

## **Alaska Design Forum, Inc. Organization Information**

### **MISSION OF YOUR ORGANIZATION:**

The mission is to broaden the discussion on design and the built environment through lectures, temporary installations, competitions, exhibitions and publications.

### **BRIEFLY SUMMARIZE THE BACKGROUND/HISTORY OF YOUR ORGANIZATION:**

Since 1992, ADF has advocated to stimulate and elevate design discussions in Alaska. The annual Lecture Series has proved to be a strong programmatic backbone, connecting local Alaskans with world-class designers. Special Projects have spun off based on the seasons' themes, resulting in exciting projects such as installations and publications. These projects provided impactful moments in the community and created long-lasting shared memories.

For a state without a design school, ADF has served as a nexus for local design professionals, linking them to a global network of designers and the general public in Alaska. The creative horsepower of the organization has always been driven by an enthusiastic group who serve as the Board of Trustees, who also carry out much of the programmatic capacity on a volunteer basis. For almost thirty years, incremental outcomes have resulted in providing a vernacular platform in Alaska for the community to value design and design thinking.

Between 2015 and 2018, many founding Board members left to give room for new Board members with fresh perspectives. This second generation of Board members grew up inspired by the earlier work of ADF. Unfortunately, the lack in transfer of knowledge to file 990s resulted in the organization losing its non-profit status in the spring of 2018. A task force was immediately formed to fix the situation. The following six months illustrated an existential turning point for the organization emotionally and fiscally, unable to secure grants or fundraise tax-deductible contributions. The retroactive reinstatement was officially awarded in March 2019.

This application represents the first year ADF is fully back on its feet, with a reinvigorated Board of Trustees who have dedicated themselves to bring the organization out of the shadows. The vision of the current Board is to expand on inspiring memories ADF has brought for the community into the future for the next generation of designers in Alaska.

## Alaska Design Forum, Inc. Project Information

### PROJECT DESCRIPTION:

#### **1. Lecture Series:**

Eight designers from around the world will visit Alaska's three largest cities. Selections are curated to represent various design industries. This program provides our community with access to world-class designers, encouraging inspirational exchange of ideas and fostering rich discussions on the relevance of design.

Guests are encouraged to respond to these prompts:

*How does play affect human behavior and the built environment; and vice versa, how does the built environment and human behavior affect play?  
Do adults play enough and what aspects are underutilized?*

Speakers/Key Individuals:

Thomas Heatherwick (London)  
Chris Reed (Bos)  
Toshiko Horiuchi MacAdam (Nova Scotia)  
Craig Dykers/Snøhetta (NY/Oslo)  
Neil Durbach (Sydney)  
Yuko Tamaguchi (Tokyo)  
Daniel Vasini/West 8 (Rotterdam/NY)

#### **2. Invitational Installation Series**

ADF will inject Alaskan communities with a surge of *PLAYPOWER* initiatives to activate public spaces and remote villages during the dark and cold December climate. The invitational installations will serve as visible anchors in Anchorage, Fairbanks and Juneau during *PLAYDAY*. This project proposal includes six installations; three outside designers and three Alaskan designers in each of the three major cities in Alaska. Concept designs from invitees will serve as a community-wide invitation to participate, so the final number of projects will scale based on the level of enthusiasm from the community. The current shortlist of out-of-state invitational designers include:

Raw Design (Toronto)  
Zaskun Chinchilla (Madrid)  
Numen / For Use (Berlin)  
Spontaneous Interventions (NY)  
Jeppe Hein (Copenhagen)  
Studio Tomas Saraceno (Berlin)  
Hello Wood (Hungary)

Final selection of the invitees will be decided by a special committee of Board members, partner organizations, and land owners of the installation site.

#### **3. Workshops**

Invitees will facilitate a series of public workshops at their respective cities for community

feedback. The first workshop will allow for community feedback on concepts. Video production from this workshop will be shared on social media to encourage a state-wide response, including those in rural Alaska communities, to stimulate community curiosity. A second workshop will formalize teams to fabricate and develop the invitee's concepts. In our experience, these workshops provide invaluable experiences for local designers and community members.

#### 4. PLAYDAY

The culmination of installations will target project completion on 12.02.2021, a date that mirrors the year and month-day. While physical installations will serve as visible anchors for the general public audience, we will develop a communication strategy to encourage everyone to participate by designing their own installations in a low-effort and cost effective way. The current plan is to produce several "DIY Design" YouTube videos utilizing local materials. Our goal is for non-designers to be inspired think accessibly about design and join.

**SCHEDULE OF KEY PROJECT DATES: Describe the significant dates in the project. If you include activities that occur before the earliest allowable start date (January 1, 2021, if you apply at the February 13, 2020, deadline or June 1, 2021, if you apply at the July 9, 2020, deadline), indicate by adding an asterisk (\*) and make sure that those activities and costs are not included on the Project Budget form.**

All project costs fall between January 2021 and December 2021.

#### Lecture Series Timeline

Aug 2020 : Confirm speaker availability  
 Nov 2020 : Secure funding and finalize budget  
 Dec 2020 : Finalize all contracts with speakers  
 Feb to Jun 2021 : Present 4 lectures (Part 1)  
 Sep to Dec 2021 : Present 4 lectures (Part 2)

#### Installation Project Timeline

Dec 2020 : Secure funding and finalize budget  
 Feb 2021 : Project kickoff and finalize list of invitational designers  
 Jun 2021 : Finalize contracts with invitational designers  
 Jun 2021 : Site acquisition  
 Aug 2021 : Concept designs due and launch outreach for the general public  
 Sep 2021 : Public Workshop #1 – Invited team introductions  
 Oct 2021 : Material allocation  
 Nov 2021 : Public Workshop #2 – Concept development and fabrication  
 12.02.2021 : PLAYDAY launch and Installation Opening at activated public spaces state-wide  
 12.29.2021 : Close out all financial obligations for the entire PLAYPOWER project  
 02.02.2022 : De-installation

## **INTENDED AUDIENCE/PARTICIPANTS/COMMUNITY: Who will benefit from the project and how will they be engaged?**

There are two groups to ADF's target audience.

The first audience group includes Alaska design professionals: architects, graphic designers, landscape architects and others who directly benefit from access to a global network of designers and design thinkers.

The second audience group includes the general public who are directly or in-directly associated with Alaska design professionals. This includes community leaders, future clients, design consultants, contractors, developers and other members of the design adjacent industries.

These two groups work symbiotically. Our role as an organization is to elevate the value of design in the community that in turn empowers designers to do good work and better serve the public.

Finally, perhaps in a subtle way, we have parallel efforts to incorporate Alaska Native communities and reach those in rural Alaska. We respect the original inhabitants of this land and seek opportunities to broaden our audience and stakeholders. In order to make projects feasible and respectful, we are in the preliminary stages of forming stronger partnerships (such as with CIHA) and fostering existing organizational relationships to find opportunities.

**SELECTION OF KEY ORGANIZATIONAL PARTNERS: If your project involves organizational partners, describe the process and criteria for the selection of key organizations. Where relevant, describe their involvement in the development of the project to date. Where they remain to be selected, describe the selection procedures that you plan to follow and the qualifications that you seek. An organizational partner is an outside entity that will provide resources (other than money) to support the project. Because all projects require matching resources from non-federal sources, organizations that only provide money are not considered partners. Funders are not excluded from being partners, but they must also supply human resources or information capital, or actively participate in another way. Organizational partners are not required.**

ADF has fostered strong relationships with organizational partners. This support has enabled the organization to exist with minimal overhead and allowed for a pure form of creativity to drive directions on projects and programs.

Committed *PLAYPOWER* organizational partners:

**Anchorage Museum** will provide staff and venue for the Lecture Series;

**AIA Alaska** will certify the Lecture Series as AIA Continuing Education Learning Units (LU);

**Intrinsic Landscapes** will serve as a key partner to secure sites for PLAYPOWER Installation Series, having strong connections with many land-owning public agencies;

**Cook Inlet Housing Authority** will partner to provide potential sites for the installations;

**Erin Hamilton Design, 5th Avenue Design and Clutch Media** will provide professional services in graphics, web and IT in-kind;  
**360North** will donate half of fees to record and broadcast the Lecture Series;  
**MCG Architects** will provide administrative headquarters and 250 staff hours in-kind.

**SELECTION OF KEY INDIVIDUALS:** Briefly describe the process and criteria for the selection of key individuals who will be involved in this project (e.g. primary artist(s), project director, artistic director, executive director, teaching artist, curator, editor, folklorist, conductor). Where relevant, name the key individuals and describe their involvement in the development of the project to date. If you are applying for a project for which the key individuals are not yet identified, describe the process for selecting them, i.e., open submissions, reading committee, selection by the artistic director, etc., and the qualifications that you seek.

The *PLAYPOWER* Lecture Series speakers are listed below as Key Individuals.

**DESCRIPTION OF KEY ORGANIZATIONAL PARTNERS OR INDIVIDUALS:**

<p><b>Organization/Individual Name:</b> (b) (4)</p> <p><b>Proposed or Committed:</b> Proposed</p> <p><b>Description of Organization/Individual:</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
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**Organization/Individual Name:** [REDACTED]

**Proposed or Committed:** Proposed

**Description of Organization/Individual:**

[REDACTED]

[REDACTED]

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**Description of Organization/Individual:**

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**Organization/Individual Name:** [REDACTED]

**Proposed or Committed:** Proposed

**Description of Organization/Individual:**

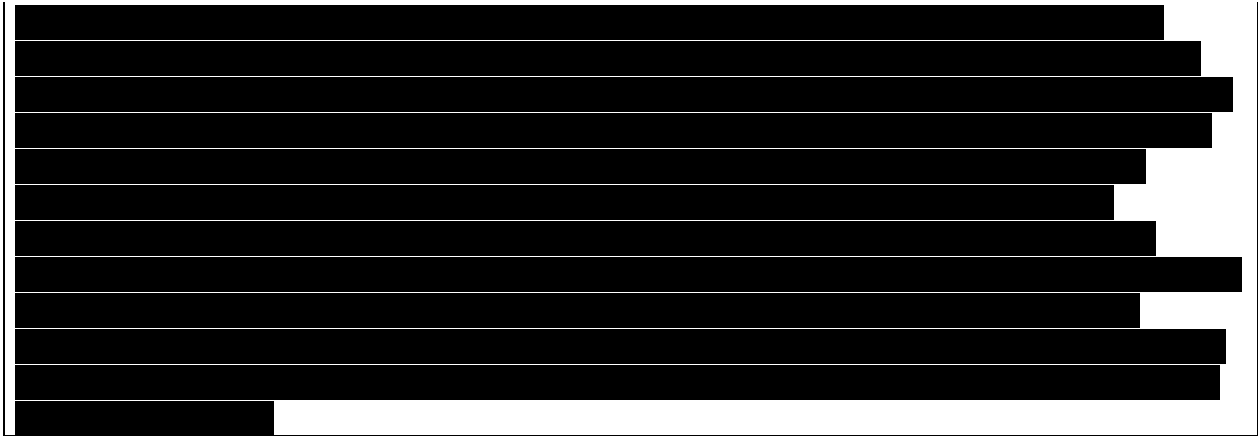
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[REDACTED] ayful forms with serious execution will add to the diversity of perspectives to our lineup.

**Organization/Individual Name:** [REDACTED]

**Proposed or Committed:** Proposed

**Description of Organization/Individual:**



**PERFORMANCE MEASUREMENT: How do you define and how will you measure success from your project? Describe any plans you have for program evaluation, for working collaboratively with researchers, strategic consultants, program evaluators, and/or any other plans for performance measurement related to the project. Include plans for documenting and disseminating the project results, as appropriate.**

We track quantitative measurements by tracking attendee numbers for all events, as well as comparing website traffic, Facebook and Instagram metrics with the program calendar. These indicators serve as overall analysis on organizational and project performance at the macro level.

For qualitative performance measurement, we host regular stakeholder gatherings starting in 2020. The concept of a feedback loop started with a gathering in December 2019 with past and current Board members. The information shared and outside perspective was valuable for the current Board, and so all future Board Retreats will include a session facilitated by at least one past Board member. We intend to host similar gatherings with representatives from partner organizations and sponsors close to the end of the year, which aligns with the fundraising calendar.

Providing a safe space for constructive and critical feedback will not only measure performance but also steer stronger planning efforts for the future.

**BSA Foundation  
Boston Foundation for Architecture  
Organization Information**

**MISSION OF YOUR ORGANIZATION:**

Our mission is to build a better Boston by engaging communities, inspiring vision, and provoking positive change. Our vision is to establish Boston as a resilient, equitable, and architecturally vibrant city by 2030. We deliver on this vision via three goals:

- 1.) To ensure all students in Greater Boston have access to design education.
- 2.) To provide design resources for all of Greater Boston's neighborhoods.
- 3.) To use design to engage and empower the public to address regional challenges.

**BRIEFLY SUMMARIZE THE BACKGROUND/HISTORY OF YOUR ORGANIZATION:**

The BSA Foundation (BSA) was established by the Boston Society of Architects/AIA in 1971. By creating a variety of design-based programs and utilizing multiple communications channels, we reach individuals (via adult and youth and family design education); promote strong communities (via community charrettes, workshops and design assistance programs); and contribute to the improvement of Greater Boston systems (by partnering with municipalities to foster community-driven, equitable, viable urban plans). 10-14 exhibitions are organized by the BSA each year to expose the public to the power of design and are enhanced by expert led tours and thematic programs. We proudly offer our 25,000 + annual visitors free admission to our galleries, which are open 362 days per year. Our design exhibitions are interpreted by programs and events with curators and artists. Multi-year initiatives are not unusual for the BSA. Programming related to each goal uses multiple platforms to reach various audiences within and beyond BSA Space. To deliver on the youth education goal we offer family and youth workshops, job shadowing days, and collaborations with Boston Public Schools and other youth education providers, prioritizing underserved communities. In 2019 alone, we executed 102 youth and family programs, serving more than 3,200 participants. Our community design resources goal is delivered via panel discussions, design charrettes, pro-bono design work and public forums. Often, these programs span multiple days or weeks. Last year, we served over 300 people with five community design programs. Our third goal addresses systemic challenges via community meetings and collaborations with municipalities. In 2019, we hosted four public programs related to this goal, which attracted 185 participants. This past year we also launched a two-year collaboration with the City of Boston: co-hosting a Housing Design Innovation Fellow who will apply design and policy solutions to affordable housing.



**BSA Foundation  
Boston Foundation for Architecture  
Project Information**

**PROJECT DESCRIPTION:**

The triple-decker (three decker) is an iconic New England housing typology built from 1870 until 1910 and offering immigrant and low income families a way into homeownership. The Future Decker Design Competition seeks to draw from the triple-decker as an architectural and social typology in relationship to the housing needs of low and middle income families and individuals today.

This design competition invites teams to propose innovative ideas for small-scale affordable multi-family housing on vacant city-owned land in the low income neighborhoods of Mattapan, East Boston and/or Dorchester. While it is often difficult for communities to imagine their neighborhoods changing with larger buildings, engaging early with residents about the way they want to live opens the possibility of adding gentle density for the sake of creating opportunities for those being displaced by the scarcity of housing in Boston. Submissions to the competition will be evaluated on the merits of design innovation, the creation of interesting, beautiful and architecturally vibrant spaces, as well as supporting policy and financial incentives, to propose original solutions to one of Boston's largest challenges. Importantly, quality design will be a major component of the selection criteria.

This competition is the second major project of a two year initiative that the BSA and the City of Boston's Housing Innovation Lab (iLab) launched in late 2019 when they began cohosting a two year Fellow focused on solutions to the region's housing crisis that use design and policy innovations. The request for proposals (RFP) for the competition will build off the first year of this initiative, which will host community engagements to solicit input from residents on their memories and associations with their current or former homes, as well as their ideas for how they would like to live physically and socially, with an eye towards becoming part of the pool of home owners again. These sessions, held in the winter and spring of 2020, will use facilitated conversations, design activities and written documentation. The work collected from the community engagement sessions will culminate in an interactive exhibition at the BSA during the summer of 2020. Visitors to the exhibition will be invited to add their own triple decker and future decker stories.

Drawing on the expert design membership of the BSA, proposals will be accepted from area design and architecture firms, scholars and interdisciplinary teams. The competition will include:

- Public kick-off discussion about the triple decker, community engagement work and the competition.

- Info session (live/webinar) to answer questions and go through specifics of the competition.

- Website to host the competition, take submissions, showcase the finalists.

- Jury of various backgrounds to review and select finalists.

- Public event to announce finalists.

- Meetings with neighbors and local residents around the site(s) throughout the process.

**SCHEDULE OF KEY PROJECT DATES: Describe the significant dates in the project. If you include activities that occur before the earliest allowable start date (January 1, 2021, if you apply at the February 13, 2020, deadline or June 1, 2021, if you apply at the July 9, 2020, deadline), indicate by adding an asterisk (\*) and make sure that those activities and costs are not included on the Project Budget form.**

\*March- April 2020: Community Engagement sessions on triple deckers and future deckers

\*May 2020: Workshop with MIT Real Estate Innovation Lab to give further ideas to project scope (includes professionals from many disciplines)

\*August 2020: Public Exhibition at BSA gallery showcasing information from community engagement, workshops, local artists and interactive pieces

\*Summer-Fall 2020: Develop RFP for competition with Advisory group

February 2021: Competition Premier with Panel discussion and presentation of community engagement and prior exhibition

March 2021: Release Competition RFP and launch website; Host info session for Q&A

April 2021: First Round submissions due

May 2021: Jury Selects Finalists and public celebration

June 2021: Finalists present to community members and revise submissions

July 2021: Jury Selects winner and public announcement

September 2021: Finalist begins to work with City and continues to work with community to permit project

**INTENDED AUDIENCE/PARTICIPANTS/COMMUNITY: Who will benefit from the project and how will they be engaged?**

The promise of “gentle density” of the triple-decker typology produces legible streetscapes, historically unique, walkable, and desirable neighborhoods. A great concentration of Boston’s existing triple-decker housing exists in communities that are increasingly cost-burdened by access to stable, affordable housing. As such, with limited inventory and an increased market demand for housing, these same Boston communities are more likely to encounter the vulnerabilities of housing instability, displacement, and gentrification.

The Future Decker community conversations will focus on the triple-decker rich neighborhoods of Dorchester, East Boston, and Mattapan and these narratives will have direct bearing on the development of the Future Decker competition parameters. These neighborhoods represent some of Boston’s low-income communities. Community engagement workshops and listening sessions will be recorded, translated, transcribed and shared as the foundation for creating a competition brief that incorporates the voices of residents most likely to be affected by the development of new housing typologies.

As the competition process evolves, representatives of these communities will be asked to participate as expert consultants, jurors, and neighborhood liaisons. Public forums will be hosted in neighborhood branch libraries and other community spaces to ensure access to meet interested stakeholders where they are.

The ideas put forth in design competitions are often opaque to non-designers. The BSA has a track-record of communicating these ideas to broader audiences through publications, exhibitions, and neighborhood events and will work to both translate the competition's outcomes and to augment their potential with the continued input of community members. The feasibility of implementation requires mechanisms for on-going feedback between decision-makers, residents, and designers.

**SELECTION OF KEY ORGANIZATIONAL PARTNERS: If your project involves organizational partners, describe the process and criteria for the selection of key organizations. Where relevant, describe their involvement in the development of the project to date. Where they remain to be selected, describe the selection procedures that you plan to follow and the qualifications that you seek. An organizational partner is an outside entity that will provide resources (other than money) to support the project. Because all projects require matching resources from non-federal sources, organizations that only provide money are not considered partners. Funders are not excluded from being partners, but they must also supply human resources or information capital, or actively participate in another way. Organizational partners are not required.**

The iLab is the co-host of the Housing Innovation Design Fellow, who is overseeing the design competition. Two criteria led to the selection of the iLab as a key partner: its history in executing joint initiatives related to design solutions for city-wide challenges with the BSA, and its ability to effect policy and financial incentives to bring the ideas proposed by the winning design to scale throughout the city.

The City of Boston's Department of Neighborhood Development was selected as it will be providing a city-owned site, or sites, on which the winning design will be built.

Additionally, we will partner with neighborhood organizations and community development corporations working in the communities of the site(s) for the project. We have an extensive network of such partners, and plan to work with them to engage local communities and make sure the project is reflective of community impact via the organizations that have trust and credibility with those communities.

**SELECTION OF KEY INDIVIDUALS: Briefly describe the process and criteria for the selection of key individuals who will be involved in this project (e.g. primary artist(s), project director, artistic director, executive director, teaching artist, curator, editor, folklorist, conductor). Where relevant, name the key individuals and describe their involvement in the development of the project to date. If you are applying for a project for which the key individuals are not yet identified, describe the process for selecting them, i.e., open submissions, reading committee, selection by the artistic director, etc., and the qualifications that you seek.**

This project is being led by Housing Innovation Design Fellow, Wandy Pascoal, and BSA and iLab staff. Pascoal was selected via a rigorous interview process that reviewed applicants on technical expertise, knowledge of design, housing policy and public realm, and ability to work across disciplines. Jenny Efron, the BSA's Director of Policy, is responsible with marrying the expertise of the BSA's design membership with systemic problems facing the built environment in Boston. Taylor Cain, Director of the iLab, applies her PhD in sociology to solving Boston's housing crisis and works with the multitude of City agencies to lead pilots like this into real policy and zoning changes.

The advisory group is a balance of architects, planners and housing experts from the private sector and the City. The jury will be comprised of experts in architecture, affordable housing, real estate development and finance, academics, policy makers and community members from the competition site(s).

## **DESCRIPTION OF KEY ORGANIZATIONAL PARTNERS OR INDIVIDUALS:**

**Organization/Individual Name:** City of Boston's iLab and DND  
**Proposed or Committed:** Committed

### **Description of Organization/Individual:**

The iLab was founded by Boston Mayor Martin J. Walsh in 2015 to address Boston's growing affordable and middle income housing shortage. The iLab develops solutions to this shortage via three guiding principles:

1. Prioritizes people.
2. Engages collaborators.
3. Experiments early and often.

The Housing Innovation Lab (iLab) is partnering with the BSA on oversight and funding of the Housing Design Innovation Fellow, and making sure that policy and financial incentives are married with the design solutions proposed by the winning design team.

The City of Boston's Department of Neighborhood Development (DND) works with communities to improve Boston's neighborhoods through investing in public resources. Its main jobs are to create housing options, support tenants, foster homeownership, end homelessness, and manage the City's real estate.

The DND will be providing the city owned site or sites on which the winning design(s) will be built.

**Organization/Individual Name:** Wandy Pascoal: Program Manager  
**Proposed or Committed:** Committed

### **Description of Organization/Individual:**

As the Housing Innovation Design Fellow, Wandy oversees efforts of using innovative design

to create more affordable housing throughout Boston. Wandy spends her time at both the BSA and the City of Boston's Housing Innovation Lab, which co-hosts the fellowship. Prior to joining the BSA and iLab, she worked as an architectural designer at Stull and Lee, Inc, and Madison Park Development Corporation, where she gained some understanding on the intersection of community development and design. She holds a BFA of architecture from UMass Amherst and an M. Arch from MassArt.

**Organization/Individual Name:** Jenny Effron: Program Director and BSA Director of Policy  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

With a background in community development and affordable housing, as well as degrees in Urban Planning and Law, Jenny brings a collaborative approach to her role as Policy Director. Before joining the BSA, she spent over 5 years as the Executive Director of a Main Streets organization in the South End of Boston, where she worked on neighborhood improvement projects, public park activation and small business assistance. Jenny holds a Juris Doctor from Brooklyn Law School and a Masters in Urban Planning from Hunter College.

**Organization/Individual Name:** Taylor Cain: Program Director and Director of the iLab, PhD  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Working throughout graduate school, including a summer as a fellow with the Mayor's Office of New Urban Mechanics, Taylor comes to City Hall with expertise in urban sociology and experience engaging different communities in discussions about complex urban issues. Taylor received her Ph.D. in Sociology from Boston University in 2019, after spending three years as an ethnographer in community meetings, local businesses, and the homes of Boston residents. Taylor's early years in Boston inspired her dissertation research about the ways in which middle class households with children navigate increasingly expensive urban landscapes.

**Organization/Individual Name:** Jay Lee AIA, Advisory Committee Member  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

As the Assistant Director of Design and Construction at the Department of the Neighborhood Development (DND), Jay is responsible for managing the design and construction of new and rehabilitated residential, commercial and open space development for the department. Jay works within the Neighborhood Housing Development which provides loans and grants to non-profit and for-profit partners to develop & preserve affordable housing and create neighborhood open spaces, community gardens, and urban farms for the City of Boston and its residents. Jay's staff assists within planning initiatives, community process presentations and reviews projects in the design phase & monitor the construction. Jay attended the University of Pennsylvania and the Graduate School of Design at Harvard University.

**Organization/Individual Name:** Natalie Punzak, Advisory Committee Member  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Punzak is an Urban Designer at the Boston Planning and Development Agency. Prior to joining the BPDA as an Urban Designer Punzak worked as an architectural designer at Hamilton Anderson Associates and completed a Fellowship with Challenge Detroit, a leadership and professional development program focused on creating social impact through partnerships with Detroit non-profit organizations. She graduated from Yale University in 2016 with a Bachelor of Arts degree in Architecture.

**Organization/Individual Name:** Tamara Roy FAIA, Advisory Committee Member  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Roy is a principal at the interdisciplinary global firm Stantec. Named one of Boston's Top 50 Power Women In Real Estate and 2016 President of the Boston Society of Architects, Roy specializes in housing, hotel, office, retail, and mixed use projects. She led the design for the MassArt Treehouse, called the "most interesting Boston high rise in years". Known as 'the mother of the micro-unit', Tamara helped craft Boston's new compact housing policy pilot. She teaches at MassArt and is the mother of two young adults.

**Organization/Individual Name:** Aeron Hodges AIA, Advisory Committee Member  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Aeron Hodges is an Senior Associate at Stantec Architecture. Based in the Boston office, she has lead the design for many urban projects, in particular high density multi-family housing. She is also co-founder of WHAT'S IN, a design research initiative aiming to find innovative urban housing solutions that are sustainable and affordable. In 2018, WHAT'S IN advised the City of Boston on a new compact policy that allowed for smaller units to be built. Aeron's work has been published by d3 Assemble, AIA Young Architects Forum and Architecture Boston Magazine. She is the recipient of the ONEin3 Impact Award given by Mayor Walsh to outstanding civic leaders under age 35. She has also recently become the 2018 Plym Fellow from University of Illinois Urbana-Champaign.

**Organization/Individual Name:** Killion Mokwete, Advisory Committee Member  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Mokwete is a UK trained and registered Architect (RIBA chartered Architect) with international experience in architecture & urban design. He has worked in London, UK, Botswana, Africa, Kumasi, and Ghana before relocating to the USA with his family. Currently Killion is leading a community masterplanning project in Fond-des-Blancs, Haiti at Build Health International (BHI) and large a University project called the Sustainable Village Learning Community (SVLC) in Archaie, Haiti. Prior to BHI, Killion worked at Shepley Bulfinch. He has been an adjunct lecturer at Northeastern University since 2015, teaching various studios and also has taught at Boston Architectural College (BAC) since 2016 where he is part of the Community Practice and Gateway studios. He holds a BA in Architecture from Plymouth University and an MA of Professional Practice in Architecture from the University of Portsmouth.

**Organization/Individual Name:** Julio Pilier, Advisory Committee Member  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Julio Pilier is a Housing Development Officer for the Department of Neighborhood Development (DND). He obtained a BS in Political Science from the University of Massachusetts Dartmouth. In his previous role as a Program Manager for the Boston Home Center Julio worked with Boston's First-time Home-buyer Program which included providing education and down payment and closing cost assistance funds. Current projects include the assessment and ultimate redevelopment of city-owned land along the Blue Hill Avenue corridor, one of the lowest income neighborhoods in the city.

**PERFORMANCE MEASUREMENT: How do you define and how will you measure success from your project? Describe any plans you have for program evaluation, for working collaboratively with researchers, strategic consultants, program evaluators, and/or any other plans for performance measurement related to the project. Include plans for documenting and disseminating the project results, as appropriate.**

Short-term quantitative measures include: number of submissions to competition, number of attendees to community conversations, and amount of public comments on design process. Short-term qualitative measures of success include the level of enthusiasm for the competition by the design community, and press and social media coverage. Mid-term success would be reflected by the City piloting a zoning and permitting program based on the design ideas set forth by the winning design, and that relies on community feedback. Long-term quantitative measures of success include the number of housing units built and the number of residents served by the new housing. Long-term qualitative measures of success include recognition of the efficacy of the design solution to a major systemic problem, and neighborhood pride in the housing built. Project results will be disseminated via the website and/or catalog of ideas created as part of the design competition.

**Building Bridges Across the River**  
**THEARC**  
**Organizational Information**

**MISSION OF YOUR ORGANIZATION:**

Building Bridges Across the River's (BBAR) mission is to improve the quality of life for families living east of the Anacostia River by providing leadership, management & fiscal oversight of the 11th Street Bridge Park (Bridge Park), Town Hall Education Arts Recreation Campus (THEARC), THEARC Farm, THEARC Theater & Skyland Workforce Center. Through these projects, BBAR utilizes a multi-sector approach to address significant social, health, environmental & economic disparities that exist in DC.

**BRIEFLY SUMMARIZE THE BACKGROUND/HISTORY OF YOUR ORGANIZATION:**

BBAR's was founded in 1997 to manage facilities that provide our community access to the highest quality arts, health, education, recreation and social service organizations in the city. Our main campus at THEARC (where we house 13 multi-sector nonprofits) and BBAR projects like the Bridge Park and Skyland Workforce Center intentionally cohabitate nonprofits and services to enable BBAR to care holistically for residents and create best practices for fostering a healthy and thriving community.

This proposal focuses on the work of the 11th Street Bridge Park, Washington, D.C.'s first elevated public park located on the piers of the old 11th Street Bridge spanning the Anacostia River and connecting the communities of Navy Yard/Capitol Hill & Anacostia/Fairlawn. After an extensive community engagement process from 2012-2014, the Bridge Park conducted an international design competition and announced OMA + OLIN as the winning design team in 2014. To date, the Bridge Park has had over 1,000 community meetings to work with residents on the design of the park and other initiatives, including the development of the project's Equitable Development Plan.

Bridge Park's community engagement process has become a national model for a community-led design process and a catalyst for neighborhood revitalization efforts. The multifaceted project sits at the epicenter of larger cross-sector initiatives that are being explored by cities across the US. Goals include: **HEALTH** - improve public health disparities by providing access to safe and maintained spaces for active recreation and wellness education; **ENVIRONMENT** - reconnect residents with the long-forgotten Anacostia River to promote river health and foster the next generation of river stewards; **SOCIAL** - physically connect isolated communities in Wards 7 and 8 (east of the Anacostia River) with Ward 6 (west of the River); and **ECONOMIC** - serve as an anchor for equitable and inclusive economic development.



## **Building Bridges Across the River**

### **THEARC**

#### **Project Information**

#### **MAJOR PROJECT ACTIVITIES:**

**The Bridge Park requests funding from the NEA to support design fees for OMA + OLIN in the final stages of design for this world-class civic space. Funds will support the project as it evolves from 60% of design toward final construction.**

From the beginning, the Bridge Park has been an inclusive effort to create a physical and metaphorical connection between two long-divided communities in Washington, DC. The earliest stages of the project included residents, stakeholders, artists and nonprofits in determining programming objectives for the space. Now, as the project moves from partial design to fully-realized construction plans, the Bridge Park staff will continue to engage residents to ensure that design accurately reflect the needs of the community and the practical, daily use requirements of programming partners.

During the grant period, the Bridge Park will use its reconstituted Design Review Committee, a coalition of residents, nonprofits, civic association leaders, artists, government officials and other stakeholders, to provide feedback to designers OMA + OLIN. The Design Review Committee will meet with designers biannually to see updated design work and provide feedback. Nonprofit partners that will operate programming spaces on the park will also meet with designers frequently to ensure the space is designed and built out to meet their needs and specifications.

Funds from the NEA will support Bridge Park's efforts to: (1) convene community stakeholders and the Design Review Committee biannually to provide feedback; (2) engage lead designers from OMA + OLIN in enhancing design to meet the needs of programming partners; and (3) engage key local and federal partners quarterly to review progress including: National Trust for Historic Preservation, National Capital Planning Commission, National Park Service and US Army Corps of Engineers, among others.

**DESIGN:** OMA + OLIN's winning design, Anacostia Crossing, is a place of exchange inspired by Pierre L'Enfant's original plans for DC and the rich history along the Anacostia. Program concepts sourced from the community include: performance spaces; public art; an environmental education center; urban agriculture; a playspace; restaurant; and a kayak/canoe launch. The park is anchored by a multi-purpose plaza that is the center meeting point for residents from both sides of the River. The OMA + OLIN design was unanimously selected by the competition jury and the Design Review Committee in October 2014.

**EQUITY:** OMA + OLIN's design work and continued engagement of stakeholders is complemented by the project's Equitable Development Plan that has **radically shifted the geopolitics of Washington DC east of the Anacostia River** and promoted public-private collaboration that ensures that our most vulnerable residents can thrive in place. This project sits at the epicenter of a divide that has existed for generations in our city—the growing disparity between the have and have nots separated by just 900 feet of water. The unique nature of the

Bridge Park, and the project's ability to act as a convener around the most pressing issues in DC, positions the project to **act against displacement and gentrification with urgency, collaboratively generated resources and power.**

In 2015, the Bridge Park worked with the community and experts to create an Equitable Development Plan that outlines how the Bridge Park and partners can combat displacement and create equitable and inclusive economic opportunities in surrounding neighborhoods (target area is 1 mi. walkshed around the future park). Working collaboratively with hundreds of residents and stakeholders, recommendations were made in four key areas: workforce development, small business enterprises, affordable housing and cultural equity. The Bridge Park has pivoted to implementing the plan, raising over \$56MM of investment (more than the estimated cost of building the Park) that will go directly into the community.

### **SCHEDULE OF KEY PROJECT DATES:**

#### Intermediate Design Development (January 2019 – July 2019)

January 2019 – May 2019: Develop detailed construction plans and estimates  
Meeting with Design Review Committee  
Meeting with resident partner organizations (Anacostia Watershed Society)

January 2019 – March 2019: Prepare preliminary construction schedule

May 2019: Submit intermediate plans, estimate and preliminary construction schedule to the District Department of Transportation (DDOT)

May 2019 – July 2019: DDOT Review intermediate plans

#### Final Design Development (July 2019 – March 2020)

July 2019 – March 2020: Develop final construction plans and estimates  
Meeting with Design Review Committee  
Meeting with resident partner organizations (Anacostia Watershed Society)

February 2020 – March 2020: Prepare detailed construction cost estimate

March 2020: Submit final contract plans, specifications and estimate to DDOT

### **INTENDED AUDIENCE/PARTICIPANTS/COMMUNITY: Who will benefit from the project and how?**

Despite a rich history and a waterfront ranking among the city's leading natural resources, Southeast DC's Ward 8, where Bridge Park touches down east of the Anacostia River and our nonprofit is based, has been isolated from the rest of DC economically, socially and culturally for decades. BBAR-whose mission is to serve families living east of the River-has prioritized Ward 8 residents as the beneficiaries of the park. We are working toward this goal by coupling

the design and construction of the project with an equal investment in the implementation of the project's Equitable Development Plan (EDP).

The populations we serve east of the Anacostia River face high rates of unemployment with nearly 2/3 of residents age 16 and above either unemployed or not in the labor force. Median household income east of the river is \$33,400 compared with \$112,500 west of the river. 73% of occupied housing units east of the river are renters with 56% of renters spending 30% or more of their income on housing. Neighborhoods east of the river face some of the highest child poverty rates in the city, hovering around 50%, and 39% of homes in Ward 8 are headed by single females. 92% of residents east of the river are African American, compared to a more mixed population of 28% African American, 65% White & 4% Hispanic west of the river.

These statistics show a highly vulnerable population that is susceptible to changing market forces and this data was grounds to develop an EDP.

Examples of implementation of the EDP have included starting a Ward 8 Home Buyers Club (HBC) in partnership with local nonprofit MANNA Inc. The HBC has seen 160+ participants & 53 Ward 8 residents are in the process of buying homes. The Bridge Park has also raised funds to stand up a Community Land Trust (CLT). A CLT Advisory Committee has been formed & Bridge Park partners have 2 properties that are currently being developed to be transferred into the CLT.

**SELECTION OF KEY ORGANIZATIONAL PARTNERS: An organizational partner is an outside entity that will provide resources (other than money) to support the project. Because all NEA projects require matching resources from non-federal sources, organizations that only provide money are not considered partners. Funders are not excluded from being partners, but they must also supply human resources or information capital, or actively participate in another way. If applicable, briefly describe the process and criteria for the selection of key organizations that will be involved in the project. Where relevant, describe their involvement in the development of the project to date. Where they remain to be selected, describe the selection procedures that you plan to follow and the qualifications that you seek. Organizational partners are not required.**

Key organizational partners included on the listing below are on the Bridge Park's Design Review Committee. They were selected by the organization and City Councilmembers to represent a variety of voices from the surrounding neighborhoods. Most partners listed below have been involved in the project since the beginning and were members of the Design Review Committee during the design competition in 2014. There are a total of 27 organizational partners included in the Design Review Committee.

#### **DESCRIPTION OF KEY ORGANIZATIONAL PARTNERS:**

<p><b>Organization Name:</b> Anacostia BID  <b>Proposed or Committed:</b> Committed</p>
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**Description of Organization:**

The Anacostia Business Improvement District (BID) is comprised of thirty square blocks in the southeast quadrant of Washington, D.C. Supplementing existing DC services the BID provides enhanced cleaning and implements new programming to revitalize the commercial district. Member of the Design Review Committee

**Organization Name:** Anacostia Community Boathouse Association

**Proposed or Committed:** Committed

**Description of Organization:**

The Anacostia Community Boathouse Association (ACBA) is dedicated to fostering safe and environmentally responsible recreation on the Anacostia River by maintaining a community boathouse located at 11th and O Streets in Southeast Washington, DC. Member of the Design Review Committee since 2014.

**Organization Name:** Anacostia Coordinating Council

**Proposed or Committed:** Committed

**Description of Organization:**

The Anacostia Coordinating Council (ACC) was established in 1983 as a volunteer, membership consortium of organizations and individuals involved with the revitalization of Anacostia and its adjacent neighborhoods. Founded to organize community support for getting the Anacostia Metro Station built, the ACC has expanded to address a large amount of issues that face the community. Member of the Design Review Committee since 2014.

**Organization Name:** ANC 6B Commissioner

**Proposed or Committed:** Committed

**Description of Organization:**

ANC 6B represents an area bounded roughly by the US Capitol to the West, 19th St SE and the Anacostia to the East, East Capitol Street to the North, and the Southeast/Southwest Freeway to the south. Ten Single-Member Districts (SMDs) comprise ANC 6B. Kristen Oldenburg (ANC 6B) has been a member of the Design Review Committee since 2014.

**Organization Name:** ANC 8A Commissioner

**Proposed or Committed:** Committed

**Description of Organization:**

ANC 8A proudly serves the communities of Anacostia, Fairlawn, Fort Stanton and Hilldale. Greta Fuller (ANC 8A) has been a member of the Design Review Committee since 2014.

**Organization Name:** Kaboom!

**Proposed or Committed:** Committed

**Description of Organization:**

KaBOOM! is the national non-profit dedicated to giving all kids— especially those living in poverty— the childhood they deserve through great, safe places to play. Member of the

Design Review Committee.

**Organization Name:** Deputy Mayor for Planning and Economic Development  
**Proposed or Committed:** Committed

**Description of Organization:**

The Office of the Deputy Mayor for Planning and Economic Development (DMPED) assists the Mayor in the coordination, planning, supervision, and execution of economic development efforts in the District of Columbia with the goal of creating and preserving affordable housing, creating jobs, and increasing tax revenue. DMPED pursues policies and programs that create strong neighborhoods, expand and diversify the local economy, and provide residents with pathways to the middle class. Member of DRC.

**Organization Name:** National Park Service - National Capital Parks East  
**Proposed or Committed:** Committed

**Description of Organization:**

National Capital Parks-East is an administrative unit that supports several National Parks sites in Washington DC and Maryland. They oversee Anacostia Park where the Bridge Park lands on the east side of the Anacostia River. Member of the Design Review Committee since 2014.

**Organization Name:** Washington Performing Arts  
**Proposed or Committed:** Committed

**Description of Organization:**

Washington Performing Arts' mission is to provide the Washington community with performing arts presentations of the highest quality and of varied content and tradition; to provide lifelong learning opportunities through arts education, youth involvement, and community partnerships; to support and nurture performing artists and their art forms. Member of the Design Review Committee since 2014.

**Organization Name:** Anacostia Watershed Society (AWS)  
**Proposed or Committed:** Committed

**Description of Organization:**

The mission of the Anacostia Watershed Society is to protect and restore the Anacostia River and its watershed communities by cleaning the water, recovering the shores, and honoring the heritage. The vision is to make the Anacostia River and its tributaries swimmable and fishable, in keeping with the Clean Water Act, for the health and enjoyment of everyone in the community. **AWS has signed a MOU with the Bridge Park to operate the Environmental Education Center.** Member of the DRC since 2014.

**SELECTION OF KEY INDIVIDUALS:** Briefly describe the process and criteria for the selection of the key individuals that will be involved in this project. Where relevant, name the key individuals and describe their involvement in the development of the project to date. Where they remain to be selected, describe the procedures that you

**plan to follow and the qualifications that you seek.**

Jason Long (OMA) and Hallie Boyce (OLIN) were the lead designers on their proposal submission to the Bridge Park design competition. Their team was recommended by the Design Review Committee and unanimously selected by an expert jury of five individuals including: Howard Frumkin (Dean, University of Washington School of Public Health), Toni Griffin (Professor of Architecture, City College of New York), Carol Mayer-Reed (partner-in-charge, Mayer/Reed), Michael Pride (Professor of Architecture, University of New Mexico) and Harry Robinson (Professor of Urban Design and Dean Emeritus, Howard University).

Scott Kratz, the Bridge Park's Director, worked with former DC Office of Planning Director Harriet Tregoning as a volunteer on this project for 2 years before becoming a full time staff of Building Bridges Across the River. His role as Director of the project was confirmed by BBAR's Board of Directors.

**BIOS OF KEY INDIVIDUALS:**

**Name:** Long Jason

**Proposed or Committed:** Committed

**Bio:**

Jason is the lead OMA Partner-in-Charge for the Bridge Park project. Jason Long joined OMA in 2003 and has been based in OMA New York since 2007. After acting as a key member of OMA's Rotterdam-based think tank, AMO he served as project architect and project manager for many of OMA's cultural projects in the Americas including the Quebec National Beaux-Arts Museum, the Faena Arts Center in Miami Beach and the Marina Abramovic Institute in Hudson, New York. He has longstanding experience with public space planning, from his early involvement in AMO strategic masterplans for Beijing Preservation and Shanghai Planning to the recent winning competition scheme for the Miami Beach Convention Center District. In addition, Long has overseen a number of residential projects in the US, including the Transbay 8 tower in San Francisco. Jason was also an Associate Editor of Content (Taschen 2004) and a Visiting Critic at Cornell University. [Full Bio](#)

**Name:** Boyce Hallie

**Proposed or Committed:** Committed

**Bio:**

Hallie is the lead OLIN Partner for the Bridge Park project. A Partner since 2009, Hallie Boyce has seventeen years of experience in the field of landscape architecture and urban design. Her focus is the design of places in the public realm that promote community building and public health through the engagement of urban ecologies and natural systems. Her expertise

in cultural landscapes includes the design of the new U.S. Embassy and Cubitt Square at King's Cross Station in London, a vision plan for Franklin Park in Washington DC and the Museum of Jewish Heritage in New York. In 2012 she led the design of the winning entry for the Washington Monument Grounds at the Sylvan Theater. [Full bio](#)

**Name:** Kratz Scott

**Proposed or Committed:** Committed

**Bio:**

Scott Kratz is the Director of the Bridge Park. For the last five years, Scott has been working with the Ward 8 based non-profit BBAR and the Washington D.C. city government to transform an old freeway bridge into a park above the Anacostia River. Scott is a resident of Barrack's Row and has lived in Washington D.C. for the last 11+ years. He has worked in the education field for 20+ years and began his career teaching at Kidspace, a children's museum in Pasadena, California and later as the Associate Director of the Institute for the Study of the American West at the Autry National Center in Los Angeles, CA. Most recently, he was the Vice President for Education at the National Building Museum in Washington D.C. Scott is honored to serve on the board of the Anacostia Coordinating Council and the United Planning Organization.

**PROMOTION & PUBLICITY: Briefly describe your plans for promoting and/or publicizing the project.**

The Bridge Park's design competition and community engagement process have been publicized extensively in local, national and international media including the Washington Post, New York Times, Fast Company, Next City and Architectural Digest, among others. With a goal to have at least one significant article written about the project and its progress each month, the Bridge Park's Community Engagement and Communications Manager will continue to keep press and local stakeholders informed with regular pitches for stories and updates on progress. The Bridge Park also publishes blog content regularly, has weekly e-newsletters (9,364 subscribers) and has a strong social media presence (3,159 Facebook followers & 3,014 Twitter followers) that continues to grow. In addition, because of the project's vast network of partners, Bridge Park is featured in content created by other institutions and invited to speak regularly both on local and national platforms.

**PERFORMANCE MEASUREMENT: How will you measure the success of your project? Describe any plans you have for program evaluation, for working collaboratively with researchers, strategic consultants, program evaluators and/or any other performance measurement related to the project.**

Performance measurements for design work include: # of community partners and individuals engaged in design process, incorporation of feedback, review by local and federal partners and engagement & feedback from designers.

Metrics are also collected for each of the project's goals to evaluate successes/challenges of

the space once in use. These include: health impact assessment, environmental performance evaluation, program evaluation, and measuring social & economic impact.

The Bridge Park has developed a long-term partnership with the Urban Institute to track the implementation of the Equitable Development Plan and document the process of building stakeholder engagement. We have determined metrics for each of the 19 recommendations, developed a logic model against which progress can be measured, and created an initial list of population-level metrics to track community change. Urban has also documented the process of creating the Plan to share details on the process & lessons learned



## **Tiny WPA Organization Information**

### **MISSION OF YOUR ORGANIZATION:**

Tiny WPA's mission is to grow and empower an army of talented community-design leaders—Building Heroes—that will make Philadelphia the national model for how to engage people of all ages in the design of their cities and help lay the foundation of an incomparable future for community-generated civic innovation.

### **BRIEFLY SUMMARIZE THE BACKGROUND/HISTORY OF YOUR ORGANIZATION:**

Named after FDR's Works Progress Administration, Tiny WPA was conceived by Alex Gilliam in 2012 as a program of Public Workshop with a focus on youth-led community design improvement projects. Projects included designing and building a tree inspired farmer's market shade canopy in North Philadelphia, transforming a vacant lot into a pop-up skate park in Camden, and creating a community message board with People's Emergency Center (PEC) in West Philadelphia, among others. In order to better support the everyday citizen-leaders arising from these projects who wanted to do 'more', Tiny WPA evolved into a nonprofit in 2015. With the formation of this new entity, The Building Hero Project, which also was conceived in 2012 and piloted by Public Workshop, was folded into Tiny WPA and is now one of the organization's main programmatic activities.

Tiny WPA shares a collaborative, storefront community workshop with Public Workshop and PEC's Neighborhood Time Exchange along the Lower Lancaster Avenue Business Corridor in the West Philadelphia Promise Zone. Tiny WPA intentionally moved into this storefront location in 2016 to support the community's significant local desire to 'build' and stimulate new public space improvements. The idea stemmed from the organization's past and present work in West Philadelphia and the overwhelming enthusiasm from youth and adults in the area that showed a strong desire to build and revitalize their neighborhood.

In addition to The Building Hero Project mentioned above, Tiny WPA is best known for its small-scale public space improvements that often include play; contract fabrication services; community engagement tools and methods; and multigenerational design-build workshops, including its weekly Stop By + Build free open build nights. On Wednesdays from 4-7 pm during Stop By + Build, Tiny WPA's space is regularly packed with up to 45 people ages 5-75 years-old working on improvements for their home, business or community.

## Tiny WPA Project Information

### PROJECT DESCRIPTION:

The Building Hero Project uniquely connects, inspires and empowers individuals 14 yrs old and up to be designers, builders, and change-agents in their communities. Specifically, The Building Hero Project includes a free 8-week Training Program offered 3 times/yr (spring, summer and fall). Class size is 8-10 people / program. Participants attend two 2.5-hr sessions per week, with optional extra practice and building time during Stop By + Build, Tiny WPA's free open build nights on Weds. from 4-7pm, and on select weekends.

Over the 8-weeks, the Heroes-In-Training gain hands-on experience with digital, wood and soft goods fabrication while learning valuable prototyping, design, creative problem-solving, communication, and leadership skills. Participants learn to create products to address personal needs around them while also acquiring valuable design and manufacturing skills through the fabrication of other existing Building Hero products such as a bench, coasters, and side table. Each product acts as a specific lesson for participants to gain experience with a particular tool or fabrication technique as well as serving as benchmarks for evaluating progress.

The Training culminates with a community service project in which the new Building Heroes train and lead non-experts in the building of community-driven improvement. Tiny WPA believes that you are not a true Building Hero until he/she/they are able to teach others how to do design and build great things. The community build serves to re-enforces this belief while also giving the Heroes experience with mass-production techniques. Past community build projects included design-building a pollinator garden with students and families at Samuel Powel Elementary and supporting Mantua Civic Association's community beautification efforts by fabricating tulip planters with and for a nearby church.

After completing the Training, new Building Heroes gain regular free access to Tiny WPA's workshop and are encouraged to keep building awesome things as often as possible. In our efforts to build equity and economic opportunities, the Heroes also become eligible for paid positions as 1) Building Hero fabricators for custom contract fabrication work and to make products sold through the Building Hero Project Store; 2) interns with Tiny WPA, helping lead Stop By + Build and design-build improvement projects throughout Philadelphia; as well as 3) teaching assistants for the Training Program, mentoring and training new Heroes while at the same time honing their leadership skills. In many cases, Building Heroes independently initiate change and improvements in their schools and communities; help other organizations with their improvement needs; and start their own businesses. Past Heroes have used their new skills to start and run makerspaces at their high school or university as well as leveraged their work with The Building Hero Project to attain admission into top-design schools on full or partial scholarship.

**SCHEDULE OF KEY PROJECT DATES: Describe the significant dates in the project. If you include activities that occur before the earliest allowable start date (January 1, 2021, if you apply at the February 13, 2020, deadline or June 1, 2021, if you apply at the July 9, 2020, deadline), indicate by adding an asterisk (\*) and make sure that those**

**activities and costs are not included on the Project Budget form.**

Jan 2021: Promote Spring Building Hero Training Program. Confirm the 3 community service projects/sites and discuss timelines.

Feb 2021: Open enrollment for Spring Training Program. Meet with the spring community service project team to confirm scope, involvement and timeline. Confirm the Training Program schedule, hire the assistant Building Heroes, and select the 8-10 participants.

March-May 2021: Spring BH Training Program and Community Project.

May 2021: Graduation and Final Assessments. Promote Summer Training Program. Meet with the summer community project team to confirm scope, involvement and timeline.

June 2021: Open Enrollment. Confirm the Training Program schedule, hire the assistant Heroes, and select the 8-10 participants.

July-Sept 2021: Summer Training Program and Community Project.

Aug 2021: Promote Fall Training Program. Meet with the fall community project team to confirm scope, involvement and timeline.

Sept 2021: Graduation and Final Assessments. Open enrollment for Fall Training Program. Confirm the Training Program schedule, hire the assistant Heroes, and select the 8-10 participants.

Oct-Dec 2021: Fall Training Program and Community Project.

Dec 2021: Fall Graduation and Final Assessments.

Ongoing: Schedule guest speakers and field trips. Program assessment and evaluation. Social media posts. Foster engagement among Building Heroes, the neighborhood and other local partners. Weekly Stop By + Build offering Heroes extra practice and building time.

**INTENDED AUDIENCE/PARTICIPANTS/COMMUNITY: Who will benefit from the project and how will they be engaged?**

Tiny WPA serves individuals of all ages throughout Philadelphia with a special emphasis on its neighbors in West Philadelphia. Its community workshop is located in Philadelphia's Promise Zone designated as such by the Obama Administration in 2014 due to the area's years of neglect and ongoing socioeconomic disparity; 50.78% of the residents live below the poverty line (nearly double the city's rate of 26.9%), 29.7% do not have a high school diploma, and 17% are unemployed.

Specifically, The Building Hero Training Program is free and open to individuals 14 years old and up from diverse social and economic backgrounds. In 2019, 24 individuals were selected for the Training Program. Of these participants, 63% of the Building-Heroes-In-Training identify

as she/her, 29% identify as he/him and 8% identify as they/them. 83% were African American, 13% were Caucasian and 4% were Asian. 46% live in the West Philadelphia Promise Zone, 46% are from working class families, and 54% are from low income households. In addition, 17% of the Heroes were between the ages of 14-18 years old, 33% were 19-28 years old, 37% were 29-45 years old, and 13% were 46 years and up.

Tiny WPA goes to great efforts to assemble diverse, multi-generational and multidisciplinary teams of Building-Heroes-In-Training for the Program with a range of complementary strengths and experiences. The free application is widely shared through social media, to peer and partner organizations and schools, at community meetings, to Stop By + Build participants, as well as with neighborhood groups to inform and engage the West Philadelphia community. Applicants are asked to express why they want to be a Building Hero and what they hope to accomplish with their newfound skills. In 2019 Tiny WPA saw a rise in applicants who had a deep interest in improving their communities, which included the West Philadelphia Promise Zone, North Philadelphia, and Kingsessing (all underserved neighborhoods in Philadelphia).

**SELECTION OF KEY ORGANIZATIONAL PARTNERS: If your project involves organizational partners, describe the process and criteria for the selection of key organizations. Where relevant, describe their involvement in the development of the project to date. Where they remain to be selected, describe the selection procedures that you plan to follow and the qualifications that you seek. An organizational partner is an outside entity that will provide resources (other than money) to support the project. Because all projects require matching resources from non-federal sources, organizations that only provide money are not considered partners. Funders are not excluded from being partners, but they must also supply human resources or information capital, or actively participate in another way. Organizational partners are not required.**

Tiny WPA shares its community workshop with Public Workshop and People's Emergency Center's (PEC) Neighborhood Time Exchange artists residency program. The collaborative environment encourages the Building Heroes to work alongside, learn from and partner with other Heroes, designers, builders, community members, and artists working in the space.

In addition, Tiny WPA works with its neighbors and community partners to determine the Training Program's service projects. The sites/projects are selected based on need, timing, scale, and the partners' commitment to and involvement in the community build. As the local CDC of the neighborhood, PEC lends their knowledge and expertise to the selection process. Tiny WPA is also committed to extending the impact of its past & present collaborations and approached the Science Leadership Academy as a community build site given their recent move to colocate with Benjamin Franklin High School and the turmoil that has resulted because of the move.

**SELECTION OF KEY INDIVIDUALS: Briefly describe the process and criteria for the**

**selection of key individuals who will be involved in this project (e.g. primary artist(s), project director, artistic director, executive director, teaching artist, curator, editor, folklorist, conductor). Where relevant, name the key individuals and describe their involvement in the development of the project to date. If you are applying for a project for which the key individuals are not yet identified, describe the process for selecting them, i.e., open submissions, reading committee, selection by the artistic director, etc., and the qualifications that you seek.**

The Building Hero Project leadership includes Alex Gilliam and Renee Schacht. They are assisted by the Building Hero Project Manager (to be hired); Miriam Devlin, Tiny WPA's Lead Fabricator; and a handful of highly experienced Building Heroes, who excelled in the Training Program and were natural leaders when assisting Tiny WPA with various community engagement, creative placemaking projects in Philadelphia.

As the Co-Founder & Director of Design and Learning of Tiny WPA, Alex is the lead educator of The Building Hero Project and Training Program. He is responsible for curriculum development, the daily lesson plans, and training the BH Project Manager. The Project Manager leads the lessons and assists with recruitment, social media, engagement, outreach, evaluations, assessments, and the community service projects. As needed, Miriam assists with the community builds. Renee manages the admin aspects including enrollment, attendance, reporting, and securing the community projects.

#### **DESCRIPTION OF KEY ORGANIZATIONAL PARTNERS OR INDIVIDUALS:**

**Organization/Individual Name:** Alex Gilliam  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

A cheerleader of possibility, Alex Gilliam is Tiny WPA's Co-Founder & Director of Design and Learning. He is also the Founder & Director of Public Workshop, an organization that helps clients and community partners around the country create uniquely engaging opportunities for youth and their communities to shape the design of their schools, neighborhoods and cities. Alex believes great design, empowerment, innovation, and having fun are not mutually exclusive. Combining his skills as a designer, educator, builder, and social entrepreneur, Alex leads multigenerational design-build community projects; develops placemaking initiatives; constructs makerspaces for people of all ages; and devises transformative youth design leadership programs. Past projects include design-building rolling tree houses inside a struggling school in Virginia and developing play & building-based STEM curriculum while leading design-build improvements for a school in Arizona.

**Organization/Individual Name:** Renee Schacht  
**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Renee Schacht is the Co-Founder and Executive Director of Tiny WPA and is responsible for overseeing the organization's operations, programs, fundraising, and strategic plan. Prior to

forming Tiny WPA with Alex Gilliam and moving to Philadelphia in July 2015, she was the Director of Development at The Isamu Noguchi Foundation and Garden Museum in Long Island City, NY. From 2008-11, Renee served as the Executive Director of Open House New York (OHNY). While at OHNY, Renee partnered with Alex to launch a NEA-funded youth community design leadership program for Bronx middle school students to better engage children in the architecture and design of their school. From 2005-08, she was the Associate Director of Institutional Development at the Solomon R. Guggenheim Museum, where she worked with foundations and government agencies to support the museum's exhibitions, Asian art program, conservation initiatives, publications, performing arts series, and international special projects.

**Organization/Individual Name:** Miriam Devlin

**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Miriam Devlin joined Tiny WPA in February 2020 as the organization's Lead Fabricator. She is responsible for leading, managing and growing The Building Hero Project's contract and product fabrication; supporting community-driven design and placemaking projects in Philadelphia; assisting, when needed, with the Building Hero Training Program's community service projects; and managing the Tiny WPA's collaborative community workshop as well as Stop By + Build. Prior to Tiny WPA, Miriam was a fabricator, builder and general contractor in Pittsburgh working on a range of projects from old houses to custom wood built-ins. She also taught various building workshops and was an instructor at TechShop Pittsburgh from 2014-2017.

**Organization/Individual Name:** Building Hero Project Manager

**Proposed or Committed:** Committed

**Description of Organization/Individual:**

While the position is unfilled at this time, Tiny WPA is interviewing potential candidates and intends to hire the new Building Hero Project Manager late February / early March 2020. He/she will be a skilled fabricator, designer and educator who loves people, especially supporting youth and adults in designing and building great things that make a positive difference around issues or in places that are important to them. The Program Manager's core responsibilities include leading, managing and teaching the Building Hero Training Program as well as managing, supporting and growing Tiny WPA's Building Hero Community.

**Organization/Individual Name:** People's Emergency Center

**Proposed or Committed:** Committed

**Description of Organization/Individual:**

PEC's mission is to nurture families, strengthen neighborhoods and drive change in West Philadelphia. Alongside its social service and housing, PEC Community Development Corporation helps bridge the digital divide, expand mixed-income housing opportunities, stimulate economic growth, create wealth, and improve the quality of life for all West Philadelphia residents. As the neighborhood CDC, PEC will lend their knowledge and expertise about the community's needs, priorities and potential build sites. Such assistance will include sharing findings and information about community development and how the

Building Hero Training Program's community service projects could complement and/or further other local projects.

**Organization/Individual Name:** Science Leadership Academy

**Proposed or Committed:** Committed

**Description of Organization/Individual:**

Science Leadership Academy (SLA) is a magnet public high school in Philadelphia, which opened its first campus in September 2006. The school is a partnership between The Franklin Institute and the School District of Philadelphia. SLA is an inquiry-driven, project-based high school focused on 21st century learning. Alex Gilliam began partnering with SLA in 2013, specifically working with a team of ninth grade students who wanted to inspire their classmates to make small improvements to their school building. In 2016, he worked with SLA students and teachers to co-design and co-build their school's makerspace. In 2021, SLA will be a site for one of the Building Hero Training Program's community service projects, which is needed after a challenging 2019-20 school year. SLA moved to the Benjamin Franklin High School building in September 2019 but was immediately displaced because of construction problems and the discharge of asbestos. They were finally able to move back in February 2020.

**PERFORMANCE MEASUREMENT: How do you define and how will you measure success from your project? Describe any plans you have for program evaluation, for working collaboratively with researchers, strategic consultants, program evaluators, and/or any other plans for performance measurement related to the project. Include plans for documenting and disseminating the project results, as appropriate.**

Reflection, assessment and measurement are deeply integrated into all of Tiny WPA's work, organizational culture and everyday activities. At the most basic level for the Building Hero Training, each object serves as a benchmark and assessment tool for measuring progress, performance, comprehension, and proficiency of a particular tool or fabrication technique. In addition, daily reflections and self-assessments are documented and shared via social media through the Building Hero (@beabuildinghero) and Tiny WPA (@tinywpa) Instagram accounts, respectively by Building Heroes and staff. This empowers everyone at Tiny WPA to express their personal experiences, successes, inspirations, failures, etc. while also learning valuable photography, storytelling, communication, and analytical skills. Program attendance and project participation are also tracked and engagement cards as well as questionnaires are distributed to further record and measure impact.