questions, please feel free to contact me at 617-371-1772 or [Andrew.Mccawley@nechv.org](mailto:Andrew.Mccawley@nechv.org).

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew McCawley", is written over a horizontal line. The signature is fluid and cursive.

Andrew McCawley  
President & CEO

New England Center for Homeless Veterans



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June 5, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9<sup>th</sup> Floor  
Boston, MA 02201

Dear Ms. Sullivan:

I am writing in support of Fisher College's Institutional Master Plan.

Fisher College is an important contributor to the local economy, providing education and opportunity for students and jobs for faculty and staff. Its students and faculty spend considerable sums in the city, supporting local businesses, helping to keep the Back Bay neighborhood vibrant.

Fisher has been a good neighbor in the City for upwards of 75 years now. Continual capital re-investment is critical to the success of any business over the long term. I urge the BRA to work with Fisher to help ensure that it can remain an important contributor to the City of Boston for many years to come.

Regards,

A handwritten signature in black ink, appearing to read 'Aubrey Theall', with a long horizontal flourish extending to the right.

Aubrey Theall  
Vice President  
TD Bank



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Please prevent further expansion of Fisher College at the current location

1 message

---

marie small <mariewsmall@yahoo.com>

Sat, Jun 6, 2015 at 3:32 PM

Reply-To: marie small <mariewsmall@yahoo.com>

To: "Katelyn.Sullivan@boston.gov" <Katelyn.Sullivan@boston.gov>

Dear Ms Sullivan,

As a resident and owner of a Beacon St apartment, I am writing to express my concern about Fisher College and their proposed expansion at their current Back Bay location. I feel Fisher should look for a non-residential area for any further expansion of their college.

Some of my concerns are as follows:

Our area already has a very high a population density. Back Bay/Beacon Street is too busy to accommodate more pedestrian traffic. Many Fisher students often jaywalk which creates a hazard for them and drivers.

Currently students often block the egress from our apt and leave trash and cigarette butts littered on the street. An administrative building is next door so an increased student population would potentially make this worse.

Adding more students will increase competition for already scarce parking spaces, worsen traffic on an already very busy street and potentially increase the number of large vehicles deliveries further blocking the streets and allies.

If Fisher expands, residents will likely become responsible for an increased tax liability. Proportionally speaking, Fisher pays few taxes.

I don't think an outside student deck which faces the back alley (behind Beacon & Marlborough Sts) is appropriate for a residential area. The alleys are generally quiet and having groups of students congregated could become quite noisy and potentially very disruptive to other residents.

As a resident, I hate to loose the "residential feel" of Beacon Street. I feel it is important to maintain this residential area and maintain the historic atmosphere and buildings. Adding more students and increasing their services in the current location seems at cross purposes with the City of Boston and the Back Bay neighborhood.

I fully understand Fisher College and students needing more space and needing to expand services. I feel strongly that this should be pursued in a non residential and hopefully a less historical section of Boston.

Most Sincerely,  
Marie Webster  
109 Beacon St  
Boston, MA 02116



June 9<sup>th</sup>, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

Dear Ms. Sullivan,

I am writing in support of Fisher College's Institutional Master Plan. Sentinel Benefits and Financial Group has been a partner of Fisher College for 5 years now in handling different aspects of their employee benefits. During this period we have enjoyed our time working with their faculty and enjoying the atmosphere that the institution has developed on Beacon Street. Fisher College has been a part of the Back Bay community for over 75 years. During that time not only has the school been a great neighbor but has also kept the property in immaculate condition and have maintained its property with great care.

We strongly support Fisher's plan to enhance the facilities that will help the college continue to grow and provide additional offerings to their students. These are the same students who have continuously given back to the City of Boston through various community service projects.

Thank You for your consideration in Fisher College's Institutional Master Plan as it will help the college continue to provide a positive impact on the Back Bay community and local groups.

Respectfully,

Daniel H. Bernardo  
Sentinel Benefits and Financial Group

100 Quannapowitt Parkway, Suite 300, Wakefield, MA 01880 | 781.914.1200 | [www.sentinelgroup.com](http://www.sentinelgroup.com)

Securities offered through Sentinel Securities, Inc. 781.914.1400 | Sentinel Securities, Inc. member FINRA, SIPC, MSRB | Insurance offered through Sentinel Insurance Agency, Inc. | Investment advice offered through Sentinel Pension Advisors, Inc., an SEC registered investment advisor

Ms. Katelyn Sullivan

Boston Redevelopment Authority

One City Hall Square, 9<sup>th</sup> Floor

Boston, MA 02201

June 8, 2015

Dear Ms. Sullivan:

I am writing in support of the Fisher College Institutional Master Plan and, by extension, its students and its historic commitment to higher education.

I have personally and professionally spent time with the senior administration, students, faculty and staff at Fisher College and have come to know and appreciate its institutional commitment and contributions to the vibrant Back Bay Community and of course the City of Boston and beyond. At Fisher, there is an important, palpable, and genuine value placed on educating students of varying backgrounds and diversity of experience. Indeed, Fisher occupies an educational niche unlike most of the scores of higher education institutions in and around Boston. I, therefore urge businesses, neighbors, and other Back Bay constituents to support Fisher's proposals and plans for future enhancements and excellence.

I am confident that my former home city will and should honor Fisher's unique, 76-year history and contributions by working together to make Fisher an even more important voice in Boston - The City of Higher Education in the U.S. Work together and continue to make education synonymous with Boston – a city for all people of good will.

I am grateful for your thoughtful consideration of the Master Plan.

Sincerely

Paul N. Orser

Paul N. Orser, Ph. D.

Associate Dean of the College (emeritus)

Wake Forest University

President, My College Matters

4153 Chatham Hill Drive

Winston-Salem, NC 27104

Lawrence J. Remo

93 Pinckney Street Unit 1

Boston, MA 02114

June 5, 2015

Boston Redevelopment Authority

One City Hall Square, 9<sup>th</sup> Floor

Boston, MA 02201

Dear Katelyn Sullivan,

I am writing this letter because of my full support for Fisher College's Institutional Master Plan. I have been attending Fisher College for the past three years and am now enrolled in Fisher College's MBA program. Fisher College has provided me the opportunity to return to school after I have retired from the military and I was extremely impressed how supportive Fisher College is to Veterans.

I am a resident of twenty years on Beacon Hill and having Fisher College almost at my door step provides me an opportunity that I am grateful for. The college has always been supportive for me and I feel they should be granted full support for their master plan. Fisher College is a great asset for the City of Boston.

Please feel free to call me if I can be of any additional help to support Fisher College's plans for the future.

Sincerely,

Lawrence J. Remo

617 - 803 - 6649



DAVID G. MUGAR

June 5, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

Dear Ms. Sullivan,

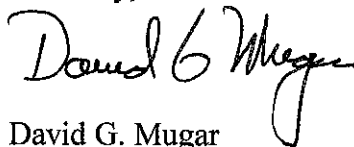
Through my 42 year relationship with and founding of Boston's Fourth of July event on the Esplanade I have become very familiar with many Boston institutions and corporations and their outreach, especially those in the Back Bay. Fisher College is one of the institutions I am very familiar with. Fisher has been a supportive partner housing our Unified Command Center where all of the 24 public safety agencies work together to assure the safety and wellbeing of the over 500,000 visitors to Boston's 4<sup>th</sup> of July.

The Fisher College real estate is of great importance as our somewhat secretive location is removed but still close enough to the Esplanade. The buildings are a near perfect location for all the public safety agencies to run our event from, which is of great importance as the agencies play a vital role in the safety of the event.

I read the daily local newspapers thoroughly so I am up to date on what the City of Boston expects from the local colleges and I believe Fisher College is on the right path by increasing dormitory beds in existing buildings, upgrading the infrastructure of their over 100 year old buildings and most importantly being a Good Neighbor as shown with the effort they have put into organizing a working group with neighbors to address neighborhood concerns.

I am happy to support Fisher College and their Institutional Master Plan and with the B.R.A.'s approval wish the college all the best.

Sincerely,

A handwritten signature in black ink that reads "David G. Mugar". The signature is written in a cursive style with a large, stylized "D" and "M".

David G. Mugar

# Stephen Doherty

Watertown, MA 02472-3323  
[sdoherty7@gmail.com](mailto:sdoherty7@gmail.com)

June 1, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

## **RE: Fisher College: Institutional Master Plan (IMP)**

Dear Ms. Sullivan:

Over the past two years I have had the opportunity to serve albeit intermittently as Fisher College Director of Public Safety. With thirty plus years of law enforcement management experience it didn't take me long to recognize the unique value Fisher College provides to its racially and ethnically diverse student population.

As I have witnessed, Fisher College has strived to be inclusive to its neighbors while mindful of their concerns in balancing activities and operations that ultimately benefit the historical and cultural richness of the entire Back Bay region.

I urge the Boston Redevelopment Authority to approve the Fisher College IMP and continue the partnership between "town and gown" in mutual improvement of the City of Boston's reputation as a world class educational venue.

Sincerely,



Stephen Doherty



**AT-EASE STRATEGIES, LLC.**

June 4, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9th Floor  
Boston, MA 02201

781-385-0201

[coleman@ateasestrategies.com](mailto:coleman@ateasestrategies.com)

18 Zamora Street  
Boston, MA  
02130

[www.ateasestrategies.com](http://www.ateasestrategies.com)

Dear Ms. Sullivan

I am writing in support of the Institutional Master Plan (IMP) submitted by Fisher College and currently under review by the Boston Redevelopment Authority.

As the former Secretary of Veterans Services for the Commonwealth of Massachusetts, I had the opportunity and privilege to work with the leadership of Fisher College in supporting their student veteran population and helping them to create a welcoming academic environment for prior military attendees.

My professional experience with Fisher College has left me with a strong confidence in the institution and its mission. Additionally, its unique Back Bay location and proximity to public transportation, veterans' services providers and VA healthcare services are a huge benefit to its student veterans' population and should be recognized and expanded to accommodate the growing demand for veteran-friendly campuses in US cities.

Thank you for considering this recommendation as you make your decision.

Sincerely yours,

Coleman Nee  
President  
*At-Ease Strategies*

May 25, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9<sup>th</sup> Floor  
Boston, MA 02201

Dear Ms. Sullivan,

I am writing to express my support for Fisher College's Institutional Master Plan.

As a Fisher College alumnus, I am proud to share with you how Fisher changed my life, and why I feel the College is an excellent neighbor to the Back Bay neighborhood and Boston as a whole.

As a student in public school, academics were hard for me. Upon graduating from high school, I felt lucky to have been accepted to a Massachusetts state college. After attending for almost two years, I realized I had not accomplished much. I knew I had no direction, and I was not getting any support from the college. I decided to transfer and chose Fisher College.

My experience at Fisher College was the exact opposite of my experience at my previous college. Small classes, caring professors, careful advising made all the difference for me. I went from being a C student to graduating with high honors. The knowledge I gained prepared me for my first position, which I received only a few weeks after graduation. I have since earned a Master's degree from Boston College and my career is off to a very positive start. I credit Fisher for giving me the confidence along with the foundation to succeed in today's competitive environment.

I have seen in myself, and in my classmates, the difference Fisher has made in their lives. Fisher is what they say they are; a small college in a world class city dedicated to preparing students to become productive citizens and to have meaningful careers. For this, and many other reasons, I support Fisher's plans for growth. It is important and reasonable to expect and allow Fisher to grow and expand in order to meet the needs of students, our community, and society.

I hope this letter of support provides ample evidence to support Fisher's Institutional Master Plan.

Sincerely,

Michael Pithis '11, B.S., M.S.W., L.C.S.W.  
83 Everett Street  
Arlington, MA 02474



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Letter regarding Fisher IMP

1 message

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**Katie Brewer** <kbell4us@yahoo.com>  
To: Katelyn Sullivan <katelyn.sullivan@boston.gov>  
Cc: Michael Brewer <a-mbrewer@comcast.net>

Tue, Jun 2, 2015 at 2:54 PM

Dear Ms. Sullivan,

We am writing to reiterate our strong opposition to the Fisher IMP as a neighbor residing at 5 Arlington Street. We do not believe Fisher to be a good neighbor nor to have the best interest of the Back Bay at heart. We already are subject to noise, litter, drinking and all that comes with college parties on the part of some students and do not wish to further partake.

In our opinion the college has proven to be untrustworthy by ignoring city ordinances on Beacon Street and we fear an approval of even a minimal portion would permanently change the neighborhood feel we enjoy and have worked so hard to achieve as residence.

Simply put, we want the college explore other options to expand their classrooms and student living spaces. The Back Bay does not have the living or vehicular capacity to do so.

We will be at the next meeting 6/22to express our opposition in person.  
Thank you for your time.

Sincerely,  
Katie and Michael Brewer  
5 Arlington Street

Sent from my iPad

On Jun 2, 2015, at 11:30 AM, Katelyn Sullivan <katelyn.sullivan@boston.gov> wrote:

Good afternoon-

Please note the next community meeting to discuss the Fisher College IMP will be **June 22, 2015 at 6pm at 116 Beacon Street**. I hope you can attend. The comment deadline for the IMP is July 13, 2015. Please send comments to me. Thank you to those who have already submitted comments. Please let me know if you have any questions.

Thank you,  
Katelyn

**Katelyn Sullivan**

Project Manager



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher College**

1 message

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**Thomas Woodhouse** <twoodhouse@seawardmgmt.com>  
To: "katelyn.sullivan@boston.gov" <katelyn.sullivan@boston.gov>

Tue, Jun 2, 2015 at 8:02 PM

Dear Ms. Sullivan:

I am writing you in support of Fisher College and its Institutional Master Plan (IMP). Seaward Management is an investment manager for many non-profit organizations in the Boston metro area. With this awareness, we are in a very good position to understand the importance of education to the economical support of the Massachusetts economy.

Fisher College serves a diverse group of students who are educated to enter the workforce as productive contributors to the Commonwealth's community. This is a productive outcome that their student demonstrate each semester and every year. A strong and vibrant Fisher College serves the Back Bay, Boston and the Commonwealth.

Fisher college was founded in 1903 and its legacy is firmly established as an educational institution which has set forth generations of productive students who have contributed and benefit our society. I urge you to support Fisher College and their future plans.

Best regards,

Thomas F. Woodhouse

Managing Director  
Seaward Management

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Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## oppose Fisher College expansion plan

1 message

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**davidacker@comcast.net**  <davidacker@comcast.net>  
To: Katelyn.Sullivan@boston.gov

Tue, Jun 2, 2015 at 4:59 PM

Ms Sullivan

I appreciate the opportunity to voice my objection to the Fisher College expansion plan. My wife went to undergraduate college and I took fellowship training in training and we are strong supporters of the value of the students to the Boston atmosphere. having said (and actually mean it) that, the current expansion of Fisher College into an already crowded Back Bay neighborhood will not enhance the atmosphere but will undermine the it.

Currently the density supports an atmosphere of appreciation between students, merchants, tenants and property owners. In the same manner as an new high rise apartment complex or a huge department store would upset that balance and the current neighbors, so would the proposed expansion. This should not be imposed on the existing neighborhood.

David Acker, MD



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*National Response  
Capabilities*



Dear Ms. Sullivan,

I would like to tell you about an experience I had dealing with Fisher College, particularly its public safety officers.

As a member of the Boston Fire Department peer support unit, I am called upon at times to assess the well-being and needs of our members in times of crisis. On the evening of March 26, 2014, I was called to Beacon Street. In our world, the line of duty death of a firefighter is the worst kind of stressful incident a firefighter could face. We had lost two firefighters.

I could have easily been overwhelmed by the task at hand. Lucky for us, we have good neighbors in Fisher College. Chief Deborah Crafts of the campus police department reached out. She had already secured a large, private gathering space with private access away from the watchful, intrusive eyes of the media. Fisher provided refreshments, and offered security for our members. The students were gracious in keeping a respectful distance. I can't tell you what a huge relief something so simple can be. We knew we had a safe, warm, secure place for our members to convene if we needed.

Before that fateful night I would not have been able to tell you much about Fisher College, other than that I knew of the school. Since this experience, I would tell you that Fisher College embodies the the very spirit of community. Having grown up here in Boston I can tell you that this neighborly act is exactly the kind of gesture that keeps this city so special. We pride ourselves in being "Boston Strong" and Fisher College should too. The Back Bay is lucky to have them.

Sincerely,

Sheila Leahy

Boston Fire Department

Peer Support Unit





# FISHER COLLEGE

May 19, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9th Floor  
Boston, MA 02201

To Whom it May Concern,

I am writing to support the collaboration between Fisher College and the surrounding community. As a nurse and professor who teaches Public Health in the Communities, I am a strong proponent of vibrant, wholesome affiliations and partnerships among the general public.

Fisher College's mission - *improves lives by providing students with the knowledge and skills necessary for a lifetime of intellectual and professional pursuits* - has remained consistent throughout its history. Important change is how the college attains this goal. Fisher offers several bachelorette programs and recently has commenced an MBA program. Quality education attracts quality students and quality students are human capital to healthy communities.

Leadership is an important quality to Fisher College. Without effective leadership, college integration in surrounding communities might be of concern. When I am at the Beacon Street campus, there is never a time that I do not see the President of Fisher College outside conversing with students and neighbors. Respect of environment is continually addressed among all the Fisher community, keeping in mind perceptions and reflections that construct the landscape.

"It takes a community" is a phrase applied to many scenarios. Boston is a unique melting pot with soul. The world has watched as Bostonians navigate through social, cultural, and economic events. Bostonians have demonstrated time and again their resilience and reserve developing strength in their character. Large and small organizations contribute to this advent. Fisher College stands proudly among them.

Thank you for this opportunity to voice my opinion.

Sincerely,

Margaret Pribulick



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher College expansion**

1 message

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**Dave Wedge** <davidmwedge@gmail.com>  
To: Katelyn.sullivan.bra@cityofboston.gov

Mon, Jun 1, 2015 at 1:34 PM

Boston Redevelopment Authority  
re: Fisher College expansion plans

From: David M. Wedge, author and communications strategist

To whom it may concern,

In 2013 and 2014, I had the great pleasure to work with several Fisher College students who worked as interns on our book, "Boston Strong: A City's Triumph Over Tragedy." The book, which I wrote with Casey Sherman, tells the epic tale of the April 2013 marathon bombing, the terrorists' capture and the inspiring recoveries of many of the survivors.

The Fisher students' work was integral to the book. They were all extremely enthusiastic to be involved, very professional and did fantastic work.

I've also visited Fisher many times and find it to be a wonderful, welcoming institution of higher learning. As a resident of Dorchester and an alum of Boston College, I'm keenly aware of the need for more high quality on-campus housing at Boston's universities, so I support Fisher's plans to improve the student experience by upgrading its campus.

I also support this effort because Fisher has an impressive record of opening its doors to Boston residents and other public school students looking to further their education. Fisher is a gem in our city and a vibrant part of the Beacon Hill neighborhood. This expansion is a reasonable progression for a college that gives so much back to the community at large.

Sincerely,

Dave Wedge

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**Dave Wedge****Author/Writer/Communications Strategist**

Boston Strong/DigBoston/SocietePerrier/Esquire/Northwind Strategies

e - davidmwedge@gmail.com

c - 617-799-0537

www.facebook.com/davewedge

@DaveWedge

Skype - davewedgewrites



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher College - Institutional Master Plan (IMP)**

1 message

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**Dick Carr** <dick.carr@usi.biz>

Mon, Jun 1, 2015 at 10:32 AM

To: "katelyn.sullivan.bra@cityofboston.gov" &lt;katelyn.sullivan.bra@cityofboston.gov&gt;

Dear Ms. Sullivan: I have had the opportunity and pleasure to work with and support Fisher College and it's mission for 12+ years. During that period of time, I have observed Fisher College's ongoing efforts to improve it's physical plant, both inside and outside, efforts for which Fisher College has been recognized and received acclaim by the Boston Landmarks Commission, the Boston Historical Commission and the Back Bay Garden Club.

I have reviewed the Fisher College IMP and feel strongly that what is proposed will only enhance the appearance of the properties involved, provides for better use of available space as well as provide for an overall better environment for the students and the Back bay Community.

Sincerely,

Dick

Richard A. Carr, CIC

Executive Vice President

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3 Executive Park Drive, Suite 300

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Ext. 16189

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Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fisher IMP

1 message

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**Korn, David** <david\_korn@harvard.edu>

Sun, May 31, 2015 at 8:31 PM

To: "katelyn.sullivan@boston.gov" <katelyn.sullivan@boston.gov>

Ms. Sullivan

I live at 151 Beacon Street and walk on the Arlington=Berkeley block every day, often several times. I am aware of, and fully supportive of, the complaints that the NABB and its members have sent to you. I am retired, but with appointments at the Mass General Hospital and Harvard Medical School. I have been a life-long academic and think students can be wonderful, but I would never live among them. Being transients with no vested interests in the property, they inevitably degrade the properties and neighborhoods in which they live.

When my wife and I moved back to Boston in fall 2008, we spent much time searching for a residence in Brookline, Cambridge, Newton, Beacon Hill and the Back Bay. We saw some very appealing properties in Cambridge but decided that we did not wish to live among students. Now we are living close to students, and with Fisher's IMP, we will be living ever so much closer to living among them.

Why cannot Fisher focus its expansion in the Commercial District? By electing to settle in the Back Bay, a very costly and highly taxed area, they need to accept some limits on growth that they would not incur if located in a more appropriate District.

By the way, the City of Boston collects a great deal of revenue from our extraordinarily high property taxes. Why is the City not concerned about conversion of even more high-tax properties into no-tax properties?

Sincerely



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher college IMP**

1 message

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**Sharon Ryan** <stravels2@yahoo.com>

Sun, May 31, 2015 at 12:44 PM

To: "katelyn.sullivan@boston.gov" &lt;katelyn.sullivan@boston.gov&gt;

I stand with NABB in their opposition to the proposed expansion of Fisher College. This is a treasured historic neighborhood in Boston, not a college campus and the expansion plan is not welcome on so many levels. Traffic, parking, noise levels, more beds in buildings not equipped to handle them are a few of my concerns. It has also come to my attention that as many times as we attend meetings with Fisher and express our concerns, the more they simply continue to move ahead with their plans. We have been completely ignored in our concerns and I think Fisher representatives have been very arrogant in believing they can just move ahead without opposition from their neighbors and without being good neighbors! I don't buy their argument that if they want to expand, they have to do it here in the back bay and that they can't possibly move to a location better suited to a college atmosphere.

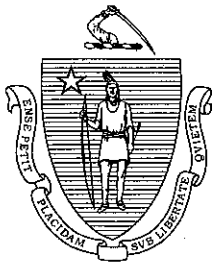
Please add my name to NABB's opposition to Fisher College IMP:

Sharon Ryan

109 Beacon St #6

Boston, MA

Sent from my iPad



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
DEPARTMENT OF VETERANS' SERVICES  
600 WASHINGTON STREET, 7TH FLOOR  
BOSTON, MASSACHUSETTS 02111  
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KARYN E. POLITO  
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MARYLOU SUDDERS  
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FRANCISCO A. UREÑA  
SECRETARY, DVS

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9th Floor  
Boston, MA 02201

Dear Ms. Sullivan:

As the Secretary of Veteran's Services for the Commonwealth, I write in support at this time of the Fisher College Institutional Master Plan submitted to the Boston Redevelopment Authority.

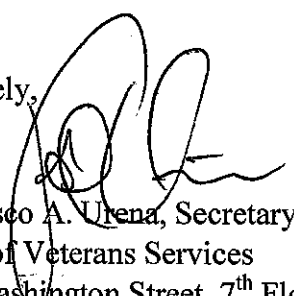
Our offices are located in Boston, and Fisher is our neighbor. We are pleased to note the college is very veteran friendly in the execution of its services, especially in its admission policy.

Fisher College discourages students from bringing personally owned vehicles in to the campus area and urges faculty and staff to utilize the Boston Common Garage in an effort to defuse the parking situation.

Resident students add to the diversity of Boston, for which the city is so well known. As the old adage says of learning, "by your pupils, you'll be taught," students are aware of the historic nature of Back Bay/Beacon Hill and are proud to be a part of it. As part of the neighborhood Fisher College regularly contributes its facilities for use by local community groups.

The College has been a part of the historic area almost 75 years and owns the properties on which the school is based.

Sincerely,

  
Francisco A. Ureña, Secretary  
Dept. of Veterans Services  
600 Washington Street, 7<sup>th</sup> Floor



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May 27, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9<sup>th</sup> Floor  
Boston, MA 02201

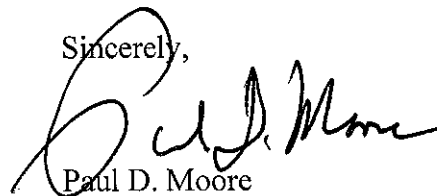
Dear Ms. Sullivan:

I am writing in support of Fisher College's Institutional Master Plan.

I am a life-long resident of the Boston community who attended Boston College and Boston College Law School. Since then, I have practiced law in the Boston area, principally as a commercial bankruptcy lawyer. As such, I understand the importance of our higher educational institutions to the Massachusetts economy and to developing a skilled work force to fuel future growth. At the same time, I also am familiar with the growing challenges to our educational institutions resulting from recent economic problems, the high cost of higher education and increasing competition among educational institutions to attract qualified candidates.

As a result of my firm's representation of Fisher College, we have had the opportunity to work with various of its representatives and to observe their commitment to the institution and its students, their recognition of the challenges such institutions face and their actions in addressing them. I believe that the Institutional Master Plan reflects an important step in that process and urge the Boston Redevelopment Authority to approve it.

Sincerely,



Paul D. Moore

PDM:mmm:DM33324107.1



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

---

**Fisher and the Mayor's Housing Plan**

1 message

**Michael Weingarten** <mikew@signallake.com>

Wed, May 27, 2015 at 12:24 PM

To: Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

Cc: "Lara.Merida.bra@cityofboston.gov" &lt;Lara.Merida.bra@cityofboston.gov&gt;, Jerome Smith &lt;jerome.smith@boston.gov&gt;, Jay Livingstone &lt;livingstone.james@gmail.com&gt;, josh.zakim@boston.gov, Stephen.Murphy@cityofboston.gov, Michelle.Wu@boston.gov, Michael.F.Flaherty@boston.gov, Ayanna.Pressley@cityofboston.gov, howard.kassler &lt;hmkassler@verizon.net&gt;, Vicki Smith &lt;vickismith000@gmail.com&gt;, Vic Castellani &lt;vic\_castellani@msn.com&gt;, Edward Zuker &lt;ezuker@chestnuthillrealty.com&gt;, Peter Sherin &lt;petermsherin@gmail.com&gt;, Barry Solar &lt;Barry.Solar@nemoves.com&gt;, Charles Perkins &lt;kymchuck@gmail.com&gt;, Elliott Laffer &lt;ELaffer@aol.com&gt;, Sue Prindle &lt;sprindl@verizon.net&gt;, jackie.yessian &lt;jyessian@gmail.com&gt;, Deirdre Rosenberg &lt;deidrerosenberg@aol.com&gt;, Faith Perkins &lt;perkinsfs@aol.com&gt;, steve sayers &lt;stevenmsayers@verizon.net&gt;, Carolina Avellaneda &lt;cavellaneda@fisher.edu&gt;

Katelyn,

Please find attached the second in a series of memos on the subject of the adequacy of Fisher's recently filed IMP.

This memo addresses the extent to which Fisher's Student Housing Plan meets the goal set by the City's new Housing Guidelines, which is to "reduc[e] the number of undergraduates living off campus in Boston by 50 percent" over fifteen years.

In reviewing Fisher's Student Housing Plan, it does not come close to meeting the City's objective.

Additionally, there is no indication in the IMP that Fisher has followed the City's directive that colleges filing IMPs need to "set ambitious goals for on-campus housing and forge agreements with neighbors on the specific locations for that housing."

Accordingly, given Fisher's failure to meet these City Housing guidelines, I do not believe that the IMP is adequate.

Please acknowledge receipt of this email.

Regards,  
Michael

Michael Weingarten  
120 Beacon #4  
Boston, MA 02116

---

 city housing plan 052715.pdf  
155K



Michael Weingarten  
120 Beacon Street #4  
Boston, MA 02116  
mikew@signallake.com

May 27, 2015

## Fisher and the Mayor's Housing Plan

This memo reviews the extent to which Fisher's IMP adequately addresses the Mayor's dormitory goals expressed in *Housing a Changing City Boston 2030* ("City Housing Plan" or "City Plan"). A companion memo addresses Fisher's Student Housing Plan from an IMP perspective only.

In brief, the City Plan calls for close consultation with major colleges, with a goal of "reducing the number of undergraduates living off campus in Boston by 50 percent" over fifteen years.

Since the City Plan states that "the City will continue to work with colleges and universities **through the Institutional Master Plan process** [emphasis added] to set ambitious goals for on-campus housing and forge agreements with neighborhoods on the specific locations for that housing," we decided to test the extent to which Fisher's IMP reflects the process and targets laid out in the plan.

Our conclusion, discussed in more detail below, is that except for cursory references, Fisher largely has ignored the City Housing Plan. Given the Plan's centrality to the Mayor's long-term vision for the City, we ask that Fisher be required to address this issue via a revised IMP.

\* \* \* \* \*

### Detailed Discussion

#### The Mayor's Housing Plan

In October 2014, Mayor Walsh issued his landmark report *Housing a Changing City Boston 2030*, in which the City "outlines a plan to produce 53,000 new units of housing. This plan will accommodate the projected 20 percent growth in Boston's households, generate \$21 billion in new development, and create 51,000 construction jobs through the year 2030." In short, this is a major policy initiative for the Walsh Administration.

An important element in the plan is its goal of reducing substantially the number of college and university students living off campus and crowding out non-student residents. To do this, the City has set a goal of creating 16,000 new undergraduate dorm beds by 2030, supporting continued enrollment growth while reducing the number of undergraduates living off campus in Boston by 50 percent:

*Between 1995 and 2010, undergraduate enrollment grew by 13 percent. The City wants to ensure that by 2030, on-campus housing for undergraduates not only keeps up with future growth, but also substantially reduces the number of undergraduates living in off campus housing in Boston – Housing Plan p. 14*

**Goals (1):** *Create 16,000 new undergraduate dorm beds to accommodate growth while reducing the number of undergraduates living off campus in Boston by 50 percent – Housing Plan p. 15*

To achieve these goals, the City will “partner with colleges and universities to set specific student housing commitments, creating clear plans and timetables for every institution to achieve its housing goals (p.15).”

As noted in the report detail, the City plans to work closely with large universities to set specific student housing commitments, and it will work to set ambitious goals with each school via the Institutional Master Plan process:

#### **Actions**

##### **1. Partner with colleges and universities to set specific student housing commitments**

*The City must work with all large universities to establish firm commitments to house a greater percentage of their student bodies on-campus and ensure that any growth in enrollment also corresponds with a growth in housing. These plans will set numerical targets for dorm creation, as well as deadlines for decreasing dependence on private rental housing..... Dorm creation targets should also include a growth factor commitment, so that if enrollment plans increase, the commitment for increased housing production should increase in a corresponding fashion. These plans should be negotiated with the BRA and finalized by the end of 2016.*

##### **3. Work with the community to establish approved locations for both on- and off-campus student dormitories**

*The City will continue to work with colleges and universities through the Institutional Master Plan process to set ambitious goals for on-campus housing and forge agreements with neighborhoods on the specific locations for that housing. Additionally, the City will work with neighborhoods, universities, and the development community to identify areas that are suitable for off-campus student housing. This housing will be subject to specific requirements such as university-employed live-in residential advisors. The City will partner with developers, universities, and community members to establish specific criteria for locating and developing off-campus dorms by fall 2015.*

*– Housing Plan pp. 81-82*

Given that Fisher College is now a “large university” by virtue of its having filed an IMP, the above actions and goals apply directly to the College. It therefore is appropriate to test the degree to which Fisher’s IMP acknowledges and complies with the City’s *Housing Plan* goals.

#### **Fisher IMP: Treatment of Mayor’s Housing Plan**

To what extent does Fisher deal with the Mayor’s Housing Plan in its IMP? In a nutshell, it acknowledges the plan’s existence and its goal of increasing the amount of campus housing (in a cursory manner), but then says that: (a) it cannot meet the city’s goals; (b) says nothing about setting intermediate goals beyond adding 48 beds to existing properties; and (c) argues that since its students are not taking up much housing space in any one neighborhood, its failure to meet the plan’s goals is unimportant. Fisher instead will look for more dorm space at the end of its 10-year IMP plan (suggesting that it will do nothing until then):

*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 [by +48] will at least help meet the demand from prospective students for Fisher-owned housing. – IMP 1-9*

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*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. – IMP 6-3*

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*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 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 [approximately in 2025], Fisher will look in areas outside of residential Back Bay to meet its housing needs. – IMP 3-4*

**Fisher Dorm Statistics**

Given the above, how deficient is the IMP *vis a vis* the Housing Plan?

As a starting point, Fisher's IMP states that it had 763 full time day students in Fall 2014, which will grow to 1,100 by Fall 2014. Based on a 3.7% annual growth rate extrapolation, this suggests that Fisher will have 1,321 students by Fall 2029.

However, the 763 number is at odds with Fisher's report to the City that in Fall 2014 it had 921 undergraduates in Boston -- a difference of 158.<sup>1</sup> The 921 figure may be due to the inclusion of evening/weekend DAPS (Division of Accelerated Professional Studies). Of the 921 total undergraduates, the report suggests that 298 students live in dorms, 268 live at home and 355 live outside of home or dorms.

[Note: Including Fisher's 55 leased beds at the Stuart Street hostel and 289 beds in Fisher dorms, the College controls 344 dorm beds. Therefore 344 minus 298 = 46 beds are either being rented to students of other colleges (in particular, the Boston Architectural College) or are vacant.]

**Table 1: Fisher Fall 2014 Full Time Boston Undergraduates**

	<b>Number</b>	<b>% of Total</b>
Dorm Students	298	32.4%
Living at Home	268	29.1%
Other Non-Dorm	355	38.5%
<b>Total Full Time Undergraduates</b>	<b>921</b>	<b>100.0%</b>

Source: 2014 Housing Trends

Growing the 921 students in Fall 2014 by the same 3.7% compound IMP annual growth rate as for day students suggests a Fall 2029 total full time undergraduate enrollment of 1,594. Assuming the same 32.4% of total students living in dorms, Fisher will need an additional 218-227 dorm beds by 2029-2030:

<sup>1</sup> City of Boston Student Housing Trends: 2014-2015 Academic Year (2014 Housing Trends)

**Table 2: Fisher Fall 2029 Full Time Boston Undergraduates**  
**Assuming a 3.7% growth rate and no change in percentage mix**

	<b>Enrollment Fall 2014</b>	<b>Enrollment Fall 2029</b>	<b>% of Total</b>	<b>Difference 2029 versus 2014</b>
Dorm Students	298*	516	32.4%	<b>218/227**</b>
Living at Home	268	464	29.1%	196
Other Non-Dorm	355	615	38.5%	260
<b>Total Undergraduates</b>	<b>921</b>	<b>1,594</b>	<b>100.0%</b>	<b>673</b>

Source: 2014 Housing Trends and Weingarten Analysis

\* Fisher current dorm capacity is 289; excess is accommodated at leased Stuart Street facility

\*\* 218 reflects the 298 current dorm student number; 227 reflects Fisher's current 289 bed capacity excluding Stuart Street and assumes termination of the Stuart Street lease

However, if we apply the Mayor's goal of halving the share of non-dorm students who don't live at home in favor of additional dorm housing (leaving the stay-at-home student ratio unchanged), then Fisher will need +534 additional beds by Fall 2029 versus its currently owned 289 bed capacity.

**Table 3: Fisher Fall 2024 Full Time Boston Undergraduates**  
**Assuming a Halving in the share of Other Non-Dorm Students**

	<b>Enrollment Fall 2014</b>	<b>Enrollment Fall 2029 based on current ratios</b>	<b>Enrollment Fall 2029 based on 50% reduction in Other Non- Dorm</b>	<b>% of Total Based on 50% reduction in Other Non- Dorm</b>	<b>Difference 2029 versus 2014</b>
Dorm Students	298*	516	823	51.6%	<b>525/534**</b>
Living at Home	268	464	464	29.1%	196
Other Non-Dorm	355	615	307	19.3%	-48
<b>Total Undergrads</b>	<b>921</b>	<b>1,594</b>	<b>1,594</b>	<b>100.0%</b>	<b>673</b>

Source: 2014 Housing Trends and Weingarten Analysis

\* Fisher current dorm capacity is 289; excess is accommodated at leased Stuart Street facility

\*\* 525 reflects the 298 current dorm student number; 534 reflects Fisher's current 289 bed capacity excluding Stuart Street

**Comparison: Fisher IMP Versus the Mayor’s Housing Plan**

If we compare the above targets to Fisher’s Student Housing Plan contained in its IMP and which covers ten years through fall 2024 (five years less than the Mayor’s plan), it is clear that the IMP’s +48 bed plan comes nowhere close to meeting the City’s target.

To illustrate, we recast Table 3 as Table 4 to show enrollments for the ten-year period through fall 2024. (Given that in 2024, the City’s fifteen-year plan will only be two-thirds complete, the target share for Other Non-Dorm Students will be reduced by 37%, not 50%).<sup>2</sup>

The results indicate that by Fall 2024, Fisher will need +330 additional beds versus its currently owned 289-bed capacity.

**Table 4: Fisher Fall 2024 Full Time Boston Undergraduates  
Assuming a 37% Reduction in the share of Other Non-Dorm Students**

	<b>Enrollment Fall 2014</b>	<b>Enrollment Fall 2024 based on 37% reduction in Other Non- Dorm</b>	<b>% of Total Based on 37% reduction in Other Non- Dorm</b>	<b>Difference 2029 versus 2014</b>
Dorm Students	298	619	46.6%	321/330*
Living at Home	268	386	29.1%	118
Other Non-Dorm	355	322	24.3%	-33
Total Undergrads	921	1,328	100.0%	407

Source: 2014 Housing Trends and Weingarten Analysis

\*\* 321 reflects the 298 current dorm student number; 330 reflects Fisher’s current 289 bed capacity excluding Stuart Street

**Conclusions**

From the above, it is clear that Fisher’s IMP plan does not deal with the City’s Housing Plan dorm mandates except in a cursory manner, nor does it come close to meeting the City’s dorm targets.

Given the Plan’s centrality to the Mayor’s long-term vision for the City, we ask that Fisher be required to address this issue via a revised IMP.

<sup>2</sup> 37% reflects the year 10 reduction in “Other Non-Dorm” students, based on a 4.5% compound annual reduction in percentage share (100% to 50% in 15 years)

### **Postscript: Fisher Reporting Error**

A review of Fisher's data submissions to the City shows an important data error that we discuss here.

In Appendix Table A2, Fisher reports that 288 students live off campus, which is 67 students less (19%) than the 355 students listed in our Table 3. This was a sufficiently large number that we decided to review the discrepancy in detail.

Our conclusion after looking at how Fisher derives its 288 figure is that Fisher (or the City) has made an egregious reporting error. The 288 figure clearly is the sum total of 20 students living in the Stuart Street hostel (which we list as dorm space) plus 268 students living at home. However, none of these students are "housed off-campus," in that they are not looking for dorm rooms. They either want to live at home (presumably for economic reasons) or already live in a dorm room at Stuart Street.

So how many Fisher students actually are housed off-campus (and not at home), who the City would like to move into dorms over the next fifteen years? The answer is:

- 921 total undergrads
- Less 298 students currently housed in dorms
- Less: 268 students living at home
- Equals: 355 students housed off-campus (not living at home)

This 355 figure, which is the number we used in Tables 3 and 4, should have been used by Fisher and the City in Appendix Table A2.

In sum, the number of Fisher students housed off-campus (not living at home) is greater than Fisher's number, by a factor of  $355/288 = 1.23$  times.



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher College IMP**

1 message

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**steven garfinkle** <smgbrw@hotmail.com>

Thu, May 28, 2015 at 9:24 AM

To: "Katelyn.Sullivan@boston.gov" &lt;katelyn.sullivan@boston.gov&gt;

Cc: Michael Weingarten &lt;mikew@signallake.com&gt;, "josh.zakim@boston.gov" &lt;josh.zakim@boston.gov&gt;, "Jay.Livingstone@mahouse.gov" &lt;jay.livingstone@mahouse.gov&gt;

Ms. Sullivan, i am writing to reiterate my unfettered opposition to the Fisher IMP. I live at 5 Arlington Street and do not believe Fisher to be a good neighbor nor to have the best interests of the Back Bay at heart. We already are subject to noise, drinking and arrogance on the part of some students. Just last week, an American flag was stolen ( using a knife ) from the front of the building. Also, the college has proven to be untrustworthy based on their previous actions in ignoring city ordinances on Beacon Street and i fear that the approval of even a minimal portion of this plan would permanently alter the very fabric of this historic part of Boston. The college has many other options to expand their classrooms and student living spaces. The Back Bay simply does not have the living or vehicular capacity to do so. As was the case with Berkeley, Bentley and Emerson, i am sure that working with city planners, alternatives can be identified. Let me remind you of the change that has taken place along Bay State road.....the loss of a residential area to say nothing of the loss of tax revenues to the city of Boston. I would hate to see this become a matter of litigation, but i can assure, the residence of this area are so intensely against this plan that all possibilities are on the table. Respectfully, Steven Garfinkle, 5 Arlington Street, Boston, M

Neighborhood  
Association of the  
Back Bay



May 28, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
Boston City Hall, Ninth Floor  
One City Hall Place, Boston, MA 02201

**Re: Fisher College Proposed Institutional Master Plan**

Dear Ms. Sullivan:

I read the insightful memos entitled "*Fisher Student Housing Plan*" and "*Fisher and the Mayor's Housing Plan*" dated May 26 and 27, 2015 prepared by Mr. Michael Weingarten. One of the community's concerns is that the Institutional Master Plan (IMP) be both complete and accurate.

I would note that the student housing information and analyses of both Fisher College and Mr. Weingarten assume the long-term dormitory use of the 34 beds at 133 Beacon Street. As noted previously per the proviso attached by the Board of Appeal pursuant to BZC #30122 the legal dormitory use of that property expires on June 30, 2015 and yet Fisher College has not included the legalization of long-term dormitory use of 133 Beacon Street, a High Impact Use, as a Proposed Institutional Project in its IMP.

It would seem that to the extent Fisher College is not able to definitively rely on the use of the 133 Beacon Street property to satisfy its long-term student housing needs that the already insufficient Student Housing Plan in the IMP is fundamentally defective. Taken together with 111 Beacon Street not having been identified as a Proposed Institutional Project in the IMPNF and the indicated abandonment of the application for college use permitting for 1 Arlington Street the deficiencies comprise a total of 28,432 gross sq. ft.

The abutters consider the expiration or "sunset" provisos attached by the Board of Appeal to the dormitory use of 133 Beacon Street as a very important incentive to facilitate resolution of issues arising from Fisher College's operations in the residential neighborhood. Accordingly, there is a high level of concern that that protection would be lost if the long-term dormitory use of 133 Beacon Street were legalized as part of the Article 80 process. Still, at this point the legalizing of 133 Beacon Street for long-term dormitory use is not even "on the table."

Sincerely,

V. B. Castellani, Chair Zoning Committee

VBC/sb

cc: Carolina Avellaneda, esq, General Counsel / VP Operations - Fisher College

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*Office Administrator*



THOMAS W. HIGH  
124 COMMONWEALTH AVENUE  
BOSTON, MA 02116-2901  
[TWHigh@att.net](mailto:TWHigh@att.net)

May 28, 2015

Ms. Katelyn Sullivan, Project Manager  
Boston Redevelopment Authority  
Boston City Hall  
One City Hall Place, 9th Floor  
Boston, MA 02201

**RE: Fisher College Institutional Master Plan**

Dear Ms. Sullivan:

My wife and I are residents of the Back Bay and are concerned about the impact of potential future expansion by Fisher College as reflected in its proposed Institutional Master Plan.

We have watched with concern the negative impact of Fisher College on the residents of Beacon Street. Fisher's stated approach is to regard the block of Beacon between Arlington and Berkeley as their "campus." By their actions, they seem to regard their neighbors as little more than intruders on their territory, and they have been either unwilling or unable to eliminate the adverse effects of their operations.

When Fisher College announced plans to expand its "campus" by acquiring 10-11 Arlington, the concerns of residents throughout the neighborhood increased. Now, I understand that their Institutional Master Plan expressly states that they wish the option to expand even further, having the option to take over any building currently used by any of the other remaining educational institutions in the Back Bay. It is rumored that their primary "target" for acquisition in Bay State College.

We live next door to Bay State College and are deeply concerned about the possibility that Fisher College may be allowed to take their place.

Bay State College is an excellent neighbor. In our experience, they consistently do a good job ensuring that their students respect the neighborhood. If there is a problem, they respond quickly and positively. In short, our experience as neighbors of Bay State College could not be more different than the experience of the neighbors of Fisher College.

In addition, Bay State College has taken an entirely different approach from Fisher College in the way it has chosen to expand. It has taken the wise course of expanding outside of the residential neighborhood, locating classrooms in the commercial parts of the neighborhood and focusing any expansion outside of Boston at a new campus in Taunton.

Ms. Katelyn Sullivan, Project Manager  
Boston Redevelopment Authority  
May 28, 2015

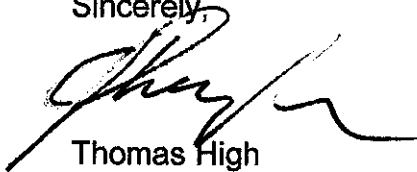
And, of course, Bay State College, as a "for profit" institution, pays property taxes, whereas Fisher College, as a "non-profit" pays none – and, I believe, has consistently refused to pay even one dollar as a "payment in lieu of taxes."

The contrast between Fisher College and Bay State College could not be greater.

For these reasons, I urge that the BRA, in approving any Institutional Master Plan for Fisher College, not permit any further expansion beyond its existing buildings in the Back Bay, either by acquiring other institutions, purchasing more buildings, or leasing existing buildings. Any expansion of classrooms or dormitories should be outside the residential portion of the Back Bay.

Thank you for your review of this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thomas High', with a stylized flourish at the end.

Thomas High

Cc: Hon. Martin J. Walsh  
Hon. Josh Zakim  
Hon. Stephen J Murphy  
Hon. Michelle Wu  
Hon. Michael Flaherty  
Hon. Ayanna Pressley



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher College IMP**

1 message

**Thomas High** <twhigh@att.net>

Thu, May 28, 2015 at 7:49 AM

Reply-To: Thomas High &lt;twhigh@att.net&gt;

To: "Katelyn.Sullivan@boston.gov" &lt;Katelyn.Sullivan@boston.gov&gt;

Cc: "josh.zakim@boston.gov" &lt;josh.zakim@boston.gov&gt;, "Stephen.Murphy@cityofboston.gov"

&lt;Stephen.Murphy@cityofboston.gov&gt;, "Michelle.Wu@boston.gov" &lt;Michelle.Wu@boston.gov&gt;,

"Michael.F.Flaherty@boston.gov" &lt;Michael.F.Flaherty@boston.gov&gt;, "Ayanna.Pressley@cityofboston.gov"

&lt;Ayanna.Pressley@cityofboston.gov&gt;

Dear Ms. Sullivan:

My wife and I are residents of the Back Bay and are concerned about the impact of potential future expansion by Fisher College as reflected in its proposed Institutional Master Plan.

We have watched with concern the negative impact of Fisher College on the residents of Beacon Street. Fisher's stated approach is to regard the block of Beacon between Arlington and Berkeley as their "campus." By their actions, they seem to regard their neighbors as little more than intruders on their territory, and they have been either unwilling or unable to eliminate the adverse effects of their operations.

When Fisher College announced plans to expand its "campus" by acquiring 10-11 Arlington, the concerns of residents throughout the neighborhood increased. Now, I understand that their Institutional Master Plan expressly states that they wish the option to expand even further, having the option to take over any building currently used by any of the other remaining educational institutions in the Back Bay. It is rumored that their primary "target" for acquisition in Bay State College.

We live next door to Bay State College and are deeply concerned about the possibility that Fisher College may be allowed to take their place.

Bay State College is an excellent neighbor. In our experience, they consistently do a good job ensuring that their students respect the neighborhood. If there is a problem, they respond quickly and positively. In short, our experience as neighbors of Bay State College could not be more different than the experience of the neighbors of Fisher College.

In addition, Bay State College has taken an entirely different approach from Fisher College in the way it has chosen to expand. It has taken the wise course of expanding outside of the residential neighborhood, locating classrooms in the commercial parts of the neighborhood and focusing any expansion outside of Boston at a new campus in Taunton.



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fischer College expansion

1 message

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**Susan Probolus** <sprobolus@comcast.net>

Wed, May 27, 2015 at 5:45 PM

To: "katelyn.sullivan@boston.gov" <katelyn.sullivan@boston.gov>

I wish to express my opposition to any expansion of Fischer College. We are a residential neighborhood and adding more students, (a significant increase) will be detrimental to our neighborhood. Please consider this a vote of NO to this master plan.

Sincerely,  
Susan Probolus

Sent from my iPad



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fisher College IMP

1 message

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**Diane Schmalensee** <diane@schmalensee.com>

Wed, May 27, 2015 at 5:13 PM

Reply-To: diane@schmalensee.com

To: Katelyn.Sullivan@boston.gov

Dear Ms. Sullivan,

My husband, Richard, and I strongly oppose the Fisher College IMP in its current form. We have attended the many neighborhood meetings and are very disappointed in Fisher's apparent unwillingness to adapt to our concerns. We believe that the statement from the Neighborhood Association of the Back Bay presents a detailed set of the many excellent reasons for opposing this plan.

Basically, we fear that approval of this IMP would permanently allow unfettered Fisher expansion in the residential area of the Back Bay. We do not oppose Fisher's remaining in its present location if it can resolve the many longstanding quality of life issues with its neighbors. The Back Bay is a neighborhood enhanced by the delicate balance of institutional commercial and residential uses. Fisher wishes to increase the intensity of its activities in its present location as well as physically expand in our Community. We feel this is simply unacceptable and a breach of faith with the neighborhood.

We ask you to deny this Fisher expansion. Its approval would be a blow to our Historic Residential District and set a precedent that would be very difficult, if not impossible, to overturn.

Sincerely,

Diane Schmalensee

172 Beacon Street, #4

Boston, MA 02116

diane@schmalensee.com

617-247-0045

Michael Weingarten  
120 Beacon Street #4  
Boston, MA 02116  
mikew@signallake.com

May 28, 2015

## Fisher Non-Dorm Adequacy

This memo examines the adequacy of Fisher's IMP provisions for additional non-dorm space.

Our conclusion is that Fisher's non-dorm space plan is *fundamentally inadequate*, in that the College is only adding a net increase of +13,000 gross square feet, which represents a 14% increase over the 95,000 square feet currently used for classrooms, laboratories, faculty offices, administration, maintenance and institutional support services. To meet Fisher's needs through 2024 will require +32,500 square feet, leaving a gap of 19,500 square feet. Put another way, Fisher's plan only covers 40% of its ten-year growth needs.

The plan also is *fundamentally unsustainable*, in that Fisher has no path for continued growth in residential Back Bay (assuming that Fisher is being honest when it says that it will retain 115/139/141 Beacon solely as rental buildings and will not attempt to convert them for institutional use). It also has no plan for growth outside of residential Back Bay.

These conclusions come with an important caveat, which is that there is no substantial reduction in intensity of use per student resulting from internships, travel abroad and online studies. While Fisher claims that new educational programs using these approaches will result in lower intensity of use per student (allowing more students to share the same facilities), it has not provided data to substantiate this claim, nor has it agreed to commit to facilities limitations (i.e., limiting the number of students and staff based on formulaic maximums). Until it does, we cannot take accept Fisher's claims at face value and are concerned that they are being made in an insincere attempt to counter community concerns that increased aggregate Fisher intensity of use will degrade the quality of life in residential Back Bay.

Accordingly, we make the following suggestions to the BRA:

- In general, unless Fisher can demonstrate that its plan can meet adequacy and longer-term sustainability tests, the BRA should reject the IMP and require Fisher to develop a new plan based on adding non-dorm space outside of the residential Back Bay.
- With respect to Fisher's reduced intensity of use argument, the BRA should require Fisher to provide a detailed quantitative analysis showing how it plans to reduce the physical intensity of non-dorm use per student, and what this means for the aggregate square footage requirement (by year) for the ten-year IMP period. It also should encourage Fisher to engage with members of the local community to create formulaic guidelines that will limit overall intensity of use growth.

\* \* \* \* \*

## Detailed Discussion

### 1. Current Fisher Non-Dorm Space

Fisher's IMP states that 60% of its 158,896 institutional gross square feet, or **95,338 square feet**, are used for purposes other than housing, dining and student services. To simplify, we will refer to these as "non-dorm space."

*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. – IMP 2-2*

Based on a statement made by Steve Rich in a 2013 BRA IMPNF meeting, Fisher in 2012-13 was operating at full capacity and needed more square footage to support its growth plans. This presumably is why Fisher uses 2012-2013 as a baseline level in the IMP:

*Fisher had 820 students enrolled in 2012/2013, which has served as Fisher's baseline enrollment in the IMPNF and IMP – IMP 3-1*

Using 2012-2013 as a baseline, the College needs additional non-dorm space to support planned enrollment growth (+34.1% growth from Fisher's 820 day school enrollment in 2012-13 to 1,100 in 2024-25).<sup>1</sup>

### 2. IMP Additional Non-Dorm Space

How much additional capacity will be added in the IMP?

The only additional non-dorm space comes from the conversion of 10/11 Arlington, which will add 17,250 gross square feet. From this must be subtracted 4,225 square feet at 116 Beacon that will be converted for dorm use (source: IMPNF). This means that the total incremental non-dorm gross footage in the plan is  $17,250 - 4,225 = 13,025$  square feet.

[Note: Fisher's IMP is also seeking to add 111 Beacon's 8,232 square feet. However, since the College has been using this property since 2010 without zoning approval, 111 Beacon does not provide new non-dorm space.]

Against the current 95,338 square feet, this 13,025 increment represents a 13.7% increase in non-dorm capacity, which is not a very large addition on an absolute or percentage basis.

### 3. Comparing Supply Versus Demand

Obviously, if supply is only increasing by 13.7% and demand is increasing by 34.1%, Fisher's non-dorm expansion plan is inadequate (and therefore should not pass the BRA's Adequacy Determination test)

How large is the shortfall? If the current supply is 95,338 square feet and enrollment will grow by 34.1% by 2024, this means that by 2024 Fisher will need 127,892 square feet, for an increment of +32,554 square feet. Comparing this to the IMP plan's +13,205 square feet, this means that **Fisher's shortfall will be  $32,554 - 13,205 = 19,349$  square feet.**

<sup>1</sup> In the absence of Fisher forecasts of DAPS and staff growth (required in the Scoping Determination), we assume that these also will grow at 34% versus the 2012-2013 levels.

Looked at another way, the IMP only meets 40% of the incremental capacity demand. It therefore is inadequate.

#### **5. No Vehicle for longer-term growth**

Beyond the IMP ten year planning horizon, Fisher's plan provides no vehicle for additional growth, so is not sustainable going forward.

With the conversion of 10/11 Arlington (and 111 Beacon, which is already being used for institutional use without zoning approval), the only additional property that Fisher owns that could be converted for non-dorm use is 115/139/141 Beacon, which Fisher pledged to the BRA in August 2013 that it would retain for investment purposes only. Assuming that it will continue to honor this pledge (disturbingly, the IMP only agrees to honor it "in the foreseeable future," and an attempt by NABB and abutters to restrict possible institutional use via deed restriction proved abortive), then Fisher has no ability to grow further in residential Back Bay.

*While several specific parts of the IMPNF have drawn questions and criticism from our neighbors, the overriding opposition from the community has been to the conversion of three investment properties on the south side of Beacon Street into new student dormitories. These properties are numbered 115, 139, and 141 Beacon Street. Given the volume of letters and other feedback that the City and Fisher have received in opposition to this part of the plan, **we have decided to eliminate this set of three projects from the IMP and retain ownership of the buildings exclusively as investment properties.** – August 13, 2013 BRA letter*

*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 ... Fisher also agreed that **no such use conversion would occur in the foreseeable future. These three buildings will remain in commercial use.** – IMP Preamble 1*

Since Fisher has made no plans for non-dorm expansion outside of residential Back Bay, it has left itself with no vehicle for continuing growth. Thus, its plan is inadequate.

#### **6. Issue: Fisher's "Reduced Intensity of Use Argument**

The above analysis assumes no change in the intensity of use by each student and staff member versus current levels.

However, Fisher in its IMP states that its new academic plan will result in students spending more time off-campus in internships or study-abroad semesters. As a result, Fisher is arguing that a given number of non-dorm square feet can support more students (it is unstated as to what the effect will be on faculty and staff levels):

##### **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. – IMP 3.3-3.4

Looking at the Fisher argument, we have the following reactions:

**1. While the reduced intensity of use argument is intriguing, Fisher has not provided any quantification or supporting analysis; i.e.:**

- How many students currently spend how much time in internships and semesters abroad, and how much will this grow over the next ten years?
- To what extent would there be a further reduction in intensity of use if student classes are increasingly held on-line rather than via physical classes?
- If, as Fisher argues, students will only need to attend classes four days a week, does this really mean a 20% intensity of use reduction? Or will peakload capacity remain the same? Don't many students already avoid Friday classes, so as to have long weekends?
- Even if there is a reduction in student intensity of use, what does this mean for staff levels? Fisher's IMP section on employment suggests that staff levels will increase proportionally to total student levels:

*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. – IMP 9-2*

**2. Offsetting the touted intensity of use reductions, Fisher's need to be competitive with other schools may mean that it will be forced to INCREASE the non-dorm square footage per student**

- Fisher's current 95,338 non-dorm square footage divided by a baseload 820 day students suggests 116 square feet per full time student. If we instead use the 978 enrollment figure fall 2013 figure submitted to the City for housing plan use (which includes DAPS as well as day students), there is only 97 square feet per student. Assuming that each non-day student is .25 of a full time student, the square feet per FTE (full time equivalent) is 111.
- As noted in my June 2013 memo to the BRA titled *Fisher IMPNF (Un)Sustainability*, in 2013, Suffolk had 134 square feet per FTE, while Boston University had approximately 150.
- Thus, Fisher's non-dorm space is already substantially deficient (with, for example, minimal on-campus athletic facilities). This suggests a need to grow more than the 32,554 non-dorm square feet needed to keep pace with enrollment growth.

**3. The reduced intensity of use argument is a double-edged sword for Fisher, since a careful analysis could demonstrate that the College does not actually need new non-dorm space.**

- Even if the gross number of students and staff increases by 34% in the next ten years versus the 2012-2013 baseline, **there will be no need for additional non-dorm space if the intensity of use per student decreases by 25.4% or more**; i.e.:  $100\% \text{ current square feet (indexed)} \times 1.34 \text{ (student enrollment increase)} \times .746 \text{ (25.4\% intensity of use reduction)} = 100\% \text{ required square feet index in 2024 (i.e., no net change)}$ .
- At the extreme, if we assume that by 2024-2025 all students (starting from a zero base in 2012-2013): (a) take a year off out of four abroad;<sup>2</sup> (b) spend one day out of five off-campus on internships (when they are not studying abroad); and (c) take 50% of their non-internship classes on-line rather than in physical classes, this would reduce the intensity of use by 70%.<sup>3</sup> At these levels, Fisher does not need 10/11 Arlington.

**4. If Fisher's argument can be supported with hard analysis, then in principle it would be possible to reach an agreement with the community in which the College would agree to a set of formulas by which overall intensity of use in residential Back Bay could be limited to a defined level. For example:**

- It should be easy to calculate the cumulative use level of the residential Back Bay buildings by all students, based on the number of credits physically taken on campus.<sup>4</sup> This number can then be set as a maximum aggregate usage level.
- Similar formulas can be created for faculty and staff.

We therefore believe that if Fisher's intensity of use argument is a serious proposal rather than a debating point without real substance that is cynically meant to negate neighbors' complaints about Fisher's IMP plans harming local quality of life, it should be possible to conduct a detailed and serious analysis of the concept. Fisher should then be willing to demonstrate its good faith by agreeing to a quantitative restriction on aggregate intensity of use, based on these plans.

However, the statements in IMP 3.3-3.4 are far from constituting a serious plan or demonstrating that Fisher is making this proposal in good faith. We therefore recommend that the BRA tell Fisher that if it wishes to pursue this avenue, it needs to do far more quantification as well as community engagement.

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<sup>2</sup> Many Fisher students do not graduate in four years, so one year abroad out of six is only a 16.7% reduction, not 25%.

<sup>3</sup>  $100\% \text{ (current intensity of use index)} \times .75 \text{ (study abroad)} \times .80 \text{ (one day/week off campus)} \times .50 \text{ (on-line study)} = 30\% \text{ of current intensity of use, or a 70\% reduction}$

<sup>4</sup> This metric will equilibrate full and part time students.



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Fisher Student Housing Plan Adequacy Memo**

1 message

**Michael Weingarten** <mikew@signallake.com>

Tue, May 26, 2015 at 5:00 PM

To: Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

Cc: "Lara.Merida.bra@cityofboston.gov" &lt;Lara.Merida.bra@cityofboston.gov&gt;, Jerome Smith &lt;jerome.smith@boston.gov&gt;, Jay Livingstone &lt;livingstone.james@gmail.com&gt;, josh.zakim@boston.gov, Stephen.Murphy@cityofboston.gov, Michelle.Wu@boston.gov, Michael.F.Flaherty@boston.gov, Ayanna.Pressley@cityofboston.gov, howard kassier &lt;hmkassler@verizon.net&gt;, Vicki Smith &lt;vickismith000@gmail.com&gt;, Vic Castellani &lt;vic\_castellani@msn.com&gt;, Edward Zuker &lt;ezuker@chestnuthillrealty.com&gt;, Peter Sherin &lt;petermsherin@gmail.com&gt;, Barry Solar &lt;Barry.Solar@nemoves.com&gt;, Charles Perkins &lt;kymchuck@gmail.com&gt;, Elliott Laffer &lt;ELaffer@aol.com&gt;, Sue Prindle &lt;sprindl@verizon.net&gt;, jackie yessian &lt;jyessian@gmail.com&gt;, Deirdre Rosenberg &lt;deidrerosenberg@aol.com&gt;, Faith Perkins &lt;perkinsfs@aol.com&gt;, steve sayers &lt;stevenmsayers@verizon.net&gt;, Carolina Avellaneda &lt;cavellaneda@fisher.edu&gt;

Katelyn,

Please find attached the first in a series of memos that i will be filing on the adequacy of Fisher's recently filed IMP.

In reading Article 80D, I have been struck by the extent to which the BRA will need to determine if Fisher's IMP is adequate (via a ruling aptly named "Adequacy Determination"). Additionally, 80D requires that the plan deal with a 10-year minimum planning period – so that the BRA must review the IMP with respect to long-term **adequacy** (does the plan meet 10 year needs) and longer-term **sustainability** (can the college continue to grow once the 10 year capacity is used up).

As a result, my initial focus in reviewing the IMP has been the extent to which the plan passes or fails the adequacy and sustainability tests.

In this context, the attached memo addresses the subject of Fisher's Student Housing Plan, which is a central element in 80D. The memo argues that a plan that calls for only +48 dorm beds does not come close to meeting Fisher's ten-year student housing needs, even if the College is able to renew its Stuart Street dorm lease in 2017. If the 55-bed lease is not renewed (an outcome that is certainly possible), the shortfall will be even greater.

Given the absence of an adequate Student Housing Plan, I therefore do not believe that the BRA can find that the IMP is adequate.

Please acknowledge receipt of this email.

Regards,  
Michael

Michael Weingarten  
120 Beacon #4  
Boston, MA 02116

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Boston, MA 02116  
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May 26, 2015

## Fisher Student Housing Plan

This memo examines Fisher's Student Housing Plan ("SHP") contained in Section 6 of its newly filed IMP. A companion memo will review Fisher's compliance with the specific requirements of the Mayor's citywide housing plan.

Our basic conclusion is that the SHP is *fundamentally inadequate*, in that Fisher will use up its new capacity well before the end of the 10-year IMP planning period. It also is *fundamentally unsustainable*, in that Fisher has no path for continued dorm growth in residential Back Bay, yet it has not begun to consider growth plans outside of the neighborhood (despite being required to do so by the Scoping Determination; and despite a letter to the BRA that it had begun this process in August 2013).

The magnitude of the shortfall (even after assuming approval of Fisher's +48 bed plan) is approximately 70 to 125 beds, depending on whether Stuart Street's 55-bed lease is renewed in the spring of 2017.

A fundamental reason for this inadequacy is Fisher's decision to withdraw its proposed conversion of 115/139/141 Beacon into 129 dorm rooms in the face of overwhelming community opposition, combined with the IMP's surprising failure since 2013 not to seek dorm space outside of the residential Back Bay.

An additional problem with the SHP is that the student enrollment numbers that Fisher shows in its IMP are substantially at variance with the data that it has provided for the Mayor's Housing Report. In the IMP, Fisher says that it had 763 undergraduates in the Fall 2014 semester; while in *City of Boston Student Housing Trends: 2014-2015 Academic Year*, Fisher reported 921 Boston undergraduates (a number that is 21% higher).

In a similar discrepancy, the numbers for students living off-campus in zip code 02116 vary by a factor of almost five between the IMPNF (116) and the IMP (25).

As such, BRA's Adequacy Determination decision becomes obvious. Since the plan is neither adequate nor sustainable, the BRA per its 80D-3 requirements should find that the conditions for a positive Adequacy Determination ruling have not been met. Instead, we urge the BRA to tell Fisher to come back with a revised IMP that is both adequate and sustainable – and with the same numbers that it reports to the Mayor for the City Housing Plan.

\* \* \* \* \*

## Detailed Discussion

### Background

Sometime before August 11, 2015 (90 days after the IMP filing on May 13, 2015), the BRA staff must make an Adequacy Determination on the Fisher IMP, in which it will determine if Fisher's plan adequately meets the requirements of Article 80D as well as the specific requirements of the BRA's Scoping Determination issued on September 9, 2013.

One of the central elements of both documents is the need for a Student Housing Plan. From the Scoping Determination, here are the requirements that Fisher's housing plan must address:

### 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.*

### 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***

\* \* \* \* \*

Looking at these requirements, we make the following observations:

## 1. Fisher's Housing Plan Does Not Provide Adequate Dorm Capacity

The inadequacy of Fisher's housing plan is easily demonstrated by comparing its dorm supply plan against demand:

- The demand for dorms at the College's 2012-2013 42% dorm share will grow to 462 by fall 2024 due to student enrollment growth. This is +173 beds versus the current 289 excluding Stuart Street, and +118 including Stuart Street's 55 beds.
- Against this, the dorm bed supply per the IMP will grow from 289 to 337 (+48; not including Stuart Street's 55 beds, since the 2017 lease renewal is uncertain).
- As a result, the plan will fall short in 2024 by 125 beds. Even if the Stuart Street lease is renewed (+55 beds), capacity will be short by 70 beds.

We discuss the detailed calculations below:

### 1.1 Day School Enrollment: *Growing to 1,100*

The Fisher IMP projects that combined day school enrollment<sup>1</sup> will grow from 763 in Fall 2014 to 1,100 in Fall 2024. This translates to a 3.7% compound annual growth rate over the 10 year IMP period.

### 1.2 Target Dorm Student Share: *Hold at 42%*

In fall 2012, when Fisher had 820 day students, 344 (42%) lived in Fisher dorms or the leased Stuart Street facilities, with a lengthy waiting list. Based on this, Fisher strongly argued in its IMPND that this 42% dorm student share needed to be maintained, and that it was "a minimum."<sup>2</sup>

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*Of those students who attend the full-time Day program, 42% are resident students in Fisher-sponsored dormitories, and the remaining 58% of students commute. In keeping with the transition to a greater baccalaureate emphasis, Fisher wants, at a minimum, to maintain that ratio – IMPNF pp. 6-7*

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*The beds proposed in this IMPNF represent the minimum beds necessary to allow the college to remain competitive in attracting the students it needs to fulfill its academic and financial goals. – IMPNF p. 18*

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*Several of the Proposed Institutional Projects in this IMPNF involve producing additional beds. Although Fisher is never likely to be able to meet the full demand for student beds, in order to remain competitive and to attract the students it wants, Fisher will need, at a minimum, to create the number of beds that will maintain the ratio of beds to students that it has today – about 42%. – IMPNF p. 19*

### 1.3 Implied Dorm Bed Requirement

Based on a 3.7% CAGR and a 42% dorm share target, and assuming approval of Fisher's IMP plan calling for +48 dorm beds, Fisher will need +125 dorm beds by fall 2024, assuming that it is not able to renew its 55 bed lease with Hostelling International.<sup>3</sup>

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<sup>1</sup> Apparently including master's programs; see IMP 3-2.

<sup>2</sup> From the data provided in Fisher's June 18, 2013 BRA presentation, it is clear that as recently as 2010-2011, Fisher's residential student share was 48%, not 42%. The 42% clearly seems to reflect the fact that Fisher ran out of dorm space, forcing students to find rental apartments. We therefore agree with Fisher that 42% should be considered a minimum.

<sup>3</sup> Fisher's lease with Hostelling International expires in June 2017. Although Fisher states that "Hostelling International has expressed a willingness to renew the College's lease, as evidenced in a letter of intent," our review of the letter (dated one year ago) only shows a willingness to consider a new lease, not a commitment to renew. "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

If the lease is renewed, the shortage therefore will be 135 – 55 = 70.

**Fisher Dorm Bed Capacity Requirement @ 42% Dorm Student Share**

<b>Fall</b>	<b>Total Students</b>	<b>Required Beds @ 42% Dorm Target</b>	<b>Bed Capacity (Excluding Stuart Street Lease; including IMP's +48 beds)*</b>	<b>Shortage Versus Capacity</b>
2014	763	320**	289	31
2015	791	332	289	43
2016	821	345	289	56
2017	852	358	314	44
2018	883	371	314	57
2019	916	385	337	48
2020	950	399	337	62
2021	986	414	337	77
2022	1,022	429	337	92
2023	1,060	445	337	108
2024	1,100	462	337	125

\* Based on the IMP's planned increases in 2017 and 2019

\*\* Actual reported dorm usage 298 (source: *Boston Student Housing Trends 2014*)

**1.4 Reason for the shortfall**

A basic reason for the shortfall is that by withdrawing the dorm conversions of 115/139/141 Beacon from the plan, Fisher removed 129 beds from its 2024 supply. To make up for this, it should have looked to add capacity outside of the residential Back Bay, but it chose not to do this.

**1.5 IMP treatment of the dorm supply inadequacy**

Interestingly, Fisher did not calculate its dorm bed requirement or display a numerical shortfall in its IMP, perhaps because this would have highlighted the inadequacy of the +48 bed plan that it did present.

Instead, it referred to the shortfall using carefully crafted language that obscured its magnitude. For example, IMP 1-9 states, "increasing the number of beds in existing buildings will **at least help meet the demand** from prospective students for Fisher-owned housing." The use of the qualifier "at least help" obscures the fact that +48 beds only meets 28% of the total ten-year demand (48 divided by 173).

Similarly, Fisher noted in IMP 3-4 that it could not meet its IMPNF 42% dorm target because it agreed to remove the dorm conversions of 115/139/141 Beacon from the IMP. However, it did not say by how much it would fail to meet its goal:

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Hostel's interest, we will negotiate a new lease with Fisher at that time." -- Hostelling Letter, June 25, 2014

*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.** -- IMP 3-4*

The above quote notwithstanding, Fisher nevertheless claimed two chapters later that it will “support residential life in increments proportionate to student enrollment during the ten-year term of this IMP.”

*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. – IMP 5-1*

Thus, the Fisher response to its dorm supply inadequacy is a strange combination of obfuscation, acknowledgement and dissimulation.

## **2. Fisher’s Housing Plan does not provide long-term sustainability**

A second problem with Fisher’s housing plan is that even beyond the 10 year IMP period, it does not provide long-term sustainability, because it is mired in a 100% residential Back Bay real estate focus despite recognizing that it cannot sustain any growth plans within this neighborhood. Therefore it again is inadequate with respect to the terms of Article 80D-3, which sets 10 years as a minimum, but which requires that the IMP (a) “set out and define the longer term goals of the institution” and (b) “address the broad direction to be taken by the Institution with regard to its growth and services.” Given the fact that Fisher clearly will be running out of space in residential Back Bay, it therefore needs to address its longer term plans in this IMP.

*The Institutional Master Plan shall project its proposed development plan far enough into the future to cover at least the period of years for which the Institutional Master Plan may remain in effect before it must be renewed ... **the plan shall set out and define the longer term goals of the Institution, a minimum of ten (10) years into the future. These goals should address the broad direction to be taken by the Institution with regard to its growth and services.** -- Article 80D-3*

At one point at the end of the IMPNF process in 2013, Fisher appeared to recognize this, writing in a letter to the BRA:

*Fisher College recognizes the unique character and characteristics of our Back Bay location and realizes that **expansion beyond our current portfolio of properties should be carried out in areas which can better accommodate such growth.** To that end, while we are still proposing a modest increase of 48 dorm beds on the north side of Beacon Street - where the majority of our students are housed today - **we are also undertaking a careful review of several alternative scenarios for future growth in other areas of the City.** – Fisher letter to BRA, August 13, 2013*

Yet Fisher apparently never undertook this review of alternative scenarios in the ensuing two years, since there is no mention of it in the IMP. Instead, Fisher makes vague and non-committal comments about looking *eventually* to growth outside residential Back Bay (in a manner akin to ‘kicking the can down the road’). It seems in no rush to do any real planning or analysis, saying in the last of the following excerpts that it will start the process close to 2024:

*All of the Proposed Institutional Projects ... 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.** -- IMP 1-9 to 1-10*

*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.** -- IMP 6-4*



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*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** -- IMP 5-5*

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*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.** -- IMP 3-4*

Indeed, Fisher seems contemptuous of suggestions made by knowledgeable local residents with deep experience in real estate, financial and strategy knowledge to consider selling some properties like 115/139/141 Beacon and use the proceeds to buy the needed dorm space (this will be the subject of a separate memo to be filed soon). Fisher instead replaces analysis with an emotional statement on why Fisher cannot sell any of its properties and that financial analysis is irrelevant:

*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.... 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. -- IMP 4-2 to 4-3*

So from a long-term 80D-3 planning perspective, Fisher's IMP is inadequate.

### **3. There is no alternative housing location analysis**

In response to Fisher's August 13, 2013 letter to the BRA saying that it was "undertaking a careful review of several alternative scenarios for future growth in other areas of the City,"(and in response to strong community pressure), **the BRA in its September 9, 2013 Scoping Determination required that Fisher in its Student Housing Analysis must include an "alternative student housing location analysis."**

This was not a casual addition to the Scoping Determination. It was the sole addition to what otherwise was a word-for-word recitation of the Student Housing Plan requirements listed in Article D-3.

However, as noted in (2), the IMP does not include any alternative housing location analysis.

As such, the IMP is inadequate and the BRA should require that Fisher revise its plan by adding a detailed alternative housing location analysis.

**4. Fisher's numbers do not tie to the Mayor's Housing Report**

One ongoing concern that we have had with Fisher is its limited and sometimes contradictory/confusing reporting of numbers (this will be the subject of another memo), which makes the task of conducting analysis more difficult. The same issue exists here.

In the IMP, Fisher reports numbers for day students, showing 788 students in 2013-14 and 763 students in 2014-5. However, in its submissions to the Mayor's Housing Report and updates, it reported 978 and 921 Boston undergraduates, respectively.

Fall	IMP	City	Difference
2013	788	978	190
2014	763	921	158
% Change	-3.2%	-5.8%	

Since Fisher is the source of both datasets, it is unclear what constitutes the 158-190 student difference. Our initial thought was that the difference is made up of full-time DAPS students<sup>4</sup> (who are considered full time if they take 2 classes or more in a semester). However, this seems to conflict with Fisher's IMP statements about DAPS student registration being 68:

*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. – IMP 3-4 to 3-5*

To try to establish some consistency, we have used the IMP day school numbers exclusively in this report, and the City numbers in the companion City Housing memo (but applying the 3t.7% growth rate resulting from the day school IMP targets).

However, as will be pointed out in our upcoming data memo, we believe that Fisher's inconsistent numbers are a violation of Section 3 of the Scoping Determination, which states:

***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. – Scoping Determination Section 3*

Accordingly, we suggest that the BRA require Fisher to reconcile its numerical reporting with its housing reports to the City.

**5. Fisher's IMP non-dorm numbers do not tie with its IMPNF figures**

In the same spirit as (4), Fisher's IMPNF stated, "in the 2013 spring term, about 116 Fisher students were living in rental units in the 02116 zip code" (IMPNF p. 18).

In the IMP, Table 6.2 on page 6-3 shows only 25 students living in Back Bay (zip code 02116).

<sup>4</sup> The Division of Accelerated Professional Studies is Fisher's evening/weekend school.

**Table 6.2. Students in Boston Neighborhoods**

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

## **6. Conclusions**

Our basic conclusion is that Fisher's Student Housing Plan is *fundamentally inadequate*, in that the College will use up its new capacity well before the end of the 10-year IMP planning period. It also is *fundamentally unsustainable*, in that Fisher has no path for continued dorm growth in residential Back Bay, yet it has not begun to consider growth plans outside of the neighborhood (despite being required to do so by the Scoping Determination; and despite a statement to the BRA that it had begun this process in August 2013).

An additional problem is that the student enrollment numbers that Fisher shows in its IMP are substantially at variance with the data that it has provided for the Mayor's Housing Report. In the IMP, Fisher says that it had 763 undergraduates in the Fall 2014 semester; while in *City of Boston Student Housing Trends: 2014-2015 Academic Year*, Fisher reported 921 Boston undergraduates (a number that is 21% higher).

In a similar discrepancy, the numbers for students living off-campus in zip code 02116 vary by a factor of almost five between the IMPNF (116) and the IMP (25).

As such, BRA's Adequacy Determination decision becomes obvious. Since the plan is neither adequate nor sustainable, the BRA per its 80D-3 requirements should find that the conditions for a positive Adequacy Determination ruling have not been met. Instead, we urge the BRA to tell Fisher to come back with a revised IMP that is both adequate and sustainable – and with the same numbers that it reports to the Mayor for the City Housing Plan.



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Support for Fisher College's Institutional Master Plan

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Phil Bort <vet7496@gmail.com>

Wed, May 27, 2015 at 8:35 AM

To: Katelyn.sullivan@boston.gov

Miss Sullivan, I am writing to your office because I have been informed that Fisher College has filed an IMP with the Boston Redevelopment Authority. I have also been informed that certain residents and groups within the neighboring area are opposing such plans.

As an alumni of Fisher College, I fully support the IMP for Fisher College. I graduated later in life with a B.S. in Management, the class of 2014. Fisher College is an excellent opportunity for veterans, such as myself and others to complete or to seek out their college education. Fisher is a quality school and offers excellent education opportunities. I am very grateful that Fisher was there for me and hope that it will be there for many more in the future.

Boston has its share of elite and contrary to popular belief they do not rule this city. Boston must continue to support small educational institutions such as Fisher College to give those in the middle class an opportunity to advance themselves with a quality education.

Fisher College is not asking to acquire additional land or buildings but simply to improve upon those facilities in its current operations. The current and future students of Fisher College deserve these improvements.

Thank you for your support and attention to this matter. I am available if you or your office wishes to contact me for further information or support of the IMP for Fisher College.

Sincerely,  
Phillip Bort  
Class of 2014



# scan

BUSINESS SYSTEMS, INC.

20 Pickering Street  
Second Floor  
Needham, MA 02492-3145  
Phone 781-444-0429  
www.scansoftware.com

May 26, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

Dear Katelyn,

I am writing to express our support for the Fisher College Institutional Master Plan under consideration. Our company provides Fisher College with their student and management information systems. Having children of my own in area colleges, I think it is very important that Back Bay keeps a diverse student population.

Fisher has served as a host for events sponsored by our company that bring educators and educational executives from around the country to the area. They love coming to Back Bay with its unique surroundings.

We strongly support Fisher's plans to improve the infrastructure of the college to better attract and educate students in a welcoming environment and continue to contribute to the Boston community.

Sincerely,

Joseph Stefaniak

President



scanware

*The Standard of Excellence in Administrative Software Solutions*

May 19, 2015

Katelyn Sullivan

Boston Redevelopment Authority

9<sup>th</sup> floor, Boston City Hall

Boston, MA 02201

Dear Katelyn,

I am writing to you in support of the proposed expansion of Fisher College.

As a long-time Back Bay resident, I have enjoyed the diversity and culture that Fisher brings to our neighborhood. The students at Fisher bring a vitality and youthful perspective to the area that would not exist otherwise.

My concern is that if the expansion is disapproved, we may see the college move to another location, depriving us of both a wonderful institution and great neighbors.

Best Regards,



Ross Williams

127 Marlborough Street



# FISHER COLLEGE

May 19, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9th Floor  
Boston, MA 02201

Dear Ms. Sullivan,

My wife saw a small advertisement for a Head Librarian in the Boston Globe nearly two decades ago. Having both a Master of Education with an emphasis in English and language arts and a newly minted Master of Science in Library & Information Science from Simmons College, I sent a cover letter and résumé to Associate Dean Charles Perkins, who invited me in for an interview and told me that it was just down the street from Cheers. After three interviews, with ever-increasing numbers of people, I was hired, but I have to admit that prior to commencing my career as College Librarian at this small institution of higher education located on Beacon Street on September 16, 1996, I had not heard of Fisher College.

After completing my 19<sup>th</sup> academic year, I can honestly say that Fisher College, like its well-known neighbor Cheers, is a place "where everybody knows your name," and I ride past it daily on a Hubway bike from South Station to The Esplanade. Fisher subsidizes this mode of transportation as well as MBTA passes for all of its employees. I am greeted each morning by Mario Granadas, a long-time maintenance worker who was voted "Staff Member of the Year" in 2009. As I walk through the doors of 118 Beacon Street, I not only enter Fisher College, but also I enter a tight-knit community started by the Fisher family 112 years ago that creates an environment filled with opportunities for traditional-aged college students and adult learners to grow academically and emotionally through its ever-expanding course offerings and degree levels. Fisher is small, but its reach is grand. The diversity that many other institutions of higher education seek in their student bodies remains one Fisher's most valuable assets. Students from six continents and dozens of states attend Fisher. The rich, the poor, the academically well-prepared, the academically ill-prepared, athletes, actors, actresses, the service-oriented, the fashion conscious, the environmentally minded, smokers, and non-smokers are drawn to Fisher. In short, Fisher serves a niche in higher education, and our students, regardless of background, are given the chance to move their lives forward.

Neighbors are regularly invited to events that Fisher hosts, including music performances and its speaker series. The Fisher College Library, as a member of the Metro-Boston Library Network, which includes the Boston Public Library and all of its branches, among other libraries, lends materials to all holders of a Boston Public Library card, and it serves as a convenient pick up/drop off location for people who live and work in the area.

Come check us out!

Sincerely,



Joshua McKain





# FISHER COLLEGE

May 20, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

Dear Ms. Sullivan,

It is with great pleasure that I write this letter to you in support of Fisher College's Institutional Master Plan. For the past 10 years I have been working as a Librarian and academic advisor at Fisher College. I have had the privilege of assisting students, faculty, and staff with the Library's vast print, audiovisual, and online resources. In this role, and as a member of the Metro Boston Library Network, I have also had the chance to work with and meet residents of the Back Bay and other parts of Boston.

The College has invested in the Library; not just its physical space—the beautiful ballroom of 118 Beacon Street—but its print, audiovisual, and online resources. Most notable is our growing film collection, which not only supports the curriculum of the College, but also is available to members of MBLN. This past fall, a Boston resident who came by the Library with a broken foot, was so happy to check out a DVD that no other library in the network owned.

What drew me to Fisher College initially was the small college environment in Boston's Back Bay. I have been able to build relationships with students through advising, tracking down books and articles through interlibrary loan, and providing reference help for assignments and projects. It has been a wonderful experience to see students grow into themselves as they realize their passions and interests.

My advisees who graduated with a B.S. in Management with a concentration in Fashion Merchandising completed successful internships (at stores, including Michael Kors in NYC and other boutiques right around the corner on Newbury Street) and are now working in the fashion industry. Fisher's students and employees regularly participate in community events, including the Back Bay Alley Rally, which I attended in 2013. And most recently, Fisher hosted the Boston Rotary Club's Humanitarian of the Year Award ceremony.

Fisher plays an important role in the world of higher education by providing students access to a quality educational experience and helping them achieve their goals and become productive members of society.

Thank you for your time.

Sincerely,

Cara Parkoff, Associate College Librarian



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fisher College

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**Ann Wilkinson** <missyannw1@gmail.com>  
To: katelyn.sullivan@boston.gov

Fri, May 22, 2015 at 12:09 AM

As a back bay resident, I was surprised to learn that there could be opposition to the growth proposed in its IMP. Fisher has been a staple of this community for many years and provides an opportunity for young as well as older students to continue their education. I myself am excited to be attending Fisher this fall as a DAPS student. What attracted me, aside from a variety of majors to choose from, is the fact that I can walk to school. Additionally, I can obtain a Bachelor's Degree - Fisher is more than just a Jr. College and has earned the right to be a landmark in our community, one that proudly welcomes a diverse population of students to its campus. I wholeheartedly support Fishers' IMP, and hope that you will also.

If you have any questions or concerns please feel free to contact me at the number listed below.

Ann Wilkinson,

5 Yarmouth Place, #3

Boston, MA 02116

(617) 959-0616

May 21, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9th Floor  
Boston, MA 02201

Re: Fisher College IMP

Dear Ms. Sullivan,

Over the past fourteen years, I have been a student, resident, employee, consumer and supporter of Boston's Back Bay community. I am writing this letter in support of Fisher College's Institutional Master Plan to upgrade and improve its facilities. In my current position with the Massachusetts State Police, I have had the opportunity to work with Fisher College's campus police officials through the Massachusetts Association of Crime Analysts (MACA). My unit also assists Fisher College with event planning and recently provided a threat assessment for Fisher's 2015 commencement ceremony.

By way of background, I was born and raised in Enfield, CT and attended college in Newark, NJ. I was introduced to Boston in 2002 when I began law school on Stuart Street on the edge of the Back Bay community. Over the course of the next three years I developed an attachment to the area having spent the majority of my time there. Upon graduation, I became a permanent resident in Boston and began to serve my community as a criminal prosecutor in the Boston Municipal Court. For three years I worked at a government relations firm in the Back Bay before returning to the field of law enforcement. During my time at that firm, I worked directly with one of Boston's major building developers who attributed his company's success to Boston's youth which is sustained through the variety of educational opportunities. I now live north of the city with my family but still maintain a strong connection to Boston's Back Bay community.

I truly believe that my connection to Boston is a direct result of my positive educational experience. I spent three critical years submerged in a diverse and rich learning environment where my sole focus was to earn a degree. I have since realized that the real value of this experience was the personal development that resulted from my surroundings which provided the ideal atmosphere for inspiration and success. Therefore, I ask that you allow Fisher College to expand their facilities in an effort to continuously provide a high level of education and positive experiences for students of the future. I believe Benjamin Franklin once said, "Without continual growth and progress, such words as improvement, achievement, and success have no meaning." I truly hope that Fisher College is given the opportunity to experience continual growth.

Respectfully,



Jason Stelmat  
jason.stelmat@gmail.com



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fisher college

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Larry Post <lpthejet@aol.com>

Tue, May 19, 2015 at 9:02 PM

To: "katelyn.sullivan@boston.gov" <katelyn.sullivan@boston.gov>

Dear Katelyn,

I am a resident of Back Bay and I am writing in support of the Fisher College Institutional Master Plan. I reside at 142 Marlborough Street (and also own 46 Gloucester Street) and work in Back Bay. I consider Boston a great city because of its vibrancy, diversity and culture and believe that colleges are in large part responsible for these aspects of the city. Colleges like Fisher not only add to Boston's diversity but also provide a youthful perspective that makes Back Bay, in particular, a more open and diverse community.

I have read Fisher College's Institutional Master Plan and support the plans it lays out for growth. Fisher College is a rich example of how a small urban college can enhance both its students' lives and its surroundings. Fisher College has a proven track record of stewardship of its historic buildings, both inside and out, which accrues directly to the benefit of another of Boston's great attributes – its unique architecture. Institutions like Fisher maintain and care for historic brownstones in a manner that many residential owners are unable to duplicate.

I continue to welcome Fisher College and its students to the Back Bay neighborhood. My fear is that if we do not allow Fisher College the minor expansion it seeks they will follow the trail of other institutions that have been forced to leave Back Bay and we will lose an integral part of what makes Back Bay a wonderful place to live.

Please feel free to call me at 617 908 4001

Larry Post

Sent from my iPhone

Katelyn Sullivan  
[Katelyn.sullivan@boston.gov](mailto:Katelyn.sullivan@boston.gov)  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02201

Dear Katelyn,

It is with both pleasure and excitement that I write in support of Fisher College's Institutional Master Plan. As a former employee of the College and as a current Back Bay resident, I know firsthand what an exciting time this is for the time-honored institution. Fisher College's growth is imperative to the education and future success of hundreds of students, and I am happy to lend my support.

I was originally drawn to work at Fisher College in 2012 because of my affinity for the population it predominantly serves. I think some might agree that in the social climate our country currently finds itself, access to education, mentorship, and substantial personal and professional opportunities are indispensable particularly for underrepresented young people in America. Fisher is a leader, as far as I am concerned, when it comes to offering students just that.

I am currently employed at Harvard Law School, an institution that, like Fisher, embraces and celebrates diversity, change, social justice, and equity for all. I am fascinated and inspired by the voices of students I hear on a regular basis regarding our country's current challenge to understand and practice social justice in all communities. The elephant in the room as it relates to Fisher College's IMP and the opposition it faces from some of its neighbors needs attention now. This process is about so much more than minor campus and student population growth, and I fear it has awakened in some a malicious, elitist perspective that I find both toxic and antagonistic.

When I attended a former community meeting during an earlier part of the IMP process in summer 2013 at Fisher College, I found myself enraged and confused over one particular neighbor's comment. The discussion had moved to how Fisher students contribute to the surrounding community. A neighbor stood up and explained, with conviction, certainty, and a laugh, that she knew for a fact that "the students of Fisher College were not economically contributing to the surrounding stores, restaurants, and businesses because they simply can't afford to do so" and went on to question what purpose they really served in the Back Bay at all because of their lack of economic support. While this is both untrue and nonsensical, it is truly disturbing that someone could have this mindset. I would argue that it is also an entirely irrelevant and racially charged notion, one that clearly stemmed purely from this particular neighbor's life experience.

Fisher College students, faculty, staff, and trustees are lending a hand to the Boston community every day, many times in unseen ways. Students do so through civic engagement and internships and employment in fields like nursing, human services, early childhood education, and criminal justice. Faculty and staff go well beyond a 40 hour work week to ensure the safety, security, mental and emotional well-being, and educational opportunities for all students. As a former supervisor and mentor to several Fisher undergraduates, I proudly continue to serve as a reference for current students and recent graduates. These are students who are determined to balance a job and their studies and support their families in honorable ways. These are students who told me that Fisher was their only option after high school. These are students who have said that Fisher went above and beyond to help them in unimaginable times of personal and familial hardship, and these are students who confided that Fisher disciplined them when it was deserved, but was still there to help them when they were ready to try again.

A modestly expanded campus will bring far more opportunity than it will challenge to Back Bay. It will benefit students, families, employees, residents, and various other stakeholders in ways that cannot be measured by data. As a resident, I am far more troubled that I share a neighborhood with ignorant people like the one I mentioned earlier, than I am about fleeting student-generated noise on a Friday night.

I am excited to see what is in store for Fisher College and I applaud their devotion to providing educational access and opportunity to those who need it most.

Thank you for taking the time to read my letter.

Sincerely,

Caroline Rende, EdM  
Marlborough Street Resident



**BOSTON POLICE  
FOUNDATION**  
Back up Boston's Finest

May 19, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9<sup>th</sup> Floor  
Boston, MA 02201

Subject: Fisher College Institutional Master Plan ("IMP")

Dear Ms. Sullivan,

I am writing to express the Boston Police Foundation's support for the Fisher College Institutional Master Plan ("IMP") currently under consideration.

The Boston Police Foundation has as its mission the improvement of the safety and security of our City by funding critical programs and technology for the Boston Police Department. Fisher College has as its mission improving lives by providing students with the knowledge and skills necessary for a lifetime of intellectual and professional pursuits.

Fisher College and the Boston Police Foundation have forged a strong partnership. Mr. Thomas McGovern serves as our clerk, but in addition the college has provided the Foundation with office and conference room space to help us "Back Up Boston's Finest." Further, the Foundation and Fisher College have found opportunities for students to gain practical experience through internships. These activities all demonstrate the level of commitment Fisher College has to contribute meaningfully to the Boston community.

Our organizations can only maintain their important missions through growth. We therefore strongly support Fisher's plan to improve their infrastructure in order that they may continue to be an effective institution of higher learning that allows students to develop into productive, contributing citizens who ultimately improve our lives and our community.

Sincerely,

A handwritten signature in cursive script, appearing to read "Richard A. Parry".

Richard A. Parry CPP, CSIM  
Chairman

The Boston Police Foundation is a 501(c)(3) non-profit organization  
11 Arlington Street, Boston, MA 02116

May 13, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square  
9<sup>th</sup> Floor  
Boston, MA 02201

To Whom it May Concern,

As a 14 year employee of Fisher College, I am writing to express my deepest respect and admiration for the institution and its leadership. Prior to joining Fisher College, I was an executive with a Fortune 500 hospitality company, with many years of management experience. From this experience, I can validate that Fisher College is managed with the highest ethical and professional standards.

It has given me great pride and pleasure to be part of such an honorable institution. The college mission is admirable and provides the guiding principle in all decision making. Decisions are made with sound reasoning and consideration of all stakeholders, including our community. Fisher College honors this community through the impeccable maintenance of our buildings and the beautiful landscaping.

The institutional master plan represents moderate and reasonable changes within buildings that the institution currently owns. These changes will allow the college to provide the level of support and services required in today's academic environment without greatly changing or impacting our neighborhood.

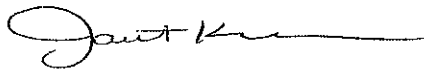
Fisher College is a socially responsible member of the Back Bay community and the city of Boston overall. We provide a college preparation program for Boston high school students, participate in community activities, and support the local economy. This wonderful location allows students easy access to cultural and historical venues and events. Our fashion students are deeply engrained in the Newbury Street community as employees, interns and consumers. The same can be said of our hospitality students and the local hotel and restaurant industries.

Our students come from many different economic backgrounds yet share the common bond of self-improvement. I am humbled to go to work every day and witness the intellectual and social transformation of these students. It is commonly understood that educated citizens are fundamental to the economic and social development of a society. Fisher College truly changes lives through our good work. As the lives of our graduates are forever changed, they facilitate positive change within a family, a community and society overall.



Fisher College is a worthy and honorable resident of the Back Bay, where it has resided for 75 years. I am convinced that President McGovern will guide the College through the respectful implementation of the institutional master plan and work with our neighbors to address their needs while fulfilling our valuable mission and purpose.

Sincerely,

A handwritten signature in cursive script, appearing to read "Janet Kuser Komarnicki". The signature is fluid and extends across the width of the text area.

Janet Kuser Komarnicki



Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fisher Support letter

1 message

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**Dr. Robert C. Maron** <rcm.dana-group@verizon.net>

Mon, May 18, 2015 at 5:56 PM

To: katelyn.sullivan@boston.gov

Cc: ahiggins@fisher.edu

Dear Katelyn,

I have worked as the Director of Counseling Services at Fisher College for the past 5 years. During this time, I have seen the college mature and grow into a first class higher education institution. I also Direct the Counseling Services at the New England College of Optometry (which is also on Beacon St.) , so I have a good reference point. Fisher College prides itself in being the extended family for all students and as such care for the student as a person not just a student.

I am excited to have the opportunity to nurture more students to find their potential as students and individuals. I believe Fisher wants to help students grow personally and educationally. Fisher College would only serve to improve the community one student at a time. We are committed to find common ground in our students and in our community.

Respectfully,

Dr. Robert C. Maron  
Director of Counseling Services

Samuel Plimpton  
100 Beacon Street  
Boston, MA 02116

Mr. Robert Long, President  
Boston Police Foundation  
11 Arlington St.  
Boston, Ma. 02116

Re: Fisher

Dear Mr. Long:

I am writing to ask that you do not issue a letter of support from the Boston Police Foundation for another attempt by Fisher to blunt the long term existing zoning regulations for the Back Bay. During the entire permitting process Fisher has negotiated in bad faith with the neighbors, and to this day does not have an agreement for any neighborhood support. Fisher has continued to flout local traffic, parking and loading regulations. In the last weeks alone there have been multiple complaints of trash pickups in unpermitted hours between 11PM and 7AM. The students continue to be a noisy blight on the neighborhood, for confirmation, please visit on any Friday night.

Fisher continues to make zero to negligible contributions to the neighborhood, zero PILOT payments, and next to zero tax payments. I hope you will align your Foundation with those that local government serves, the Citizens, who overwhelmingly oppose Fisher's plan. Please do not support an increase in the burdens on City of Boston Police and on Citizens, the taxpayers who support and are deeply grateful to the Boston Police. As you have stated, there is a direct link between the Boston Police Foundation and Fisher, as Dr. McGovern serves as your Board Clerk, the Boston Police Foundation receives donated space from Fisher, and a Boston Police Foundation Board Member is a Senior executive of Colliers who serves as development consultant to Fisher. I respectfully ask that the Foundation puts the long term community interests before its own immediate convenience and conflicts, and not support increased intensity of institutional use in the Back Bay.

I attach for your consideration a copy of a recent objection by the BBNA which fairly presents the issues of the Citizens. Thank you for your consideration.

Sincerely Yours,

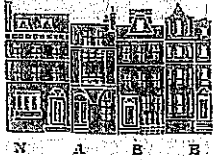
 5/12/15

Sam Plimpton  
100 Beacon St.

Cc:

Honorable Martin J Walsh, Boston  
Mr. Brian Golden, Director Boston Redevelopment Authority  
Mr. Jerome Smith, Director of the Office of Neighborhood Services  
Mr. Jay Livingstone, Massachusetts House of Representatives

Neighborhood  
Association of the  
Back Bay



March 2, 2015

Ms. Katelyn Sullivan  
Boston Redevelopment Authority  
Boston City Hall, Ninth Floor  
One City Hall Place, Boston, MA 02201

**Re: Fisher College Proposed Institutional Master Plan**

**Officers:**

Howard Kessler

*Chair*

Faith Perkins

*President*

Susan Baker

*Vice Chair*

Sybil Cooper King

*Vice President*

Steven Sayers

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Marianne Castellani

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Janet Hurwitz

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Kathleen Kolar

Sonia Kowal

Shirley Kressel

Rosanne Kumins

Elliott Laffer

Jo-Ann Leinwand

Nancy Macchia

Michael McCord

Myron Miller

Tim Ian Mitchell

Molly Mosier

Janine Mudge-Mullen

Jeryl Oristaglio

Roberta Orlandino

Margaret Pokorny

Susan Prindle

Patricia Quinn

Ellen Rooney

Deirdre Rosenberg

Jacqueline Royce

Peter Sherin

Barry Sclar

Anne Swanson

Jack Wallace

Sam Wallace

Steve Wintermeier

Marvin Wool

Jacquelin Yessian

Emily Gallup Faven

*Office Administrator*

Dear Ms. Sullivan:

The Neighborhood Association of the Back Bay (NABB) strongly encourages Fisher College to develop a materially revised proposed Institutional Master Plan (IMP) that directs all expansions or extensions of college activities and enrollment to fully accessible facilities outside of the residential districts, clearly and accurately reflects all projects intended, and which is preceded by; 1) the resolution of all historic district architectural non-compliance and related permitting issues, 2) execution of a Payment in Lieu of Taxes (PILOT) agreement with the city of Boston, and 3) execution of a Good Neighbor Agreement developed and negotiated with a representative group of abutters and residents that addresses the many already existing issues raised at the several public meetings, in the many letters to the Boston Redevelopment Authority (BRA) and in subsequent discussions.

The current proposal seeking material extension of college use, a forbidden use in the H-3-65 residentially zoned section of the Back Bay Historic District, abutting immediately and proximately almost one thousand largely owner occupied residences (see EXHIBIT 3) is flagrantly contrary to over forty years of successful zoning public policy, and directly and materially contrary to the Standards for Institutional Master Plan Review Approval defined in Section 80D-4 required for IMP approval reiterated below:

*"The Adequacy Determination issued pursuant to Section 80D-5 shall require compliance with each element of the Scoping Determination. In addition the Boston Redevelopment Authority shall approve an Institutional Master Plan only if the Authority finds that:*

- (a) the Institutional Master Plan conforms to the provisions of this Article;*
- (b) the Institutional Master Plan conforms to the plan for the City as a whole; and*
- (c) on balance, nothing in the Institutional Master Plan will be injurious to the neighborhood or otherwise detrimental to the public welfare, weighing all the benefits and burdens."*

Any increase in college activities and facilities, including classrooms, offices, dormitories, and recreational and support facilities, as well as any increase in student enrollment in the residentially zoned section of the Back Bay, and any legalization of facilities to support such increases is grossly inappropriate. Fisher College's enrollment, facilities and activities in the community already materially exceed the capacity of the residential neighborhood to absorb student activity as demonstrated by the unanimous testimony of abutters and residents at the four public meetings and in the very many carefully considered letters sent by abutters and residents to the Boston Redevelopment Authority (BRA).

There were thirty-one (31) letters in support of the Fisher College plan, almost all from Fisher College employees, contractors, or alumni almost none of whom are residents of the community or even the city of Boston. There were one hundred forty-one (141) letters in opposition in addition to the almost universal testimony of abutters and residents of the community at each of many public meetings. Many of the letters reflect careful thought giving testimony to a wide range of already existing quality of life matters simply inherent in college use in a residential community. Almost all of these letters, consistent with the underlying zoning and basic precepts of zoning policy, sought no growth of Fisher College in the residential district.

**A. No demonstrated commitment to growth outside the residential community**

In spite of the long-standing forbidden use zoning designation and the inaccessibility of most Back Bay properties to the mobility impaired, Fisher College (unlike its many sister institutions) has demonstrated no commitment to growth outside the residential section of the Back Bay, stubbornly limiting its expansion efforts to the residential district. Fisher College, while circumventing process and community participation “bootlegged” increased enrollment in the residential district putting, commencing in 2011, the property at 111 Beacon Street into college use without college use zoning in place while removing that property from the City’s tax roll. Given the forbidden use designation, inevitable strong abutter opposition, inaccessibility of the property, serious hazards of jaywalking, and removal from the City’s tax rolls it is highly unlikely that the Board of Appeal would have granted the necessary variance relief.

In 2007 Fisher College removed 1 Arlington Street from the City’s tax roll and now seeks to preclude 10/11 Arlington Street from rejoining the City’s tax base. Without required Certificates of Appropriateness from the Back Bay Architectural Commission nor approvals from the Parks and Recreation Commission Fisher College substantially upgraded and expanded its cafeteria to serve increased enrollment erecting, contrary to the published historic district architectural guidelines, multiple kitchen exhaust and make-up air fans, heat pump compressors and HVAC units fronting on Storrow Drive, the Esplanade, David Mugar Way, the Fiedler Overpass and the Hatch Shell (see EXHIBIT 2). Fisher College has extended college activities to the conditional use dormitory properties at 131 and 133 Beacon Street through the installation of the Student Center and the Academic Center for Enrichment.

Rather than pursuing expansion opportunities outside the residential districts Fisher College in 2012 acquired 10/11 Arlington Street, again without college use zoning in place or outreach to the community, committing \$15 million for proposed office space for the college’s senior staff. This represents on a net per square foot basis some of the most expensive space in the City. Per the Institutional Master Plan Notification Form (IMPNF) that acquisition is intended to facilitate even further increases in enrollment in the residential district by freeing space for additional classroom and dormitory expansions in the school’s already problematic facilities on the Arlington Street to Berkeley Street block of Beacon Street.

In addition to facilitating expansion of Fisher College’s Beacon Street enrollment and college activities, the proposed 10/11 Arlington Street property would extend the school’s footprint even further into the residential district, impacting additional residents. It would isolate the college’s senior staff from the school’s dormitories and classrooms located on Beacon Street. This would make the college’s senior staff in effect absentee and thereby less responsive to the issues associated with a large concentration of students in a residential district. Financially, the \$15 million dollar commitment to 10/11 Arlington Street limits Fisher College’s ability to seek growth opportunities outside the residential district.

**EXHIBIT 3: RECAP - RESIDENTIAL ABUTTERS AND FY 2015 TAX ACCESSED VALUES**

	Immediate Abutters <sup>1/</sup>	Additional Proximate Abutters <sup>2/</sup>	Total Abutters
<b>Tax Assessed Values and Payments:</b>			
Total Tax Assessed Values	524,848,596	681,286,229	1,206,134,825
Less Tax Exempt Fisher College Properties	<u>46,557,567</u>	<u>0</u>	<u>46,557,567</u>
Tax Assessed Values Net of Fisher College Properties	<u>478,291,029</u>	<u>681,286,229</u>	<u>1,159,577,258</u>
Total Annual Tax Payments	<u>4,729,700</u>	<u>7,356,217</u>	<u>12,085,917</u>
<b>Residential Units:</b>			
Residential Condominiums	234	439	673
Single Family Homes	3	9	12
Two and Three Family Buildings	0	10	10
Apartment Units (est.)	<u>130</u>	<u>150</u>	<u>280</u>
Total Residential Units	<u>367</u>	<u>608</u>	<u>975</u>

Note 1: Immediate Abutters - Properties on; 1) the Arlington to Berkeley Street Block of Beacon Street, 2) the Beacon Street to Commonwealth Avenue Block of Arlington Street, and 3) the south side of the Arlington Street to Berkeley Street Block of Marlborough Street

Note 2: Additional Proximate Abutters - Properties within One Block of the Immediate Abutters

Unlike the highly successful refocusing of Suffolk University whose principal facilities were at the time located on the very periphery of the Beacon Hill residential community, were in fact partly in commercial zoning, did not include non-permitted expansions nor bootlegged extensions and architectural non-compliance issues the Fisher College properties and proposed extensions are fully embedded in a residential neighborhood. That situation vastly compounds the negative impacts of intensification of college use and materially increases the number of residential property owners impacted. Emerson College and Simmons College each effected a highly successful transition out of the residential Back Bay district.

Disappointingly the proposed Fisher College Institutional Master Plan apparently contemplates no growth, transition or refocusing of Fisher College facilities or enrollment to facilities outside the Back Bay residential district. Such growth potentially could be in areas of the City or its surrounds where the school's presence and academic facilities could indeed on the whole be a contributing factor to the local community.

There are a multitude of opportunities to invest the \$25 to \$30 million committed by Fisher College to the acquisitions without college use zoning in place or outreach to the community of 1 Arlington Street, 10/11 Arlington Street and 111 Beacon Street, not to mention the estimated \$18 to \$19 million in market value tied up in the 115, 139 and 141 Beacon Street residential investment properties, to effect growth elsewhere in the non-residential areas of city or its surrounds. Those funds could provide several times the square footage of space available in the Back Bay enabling Fisher College to effectively serve a larger and more diverse number of students with a full set of social, athletic and academic facilities all fully accessible to the mobility impaired while providing a viable path for the long-term perpetuation of the school and its mission.

Fisher College pursuant to BZC #3336 and BZC #3337 seeking to enable college classroom use of 131 and 133 Beacon Street (see ATTACHMENT A) the Board stated:

*“The Board also finds that the specific site is not an appropriate location for such use, that the proposed use will adversely affect the neighborhood, that a nuisance will be created by the use, that there will be a serious hazard to vehicles and pedestrians, and that adequate and appropriate facilities cannot be provided on this locus for proper operation of the intended use.*

*The board is certain that there is no justification whatsoever for relaxing the provisions of the Code and concludes that none of the conditions required under Article 6, Section 6-3 of the Boston Zoning Code have been met.”*

Since the BZC #3336 and BZC #3337 decisions and the rezoning of the Back Bay designating college as a forbidden use in the H-3-65 residentially zoned section of the district the neighborhood has changed dramatically. With the relocation of Emerson College, Chamberlayne College, Katherine Gibbs, and Simmons College among many others and the development and evolution of condominium ownership the residential section of the Back Bay, and notably the Arlington Street to Berkeley Street block of Beacon Street, has evolved from a predominance of schools, dormitories, and absentee-owned lodging houses to a community dominated by owner-occupied residential condominiums, along with single, two and three family homes and apartments making the prospects of any extension of college use even far more inappropriate today.

Concurrently, most lodging houses, professional and other office and institutional properties have now been converted to conforming, predominantly owner occupied, residences, helping make Boston with its robust in-town residential communities one of the strongest and most desirable metropolitan areas in the country. Almost all the nearly one thousand immediate and proximate abutting residential properties and residences were acquired by their current owners in material reliance upon the protections inherent in the H-3-65 residential zoning, including the forbidden use designation of college use, and further in reliance upon the architectural protections of the historic district.

## **2. Injurious to the neighborhood and otherwise detrimental to the public welfare - Standards of Review 80D-4(c)**

The introduction to the Institutional Master Plan section of Article 80, Section 80D-1 entitled “Institutional Master Plan Review: Title; Purpose” provides:

*“The purpose of Institutional Master Plan Review is to provide for the well-planned development of Institutional uses in order to enhance their public service and economic development role in the surrounding neighborhoods.”*

Increase and/or intensification of college use in the H-3-65 residentially zoned district of the Back Bay would have little public service benefit to the surrounding neighborhood and the City as a whole, especially when compared to potential alternative growth strategies for Fisher College outside the residential district. Rather than having an economic development role, the proposed extension of college activity and student enrollment would serve as a significant economic depressant on the local community. The fact is that Fisher College could provide a significant public service benefit, best serve its stated educational mission and best enhance the school’s long-term prospects by directing its growth to any of a number of non-residential areas in the city of Boston or in the greater Boston area.

**EXHIBIT 4: FISHER COLLEGE PROPERTIES – ASSESSED VALUES AND TAX STATUS**

<u>Address</u>	<u>Type</u>	<u>2015 Tax Assesed Value</u>	<u>Current Annual Tax</u>
<b>School Properties:</b>			
1 Arlington Street	Classrooms, Offices	2,917,000	Exempt
102 Beacon Street	Fisher College (dormitory - Mortimer Hall)	5,106,277	Exempt
104 Beacon Street	Fisher College (dormitory - Smith Hall)	3,868,180	Exempt
106 Beacon Street	Fisher College (dormitory - Smith Hall)	4,022,068	Exempt
108/110 Beacon Street	Fisher College (classrooms, offices)	6,190,487	Exempt
111 Beacon Street	Classrooms, Offices	1,919,500	Exempt
112 Beacon Street	Fisher College (dormitory - Florence Hall)	3,249,131	Exempt
114 Beacon Street	Fisher College (dormitory - Florence Hall)	3,095,244	Exempt
116 Beacon Street	Fisher College (Florence Hall)	3,249,131	Exempt
118 Beacon Street	Fisher College (classrooms, offices)	6,190,487	Exempt
118 Beacon Street	Fisher College (industrial)	279,500	8,693
131 Beacon Street	Classrooms, Offices	3,340,500	Exempt
133 Beacon Street	Classrooms, Offices	3,365,000	Exempt
	Subtotals	46,792,505	8,693 *
<b>Investment Residential Apartments:</b>			
115 Beacon Street	Apartment Bldg (8 or more units - Fisher College)	2,644,500	30,211
139 Beacon Street	Apartment Bldg (4-6 units - Fisher College)	2,936,500	36,690
141 Beacon Street	Apartment Bldg (8 or more units - Fisher College)	2,637,000	26,047
	Subtotals	8,218,000	92,948
<b>Other Properties:</b>			
10 Arlington Street	Telles Institute, a non-profit	874,357	Exempt
	Commercial	245,500	7,093
	Subtotals	1,119,857	7,093
11 Arlington Street	Telles Institute, a non-profit	1,093,143	Exempt
	Subtotals	2,213,000	7,093
	Totals	57,223,505	108,734

\*Note: The hypothetical annual real estate tax of the exempt Fisher College properties assessed at \$46,792,505 would be \$1,381,315 at the current \$29.52 per \$1,000 commercial tax rate or \$566,657 at the current \$12.11 per \$1,000 residential rate.

**c) Complete Absence of a Legal Loading Zone**

Article 24 of the Zoning Code would, if the Fisher College properties were not grandfathered, require two full sized loading bays to serve Fisher College's 109,881 sq. ft. of contiguous properties on the north side of Beacon Street consisting of 102 through 118 Beacon Street. Fisher College has in fact no legal loading bay whatsoever. Remarkably Fisher College has designated one parking space abutting its auditorium and cafeteria addition at the rear of 104-114 Beacon Street as its loading space. This is grossly inadequate and creates a material hazard. In very many instances due to vehicle length, tail gates and/or loading ramps deliveries need block one or more of the required means of egress of the auditorium/cafeteria in the adjacent mall addition in flagrant violation of Section 11.07 of the Boston Fire Prevention Code.

**Section 11:07 – Obstruction to Means of Egress:**

- (a) "All means of egress including designated doors, windows, aisles, passageways, corridors, fire escapes, and stairways which are a part of the way of exit travel to the public way shall be kept unobstructed either by persons or things and shall be ready for use while such buildings are occupied."



e) **Serious Hazards of Jaywalking**

The proposed Fisher College extensions are located directly across busy Beacon Street from Fisher College's original dormitories, classrooms and cafeteria facilities on the north side of Beacon Street. Unlike other colleges located on both sides of high traffic arteries such as Boston University on Commonwealth Avenue and Northeastern University on Huntington Avenue where jaywalking is precluded by railroad tracks with fencing often distracted Fisher students jaywalk through Beacon Street traffic along the whole length of the block. Jaywalking is particularly pervasive given the mid-block locations of almost all of the Fisher College facilities.

The Arlington Street to Berkeley Street block of Beacon Street is already highly congested with traffic often at high speed and with limited visibility coming off the Storrow Drive exit ramp as well as traffic coming up Beacon Street through the difficult often confusing Storrow Drive exit and Arlington Street interchange. The persistent jaywalking by often distracted students presents a very hazardous situation both for the students and drivers, a hazard which will only be aggravated by extension or legalization of additional facilities on the south side of Beacon Street and on Arlington Street and with any increased student activity or enrollment in the area.

This situation and the hazards are already acutely evident following Fisher College extension of classrooms (albeit without college use zoning in place) to 111 Beacon Street greatly increasing the frequency of street crossings by Fisher College students. There should be no IMP approved or extension of Fisher College to the south side of Beacon Street that endorses or perpetuates the current very hazardous jaywalking situation.

f) **Quality of Life Issues**

The laundry list of quality of life and safety issues involving such matters as traffic, parking, off-hours truck deliveries, extended bus parking, trash management, smoking, noise, playing in the street, congregating on the sidewalk, litter and other activities common among young people and aggravated by the physical limitations of the Beacon Street site is daunting. The underlying common thread is that essentially all quality of life issues will inevitably be intensified by increased student activity and enrollment in the residential district so as to be "*injurious to the neighborhood and otherwise detrimental to the public welfare.*"

3. **Non-Conformance with the Provisions of Article 80D – Standards of Review Section 80D-4(a)**

Fisher College's Article 80D application seems fundamentally flawed in that the IMPNF was incomplete failing to include as proposed projects significant elements of the current plan some of which have yet to be clearly identified. Fisher College does not now have a legal use for college classrooms and/or offices for either 111 Beacon Street nor apparently for 1 Arlington Street and only provisionally (until June 30, 2015) for dormitory use, defined in the Code as a high impact use, for 133 Beacon Street. However, the IMPNF did not include as proposed projects legalizing of any of these uses representing in the aggregate 28,432 gross square feet. Two of those elements, legalizing college use of 1 Arlington Street and long-term dormitory use of 133 Beacon Street, evidently are intended still not to be reflected in the proposed IMP. Section 80D-5 at 2(b) provides:

3. **133 Beacon Street:** Legalization of the long-term “College or University Use” of this 9,830 gross square foot property instead of dormitory use under zoning use item No. 13, “*Dormitory not on the same lot as, but accessory to, a use specified in Use Item No. 16A or Use Item No. 18*” which dormitory use was granted by the Board of Appeal pursuant to BZC #30122 only provisionally to expire June 30, 2015 (see ATTACHMENT C).

The “sunset” expiration incorporated by the Board of Appeal in its 133 Beacon Street decision only provisionally legalizing dormitory use is considered by the residents and abutters as a very important vehicle, i.e. lever, for helping minimize potential issues arising from Fisher College’s operations in the community. If Fisher College had sought to legalize the change of use of 111 Beacon Street before putting that property into forbidden college use or sought the removal of the “sunset” proviso attached to the dormitory use of 133 Beacon Street many of the concerns now being raised by residents and abutters would have been brought forward in the public processes at that time.

Significantly, the change of use permit application would have been expected to trigger other requirements including Article 30 of the Zoning Code entitled “Barrier Free Access.” At this juncture the residents, abutters and the community have been deprived of the opportunity to participate in a public process with respect to these significant matters not brought forward in the permitting processes nor included as a proposed project or identified in the IMPNF.

#### **D. Non-compliance – Architectural and Boston Parks and Recreation Commission Requirements**

Section 8 of Acts, 1966 Chapter 625 “*An Act Creating the Back Bay Residential District in the City of Boston and Establishing in the Boston Redevelopment Authority the Back Bay Architectural Commission and Defining its Powers and Duties*” provides:

“Section 8. Certificate of Design Approval. No person shall construct any exterior architectural feature in the Back Bay Residential District, or reconstruct, alter, change, except as hereafter provided, the exterior color of, or demolish any such feature now or hereafter in said area, until such person shall have filed in duplicate with the secretary of the commission an application for a certificate of design approval in such form and with such plans, specifications and other material as the commission may from time to time prescribe and a certificate of design approval shall have been issued as hereinafter provided in this section.”

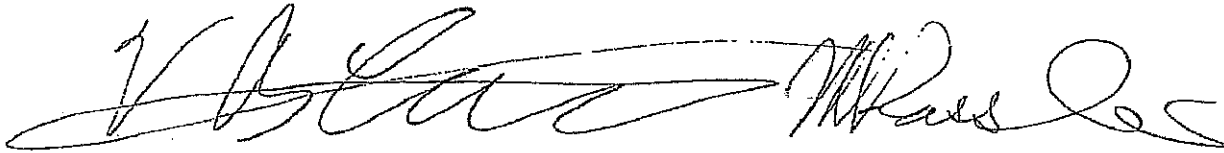
Further, City of Boston Ordinance Chapter 7, Section 7-4.11 (“*No building or structure shall hereafter be erected or altered within a distance of one hundred (100) feet from park or parkway in the City of Boston, without permission in writing having first been obtained from the Parks and Recreation Commission...*”) requires approval of the Boston Parks and Recreation Commission for all buildings, structures, including flag pole and flag, constructed or altered within 100 feet of Storrow Drive or David Mugar Way fronting on the Fiedler Overpass, the Esplanade and the Hatch Shell or the Public Garden.

The importance of historic district architectural requirements was emphasized in Section 4 of the scoping determination and in the BRA Urban Design Memo. Unfortunately in addition to the multiple unapproved items of external mechanical equipment installed at the rear of 102-114 Beacon Street fronting on Storrow Drive, David Mugar Way and the Esplanade reflected in Exhibit 2 Fisher College has installed contrary to the published architectural guides and without required permits and approvals additional external equipment, conduit, fixtures and sign (flag) notably at 1 Arlington Street, 131/133 Beacon Street and 111 Beacon Street.

Any proposed institutional master plan by Fisher College need be subject to; 1) presentation of a definitive plan directing all extensions of college activities, enrollment and facilities to accessible facilities in non-residential districts, and 2) a plan that clearly identifies and encompasses all proposed projects and elements comprising the plan, and need be preceded by, 3) resolution of historic district architectural and signage non-compliance issues, 4) execution of a payment in lieu of taxes (PILOT) agreement with the City and 5) negotiation and execution of a mutually agreeable Good Neighbor Agreement with a representative group of abutters and residents.

Sincerely,

The Neighborhood Association of the Back Bay



V. B. Castellani, Chair Zoning Committee

Howard Kassler, Chairman

VBC/sb

Attachments

cc: Honorable Martin J. Walsh, Mayor City of Boston

Mr. Brian Golden, Director Boston Redevelopment Authority

Carolina Avellaneda, esq., General Counsel / Vice President of Operations - Fisher College

Mr. Jerome Smith, Director of the Office of Neighborhood Services

Ms. Linda Kowalcky, Deputy Director for Institutional

Mr. Jay Livingstone, Massachusetts House of Representative; Jay.Livingstone@mahouse.gov

Mr. Josh Zakim, District 8 City Councilor; josh.zakim@boston.gov

City Councilor at Large Stephen Murphy; Stephen.Murphy@cityofboston.gov

City Councilor at Large Ayanna Pressley; Ayanna.Pressley@cityofboston.gov

City Councilor at Large Michelle Wu; Michelle.Wu@boston.gov

City Councilor at Large Michael Flaherty; Michael.F.Flaherty@boston.gov

Mr. Chris Cook, Commissioner, Boston Parks and Recreation Commission

Mr. Ronald W Rakow, Commissioner, Assessing Department

Ms. Kristen McCosh, Commissioner, Commission for Persons with Disabilities

Mr. William Young, Director of Design Review, The Environment Department City of Boston

IMP Task Force Members:

Sam Duncan, Gibson House Museum

Meg Mainzer-Cohen, Back Bay Association

Tani Marinovich, The Esplanade Association

Peter Sherin, NABB & Beacon Street Resident

Ben Starr, Beacon Hill Civic Association & Beacon Street Resident

Andrea Vayda, Beacon Street Resident

Ed Zuker, Beacon Street Resident

# MY LIFE MY CHOICE

Empowering Youth. Ending Exploitation.

May 15, 2015

Katelyn Sullivan  
Boston Redevelopment Authority  
One City Hall Square, 9<sup>th</sup> Floor  
Boston, MA 02210

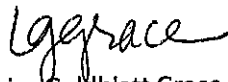
Dear Ms. Sullivan:

I am writing in support of Fisher College's Institutional Master Plan. Fisher College is a profound resource for individuals in our community seeking to advance their education. In particular, in addition to being an overall outstanding private college, Fisher College creates a home and a pathway to success for students who otherwise might not have the opportunity to succeed in higher education.

As the Director of a local nonprofit serving vulnerable young people, I feel strongly about the importance of having Fisher in our community. Fisher has been a welcoming place for our clients as well as our staff. Fisher's campus is well located and accessible for all members of our community. Fisher's plans for minimal growth and improvement would only serve students better. Further, I have seen first hand the consistent way in which Fisher maintains these beautiful historic buildings. Their stewardship of these properties is noteworthy.

In sum, the presence of Fisher College right in the heart of Boston is important for our community; therefore, I am in full support of their Institutional Master Plan. Thank you for your time.

Sincerely,



Lisa Goldblatt Grace, LICSW, MPH  
Cofounder & Director





Katelyn Sullivan <katelyn.sullivan@boston.gov>

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## Fisher College IMP

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Thomas Gill <tdgill@me.com>  
To: Katelyn.Sullivan@boston.gov  
Cc: "Joanne S. Gill" <jodygill@me.com>

Thu, May 14, 2015 at 7:43 AM

Dear Ms Sullivan,

My wife and I are resident at 303 Berkeley St, and have previously communicated with you on the plans of Fisher College. Our views remain unchanged. We live in an historically residential neighborhood. Absent the presence of Fisher College, it would by now have wholly returned to its residential roots, to the material benefit of Boston's tax base. At its present size, Fisher College is an unwelcome intrusion, by day, and especially by night, all hours of the night, on quiet residential life. Any expansion of its footprint, in real estate or student numbers, is a prospect too appalling to contemplate.

We trust the City will act in this matter in its own best interest as well as the best interest of its tax paying residents.

Very truly yours,

Tom Gill



Katelyn Sullivan &lt;katelyn.sullivan@boston.gov&gt;

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**Lawsuit with Fisher College**

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**Butts, Susan** <butts.s@tbcam.com>

Wed, May 13, 2015 at 5:58 PM

To: "katelyn.sullivan@boston.gov" &lt;katelyn.sullivan@boston.gov&gt;

Hi Katelyn,

Please be advised that I am currently suing Fisher College for breach of contract due to academic misconduct. Fisher College has proved to be an untrustworthy institution seeking revenue first, students and neighbors last.

Fisher College intentionally ruined my son's education to benefit themselves by recruiting students into a program that was intended for closure with the purchase of 111 Beacon Street, The Butera School of Art. The Department of Education requested that Fisher College not accept any new students into the program. Yet, Fisher College held an open house on August 4<sup>th</sup> and lured in prospective students anyway, only to close the program three weeks into the first semester in October 2010, but not notify students until January 2011, when the semester was almost over and student loan money already dispersed to the school. They enrolled students and approved Federal Student Loans for a program not approved by the Department of Education. Unfortunately, my family took the bait, not for second suspecting the fraud we were about to encounter in our own home state.

We have been trying to negotiate ( unsuccessfully ) with Fisher College for years now so that my son could get a fresh start with his education. That window of opportunity is now closed. We have now hired attorneys to bring this to court.

Fisher College is denying that the purchase of 111 Beacon Street in 2010 was a real estate deal, but it's obvious from the evidence we have acquired that the true intention of the purchase was to pad their expanding real estate portfolio. This paragraph in the IMF is just further proof.

**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 11 and 13 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.**

My son's educational future and our family has been negatively and permanently impacted by Fisher College. They should not be approved for any further development given the unethical circumstances in providing false "education" and accepting Federal Funds for an unapproved program .

Ms. Katelyn Sullivan, Project Manager  
Boston Redevelopment Authority  
Boston City Hall  
One City Hall Place, 9th Floor  
Boston, MA 02201

June 5<sup>th</sup>, 2015

**Re: Fisher College Proposed Institutional Master Plan – *Reasons for Rejection***

Dear Ms. Sullivan.

I am writing as a neighbor of Fisher College in response to its revised IMP filed in May 2015, about 21 months after opposition to its earlier IMP led to the College's decision in late summer/early fall 2013 to rethink this original Plan.

As Fisher College states, it has removed several projects proposed in its original IMP. Nevertheless it continues to propose a significant expansion of the number of its students and the scale and scope of student-related activities in a residential neighborhood that is already at times highly congested.

I leave it to lawyers and others more familiar with codes and zoning regulations applicable to the Back Bay neighborhood to delineate the violations of these rules that are still inherent in the new IMP. In addition to these critical points - noting that once violations are allowed they set a precedent for future violations - I base my opposition to the IMP on the grounds that:

1. The neighborhood cannot reasonably absorb more resident student and associated activities within its boundaries, given the space available and its location adjacent to the Boston Public Gardens and Common as well the configurations and traffic patterns of the roads around its perimeter and passing through it;
2. The outcomes of the IMP would be bad not only for residents but also for the experiences of the students. They will find themselves in a locale and an environment cheek by jowl with people and activities whose needs, priorities and expectations inevitably clash with theirs (we were all students once, so it is not that we are insensitive or unsympathetic to their expectations and hopes);
  - a. In this context I find it especially disingenuous of Fisher College to refer to this neighborhood as its campus, when it has none of the characteristics of a college campus.<sup>1</sup>

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<sup>1</sup> I refer you to the Fisher web site and its "Virtual Campus Tour" (sic) at <http://www.youvisit.com/tour/fisher?pl=v>, with the picture of 116 Beacon Street and the

3. The experiences of the neighborhood with Fisher College over many years do not provide any encouragement that existing, let alone future (and inevitably if the IMP is implemented magnified and probably new) issues will be resolved promptly and in good faith;
  - a. The fact that it has not been possible to reach a Good Neighbor Agreement during the period since a Good Neighbor Agreement Committee was set up almost 2 1/2 years ago in January 2013 provides enough evidence on its own to justify this conclusion. Members of NABB have clearly and consistently explained the problems and their solutions. Their resolution should not require the skills and patience of a Senator George Mitchell (US Special Envoy who played a key role in negotiating the Good Friday Agreement in Northern Ireland to bring to an end centuries of conflict);
  - b. In the broader city-wide context it is also a bad sign that to my knowledge Fisher College has not, nor does it have any plans to make contributions under the PILOT (Payment in Lieu of Taxes) program;
4. Alternative more suitable locations for the expansion of Fisher College within Boston or the Greater Boston region can surely be found that will not incur or justify the same opposition from other legitimate well-established interests in these other areas and run the risk of constant conflict between their needs and activities and those of the student body. The properties that Fisher has acquired are extremely valuable, and their sale should provide ample resources to fund Fisher College's plans.

In addition I also have grave concerns, but far from sufficient information to reach definitive conclusions, about the financial model on which Fisher College's operations are built. It is not clear to what extent the ability of the college to finance its expansion plans over the next ten years is at risk. It is not clear whether this college is serving its students well in terms of the outcomes of their education and the situations in which they will find themselves (financial and employment prospects) after their time at this institution.

The residents of the neighborhood are not as far as I am aware opposed to Fisher College's remaining in Back Bay, at least not if a Good Neighbor Agreement can be established and followed that mitigates the well known problems that have arisen in the past and persist. But expansion of the kind proposed in the IMP is unacceptable. It will be harmful for the residents of this neighborhood as well as for the students who will be crammed into a small "uncampus."

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language in the accompanying voice over. At one point in January this year on a Red Line car (unfortunately I did not have a smartphone with me to take a picture) I saw an advertisement for Fisher College that also referred to its "campus" on Beacon Street.



Sincerely,

A handwritten signature in black ink, appearing to read "Martyn Roetter". The signature is written in a cursive style with a horizontal line striking through the middle of the letters.

Martyn Roetter D.Phil Physics (Oxon)