



Regina Villa Associates, Inc.

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September 9, 2016

Ms. Meghan Jop, Deputy Director
Selectmen's Office, Town Hall
525 Washington Street
Wellesley, MA 02482

RE: Proposal in Response to RFQ for Public Outreach Coordinator

Dear Ms. Jop:

We are pleased to submit our proposal for the Town of Wellesley's Request for Quotes for a Public Outreach Coordinator.

A successful, collaborative public process that builds consensus requires a significant investment of time and resources. The public must have sufficient information to understand the study and findings, as well as enough time and opportunities for input. We believe the public involvement and outreach program would benefit from a robust strategy that includes a scientific survey, focus groups, several public meetings to discuss study findings and the draft final recommendation, fact sheets at key milestones, and a social media campaign. Given the limited time and budget available, we are proposing a targeted strategy that (1) lays the foundation for future outreach as you prepare for Town Meeting and (2) builds community trust in a transparent and credible process.

We appreciate the opportunity to bid on this important work. Please contact me with any questions at 617-357-5772 x12 or kbarrett@reginavilla.com.

Best regards,

A handwritten signature in blue ink, appearing to read 'Kate Barrett', with a long horizontal flourish extending to the right.

Kate Barrett, VP for Public Involvement

Enclosure: Proposal for Public Outreach Coordinator



PROPOSAL TO PROVIDE STRATEGIC PLANNING, PUBLIC INVOLVEMENT & OUTREACH SERVICES

for The Town of Wellesley

Hardy, Hunnewell, and Upham Master Plan Committee



Regina Villa Associates

Kate Barrett
51 Franklin St., Suite 400
Boston, MA 02110-1301
617-357-5772
Contact: KBarrett@reginavilla.com

Regina Villa Associates (RVA) is pleased to propose this scope of work to the Hardy, Hunnewell, and Upham Master Plan Committee (HHUMPC). Changes to a community's school facilities can trigger keen interest and intense emotions, requiring a well-conceived and executed public process to build support. Some affected stakeholders objected to the recommended plan presented during the earlier phase of the project, as well as to the limited public involvement and outreach. After stepping back to assess the process, the HHUMPC is engaging a new consultant team to take a fresh look at factors influencing the decision of what to do with the three schools. This includes conducting new studies as a basis for a recommendation. We have outlined our proposed strategy, approach, and specific tasks for public involvement and outreach in this proposal to support the study process, and look forward to an opportunity to discuss them in more detail with the HHUMPC.

STRATEGY

A successful, collaborative process will build consensus around the HHUMPC's final recommendation. This kind of process requires a robust public involvement and outreach program and an investment of time and listening to build relationships and rebuild trust. Since the budget and time are not available, we are recommending a program that begins to develop a base of understanding and a constructive dialogue. **The public involvement and outreach program of this next phase of the project will reinvigorate the public process, provide timely, readily available information, and seek input from a broad cross-section of the community, ensuring that all interests are represented and heard.**

Community members will want to know that the HHUMPC takes a genuine interest in their concerns about equity and access, and has prepared a thoughtful final recommended plan to address the three schools, which accommodates their needs as parents, teachers, and members of the community. Our public involvement and outreach plan will provide this level of confidence by providing timely information and an open, responsive process.

APPROACH

RVA will work closely with the HHUMPC to design a proactive and transparent process that welcomes public input, responds to concerns, and builds trust. The plan will lay out a clear set of goals, articulate a process to provide information, and collect comments by a variety of means. This approach will demonstrate that the HHUMPC has followed an open process and carefully considered concerns, supporting a final recommendation.

The three-month timeline, including just a month and a half for actual outreach, is ambitious. The budget is also limited. Based on these constraints, the goal of this phase of work is to lay the groundwork and develop a program and process for use in more intensive outreach later in the process as the HHUMPC seeks to build public support for the final recommendation and Town Meeting vote. Not every available tool mentioned in the RFP can be fully utilized within the existing budget and schedule. For instance, the budget will not support intensive social media monitoring and responses, conducting focus groups, or performing a random-sample scientific survey. Rather than focusing on public relations and messaging, RVA proposes to target its expertise and resources to facilitating the process and creating a foundation for ongoing collaboration with the community.

With this in mind, we propose a program designed around the following consolidated task categories to achieve the goals cost-effectively. Details begin on page 4.

1. **Public Involvement & Outreach Plan**
2. **Project Information & Community Feedback**
3. **Public Information Meeting & Briefings**
4. **Summary Report**

REGINA VILLA ASSOCIATES, INC.

RVA has provided public and private sector clients with strategic campaigns and marketing, event management and public involvement programs using traditional and new media for 38 years. The firm has been a certified Woman Business Enterprise (WBE) in Massachusetts for more 25 years and is also a Disadvantaged Business Enterprise (DBE). The firm has similar certifications in Rhode Island, New Hampshire, Maine and Vermont. RVA focuses on policy and management issues in the areas of transportation, the environment, infrastructure, public health, and energy.

RVA has developed and implemented over 150 public involvement and public relations strategies for projects in Massachusetts, Connecticut, New Hampshire and in the Los Angeles basin, including identifying and bringing together diverse groups of stakeholders interested in and affected by regional projects. Staff members are skilled at distilling complex technical information into informative materials that are engaging, relevant, and accessible.

RVA offers the following services and resources to clients:

- identifying stakeholders and developing and maintaining project databases;
- forming and staffing citizen and technical advisory committees;
- coordinating, staffing and facilitating public and advisory committee meetings;
- developing and maintaining project websites;
- producing and distributing fact sheets, newsletters and press releases;
- developing and maintaining community issues/mitigation tracking systems, including a web-based component, and managing responses;
- providing full presentation support; translating project materials for Environmental Justice or other communities;
- developing and implementing social media campaigns and awareness;
- film production and script writing;
- meeting facilitation and moderation; and
- designing, conducting and analyzing surveys and questionnaires.

As a firm, RVA has expertise in developing process strategies for public sector infrastructure projects from planning to design and construction. The firm has also assisted clients in developing social marketing campaigns targeting behavior change. RVA's multi-faceted civic engagement programs for the South Boston Waterfront Sustainable Transportation Plan ([view](#) the final report or visit <http://www.massdot.state.ma.us/planning/Main/CompletedStudies.aspx>), weMove Massachusetts (<http://www.massdot.state.ma.us/wemove/Home.aspx>), and South Station Expansion

<http://www.massdot.state.ma.us/southstationexpansion/Home.aspx>) are examples of robust strategic engagement programs that create opportunities for constructive dialogue and information sharing using multiple outlets targeted to a diverse set of stakeholders, including Title VI and Environmental Justice populations. The projects include public meetings, workshops, and open houses; key stakeholder briefings; working, advisory, and technical group meetings; website development and maintenance; and print and online resources; as well as online feedback components to gather public input. While the budgets for these projects are considerably larger than the HHUMPC's, they demonstrate RVA's extensive experience and capabilities in designing and implementing programs that engage stakeholders in a collaborative atmosphere.

RVA's project team includes Kate Barrett as Project Manager and Regan Checchio for strategy and survey expertise. Full resumes are located in Attachment A.



Kate Barrett is RVA's Vice President for Public Involvement. She has more than 25 years of experience in strategic communications, with an emphasis on public management and policy issues related to the environment, including 18 years with RVA. Kate specializes in public involvement, outreach and education primarily for the firm's municipal and state agency clients. She manages public involvement and communications for a number of Massachusetts Department of Transportation (MassDOT) projects including the Longfellow Bridge rehabilitation,

Whittier Bridge/I-95 and Route 79/Braga Bridge improvements, and Route 2/I-95 bridge replacement. Kate also manages several water resource projects for RVA, including stormwater master plan and feasibility studies in the Upper Narragansett Bay region of RI, Town of Westford, MA and for the Boston Water and Sewer Commission. She manages the Massachusetts Coalition for Water Resources Stewardship, a statewide nonprofit representing municipalities on water resource regulatory and policy issues. Kate has a BA in Political Science and a Master's Degree in Public Administration from Suffolk University.



Regan Checchio is RVA's Vice President for Public Affairs. She has been managing and staffing civic engagement and public affairs projects for RVA since 2000. Regan manages RVA's major events and emergency preparedness contracts, including a recent strategic planning project for the MA Department of Public Health's Office of Preparedness and Response. She also manages or staffs public outreach for several MassDOT transportation projects, including South Station Expansion, Everett Transit Action Plan, and the Commonwealth Ave. Bridge

Replacement Project. Regan develops survey and other feedback mechanism strategies for RVA's clients. She has a BA with Honors in Political Science and a Master's Degree in Political Science from the University of Iowa, with a strong background in survey research.

TASK 1: PUBLIC INVOLVEMENT & OUTREACH PLAN

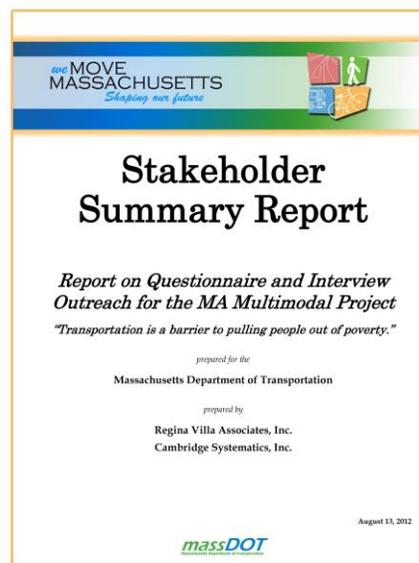
At Notice to Proceed, RVA will schedule a kick off meeting with the HHUMPC to discuss overall goals, strategies, and a schedule for the public involvement and outreach program. Following the meeting,

RVA will develop a plan and implementation schedule for the Committee’s review and feedback. As needed, based on feedback from the HHUMPC, the budget may be adjusted for certain tasks to reflect priorities. The Plan is a process roadmap, which can be adjusted as needed. Given the compressed timeline, it will be essential for the HHUMPC to conduct its reviews and provide feedback quickly.

TASK 2: PROJECT INFORMATION & COMMUNITY FEEDBACK

A goal of the program is to provide a number of ways for people to get information and provide feedback in convenient ways. Our program will employ traditional and online media. It will include a fact sheet, website content, key stakeholder interviews, an online feedback questionnaire, a comment and response tracking system, and press outreach.

As noted earlier, focus groups and a scientific, random sampled survey are not proposed.¹ Instead, we will use an online feedback questionnaire where self-selected participants provide feedback on key questions about community opinions. A link to the questionnaire will be included in emails, announced in a press release, posted on the website, and provided to other organizations for disseminating to their members and constituents. We will schedule one meeting with the HHUMPC to discuss the questionnaire. RVA will draft the questions, set up the form, and manage the online component. The HHUMPC may elect to mail the survey or provide hardcopies at select locations; however, RVA’s budget does not include funds for mailing, copies, or data entry of hardcopy questionnaire responses. The feedback will be summarized in a simple report format. We will also identify key community interests and conduct a limited number of stakeholder interviews, summarizing the key points.



We propose to use the existing HHUMPC website as an information clearinghouse and document library. RVA will provide content describing the project and how to be involved, as well as a section for announcements and news items. Town staff will post the information in a timely fashion. Files will use easily identifiable naming conventions, and contact information will include a link to a MailChimp bulk email sign up for notices about meetings and recently posted documents. Visitors will be able to email the HHUMPC with questions or comments via the website. (RVA’s scope and budget do not include making documents produced by other consultants or the HHUMPC accessible for web posting to meet W3C accessibility standards.)

¹ Budget limits do not support these efforts, but we can discuss how the HHUMPC could expand the project to support them.

RVA will draft content using information supplied by the HHUMPC and design a format for a fact sheet. The document will reintroduce the project to the community, explain the process and schedule for this phase, and provide contact information for questions or comments.

Social networks are vital resources for distributing information and for gathering input. We will coordinate with community and school groups, such as the PTO, to broaden the reach of our program. Some populations, such as temporary residents or immigrant parents, are not typically connected to social networks like PTOs, so we will identify other means to connect with them, such as posting information in grocery stores, places of worship, or other gathering spots.

Meeting and other announcements can be sent using a MailChimp account set up specifically for this project. Any announcements will be provided to the HHUMPC to distribute via existing social media channels, such as Facebook or Twitter. We will also assist with press outreach by modifying announcements to a press release format for HHUMPC distribution to the Town's media list.

RVA has extensive experience collecting input for major public projects and tracking responses during design and construction. We assign a record number and use a simple Excel spreadsheet to log the comment, date received, stakeholder contact, how it was received (mail, email, phone), the HHUMPC member assigned to respond, and the date that the HHUMPC responded.

TASK 3: PUBLIC INFORMATION MEETING & BRIEFINGS

RVA will coordinate logistics and staff one public information meeting and two briefings (one for the School Committee and one for the Board of Selectmen). For the public meeting, RVA staff will secure an accessible venue, notice the meeting via the project email list, provide text for Town staff to update the website and send social media messages. We will also provide the notice to community groups for distribution to their email lists and draft a press release for HHUMPC distribution to appropriate outlets. RVA staff will facilitate the meeting and prepare summary notes. The format for the public information meeting will include an open house followed by a presentation and a question-and-answer session. Following the meetings, and periodically as email and other communications are received, RVA will update the comment tracking and response system. RVA staff will assist the HHUMPC with meeting planning and design, as well as provide strategies for the presentation content. We will provide a limited number of color copies of the fact sheet at each meeting.



TASK 4: SUMMARY REPORT

RVA will draft a report that outlines the public involvement and outreach program goals, describes activities, and reports results using metrics agreed upon at Notice to Proceed. As budget permits, RVA can review the HHUMPC "Final Recommendations" report.

BUDGET

The estimate for our proposed scope of work is **\$19,923**.

The detailed budget breakdown in Attachment B includes RVA's labor costs by task and other direct costs for limited printing of one fact sheet. The cost is based on some assumptions. The bottom line will not exceed the available amount (\$20,000); however, level of effort adjustments between tasks may be necessary once we meet with the HHUMPC initially and get a better understanding of priorities. The budget for each deliverable includes one round of edits. Translations, interpreters, and alternate formats for accessibility (i.e., large print) are not included.

RVA GOVERNANCE AND OTHER DETAILS

RVA is a Massachusetts corporation with its only office in Boston. The firm has nine employees and is governed by three directors whose information is below. RVA is not an engineering firm and the nature of the firm's work does not require Professional Liability Insurance; however, we carry \$1 million in Professional Consulting Insurance and other support insurance. A sample Certificate of Insurance is located in Attachment C.

There have been no regulatory or legal actions against the firm related to work performance.

The firm's owner, Regina M. Villa, is the only individual having a financial interest if the contract is awarded.

Board of Directors:

- Regina M. Villa, President/Treasurer, 2 Church Street, Manchester, MA 01944
- Michelle W. Cook, Secretary, 47A Archibald Avenue, Methuen, MA 01844
- Nancy F. Farrell, 27 Willow Crescent, Brookline, MA 02445

Municipal References:

Richard Reine, Director of Public Works, Town of Concord, 133 Keyes Road, Concord, MA 01742, 978-318-3201, rraine@concordma.gov

Cambridge Turnpike Improvement Project – public involvement and outreach for this project to design improvements to a gateway road that address flooding, improve multimodal transportation, and are sensitive to the adjacent historic districts.

John P. Sullivan, Chief Engineer, Boston Water and Sewer Commission, 980 Harrison Avenue, Boston, MA 02119, 617-989-7000, sullivanjp@bwsc.org

For 17 years, public involvement and outreach for numerous design and construction projects to improve water, wastewater and stormwater infrastructure in diverse, densely populated, mixed-use neighborhoods. Currently, managing public involvement for the Stormwater Management Fee Feasibility Study.

Philip D. Guerin, Director of Water, Sewer & Environmental Systems, Department of Public Works & Parks, City of Worcester, 20 East Worcester Street, Worcester, MA 01604, 508-929-1300, guerinp@worcesterma.gov

Prepared a brand, drafted content and designed a brochure to celebrate the historic Elm Park. For eight years, managing communications including social media and press relations for the statewide Massachusetts Coalition for Water Resources Stewardship (Mr. Guerin is President/Chairman).



Regina Villa Associates

Kate Barrett

Vice President for Public Involvement

Ms. Barrett has more than 25 years of experience in strategic communications, with an emphasis on public management and policy issues, meeting facilitation and strategic planning. She joined Regina Villa Associates (RVA) in 1998 and specializes in public involvement, outreach and education for municipal and state agency clients. Prior to joining RVA, Ms. Barrett spent five years running her own business as a community and press relations consultant to municipalities and community organizations on environmental, historic preservation and community development projects.

SAMPLE PROJECTS

- Managing and implementing public involvement for preliminary and final design and construction phase communications program for MassDOT's **Longfellow Bridge Rehabilitation Design/Build Project** – developing the public involvement and communications plan, maintaining the project contact database and comments/issues log, producing and distributing fact sheets and construction updates, coordinating and staffing public meetings and stakeholder group briefings, providing content and materials for website updates, providing content for e-blasts and social media updates. Managed and implemented public involvement for the preliminary design phase.
- Managing communications, strategic programs and administration of the **Massachusetts Coalition for Water Resources Stewardship**, a statewide nonprofit organization comprised primarily of municipalities who are stewards of community water resources. The Coalition focuses on education, research and advocacy around water resources policy and management that is based on sound science and is environmentally and fiscally sustainable. Key RVA responsibilities include communications, policy and organizational development strategies including traditional and social media, capacity building, event management, branding/identity and message development, and membership and target audience development.
- Managing and implementing final design public involvement and construction phase communications for MassDOT's **Route 79/Braga Bridge Improvements Design/Build Project** – developed the project logo/brand, developing and implementing the public involvement and communications plan; updating and maintaining the database for mailing and emailing information; coordinating and staffing stakeholder group briefings and public meetings; preparing fact sheets and construction updates; updating the project website, drafting updates for e-blast and social media; drafting press updates; and logging issues and coordinating responses. The firm also coordinates translation of print materials, including detour maps, and arranges for interpreters at public meetings.

- Managing and implementing public involvement and education efforts for the Boston Water and Sewer Commission’s **Stormwater Management Fee Feasibility Study** – developing a strategic communications work plan and advising staff on appropriate engagement strategies, organizing and staffing elected official and key stakeholder briefings and advisory committee and public meetings, advising on main website reorganization, drafting and reviewing content for the study’s website, bill inserts, *Currents* newsletter articles, and fact sheets.
- Managing public involvement for Phase II of the **Upper Narragansett Bay Regional Wastewater Management District** feasibility study that includes five municipalities in the region, RI Department of Transportation and other key stakeholders. Tasks include preparing the strategic outreach plan, staffing Steering Committee meetings, coordinating, facilitating and staffing stakeholder group meetings and assisting with website development and maintenance.
- Managing public involvement for the **Westford Stormwater Management Master Plan** – developing and implementing the public involvement strategy for this study looking at stormwater management needs and options for financing. RVA developed the brand/identity and message for the project and staffs a Stormwater Advisory Group including facilitating a visioning session, coordinating and staffing public meetings, assisting with website and email updates and preparing fact sheets.
- Managing and implementing the public outreach program for the Boston Water and Sewer Commission’s **Reserved Channel Sewer Separation Design and Construction Management Services** – developing outreach strategies; coordinating regularly with local officials, community and business groups, state elected officials, and the Mayor’s Office of Neighborhood Services; producing and distributing outreach materials and press advisories; producing and distributing periodic progress reports and schedule updates; coordinating with abutters for e-blast updates and advisories; assisting BWSC staff with website management; and coordinating and staffing public and small group meetings. Also managed outreach for BWSC’s Bulfinch Triangle, Dorchester, Fort Point Channel, Newmarket Square, Dudley Square and South Boston-North Dorchester/Lower Roxbury Sewer Separation projects, and Morrissey Boulevard Drainage Culvert and Newbury Street Water Main Replacement projects.

EDUCATION/TRAINING

Master of Public Administration, Suffolk University, Boston, MA

Facilitation Skills and Collaborative Processes for Public Policy Clashes, CDR Associates

Mediation Training and Certification, Mediation Works, Inc.

Environmental Dispute Resolution course work, Tufts University

Bachelor of Arts, Political Science, Ohio State University



Regan Checchio

Vice President for Public Affairs

Ms. Checchio has been managing and staffing civic engagement and public affairs projects for RVA since 2000. Ms. Checchio manages many of RVA's public health and emergency preparedness projects and conferences. She works closely with municipal, state and federal public health agencies, including the Massachusetts Department of Public Health (DPH) and the U.S. Department of Health and Human Services Office on Women's Health. Ms. Checchio also staffs or manages public outreach for many Massachusetts Department of Transportation (MassDOT) projects. She develops surveys and manages focus groups for many of RVA's clients.

SAMPLE PROJECTS

- Coordinating the **MA Medical Reserve Corps (MRC)** units on behalf of the DPH. Developing communications for units and staff, including a statewide website and listserv; arranging and staffing monthly conference calls and quarterly meetings; representing the MRCs at VOAD meetings; conducting needs assessment reports on volunteer training; developing, arranging and staffing all committee meetings; managing all meetings and events for the statewide group.
- Provides meeting facilitation, strategic planning and tabletop training services for clients including DPH's Bureau of Environmental Health, DPH's Office of Preparedness and Emergency Management, the City of New Bedford, and the MA Association of Health Boards.
- Provides public outreach support for a number of MassDOT projects including South Station Expansion, Everett Transit Action Plan, Commonwealth Avenue Bridge Reconstruction, Kendall Square Mobility Task Force, and the Program for Mass Transportation.
- Served as project manager for videos on behalf of DPH's Bureau of Environmental Health, including *Food Recall: Effectiveness Checks for Boards of Health*; *Christian's Law: Selecting the Proper Lifejacket*; *MAVEN Foodborne Illness Module*; and *Massachusetts Vibrio Control Plan*.
- Serves as project manager for the development of a Federal Railroad Administration training video for the MBTA.
- Coordinating numerous conferences and meetings on public health projects and emergency preparedness projects, including **Patient Navigation** conference series (2010-2016) for the Women and Men's Health Partnership at DPH; the **Patient & Family Advisory Council (PFAC)** conference series for the Betsy Lehman Center/Health Care for All (2014-2016); **Building Resilience to Climate Impacts in MA** (2016) for DPH BEH; **Voices of Experience** conference series for Massachusetts hospitals and DPH (2011-2014); the **Patient Safety Forum** for the Betsy Lehman Center/MA Coalition for the Reduction of Medical Errors (2014); **Making Connections: Supporting Women Who Have Served in the Military** conference for USHHS Office of Women's

Health and U.S. Department of Labor, Women's Bureau (2010); **Pandemic Flu Public Engagement Project** for the Emergency Preparedness Bureau at DPH (2010); **Altered Standards of Care** conference for Harvard School of Public Health, Johns Hopkins University and DPH (2009), the Heinz Family Foundation conferences on **Women's Health and the Environment** (for 11 years); and other events.

- Supports the **Central Broadway/Winter Hill Roadway and Streetscape Improvements Plan** for the City of Somerville. Tasks include organizing and staffing public meetings; developing website and social media content; and developing a social media calendar.
- Developed branding, logo and website development for the **Patient Navigation** program at DPH.
- Developed focus groups and reports on behalf of the DPH including **All-hazards Emergency Planning** (2008) for the DPH's Bureau of Environmental Health and **Male African-American and Hispanic Participation in Colorectal Cancer Screening** for the Bureau of Cancer Control (2009).
- Supported the **South Boston Waterfront Sustainable Transportation Plan** on behalf of the Massachusetts Department of Transportation (MassDOT), City of Boston, Massport and the Massachusetts Convention Center Authority. Among other tasks, RVA is coordinating outreach to Environmental Justice and Title VI populations in the populations and developing an online questionnaire of attitudes toward transportation in MA. Tasks also include event support and organizing and staffing community meetings.

PREVIOUS WORK EXPERIENCE

1995 – 2000 **Research Assistant**, Iowa Social Science Institute, Iowa City, IA. Assisted in preparing questions for 1996, 1998, 1999-2000 Heartland Polls and 1996 Post-Soviet Survey. Analyzed data, prepared press releases and press conference presentations for Heartland Poll.

EDUCATION

B.A. (Honors), Political Science, University of Delaware

M.A., Political Science, University of Iowa

PROJECT BUDGET

Public Involvement Plan & Strategy

Project kick off meeting, phone calls, develop Plan with one HHUMPC review round

HOURS 30
COST \$3,438.12

Public Information & Feedback

Fact sheet, website content, stakeholder interviews, online questionnaire and one planning meeting, comment tracking system, press assistance (deliverables include one review round)

HOURS 60
COST \$7,315.56

Meeting/Briefings

One public information meeting, two Town committee briefings

HOURS 65
COST \$6,011.60

Public Involvement Program Report

Prepare program summary report with one HHUMPC review round

HOURS 25
COST \$3,157.98



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
2/23/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Burgin, Platner, Hurley Insurance 14 Franklin St. Quincy MA 02169	CONTACT NAME: Cornelia Denesha, CISR PHONE (A/C, No. Ext): (617) 472-3000 E-MAIL ADDRESS: cw@bphins.com FAX (A/C, No): (617) 472-7248
INSURER(S) AFFORDING COVERAGE	
INSURER A: Travelers Casualty & Surety of	NAIC # 19046
INSURER B: Commerce Insurance Company	34754
INSURER C: Torus Specialty Insurance Co	
INSURER D: Travelers Indemnity of CT	25682
INSURER E: Westchester Fire	
INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** MASTER 16-17 ** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			680-7C679396-16-42	1/30/2016	1/30/2017	EACH OCCURRENCE \$ 2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						MED EXP (Any one person) \$ 5,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PERSONAL & ADV INJURY \$ 2,000,000
	OTHER:						GENERAL AGGREGATE \$ 4,000,000
							PRODUCTS - COM/IO/OP AGG \$ 4,000,000
							Employee Benefits \$ 2,000,000
B	AUTOMOBILE LIABILITY			16MMBMM32	1/30/2016	1/30/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
							\$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB			86368Q160ALI	1/30/2016	1/30/2017	EACH OCCURRENCE \$ 4,000,000
	<input type="checkbox"/> EXCESS LIAB	<input type="checkbox"/> OCCUR	<input type="checkbox"/> CLAIMS-MADE				AGGREGATE \$ 4,000,000
	DED	RETENTION \$					\$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			UB7C940277	1/30/2016	1/30/2017	PER STATUTE
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A				OTHER
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Westchester Fire Ins			G24318990004	1/30/2016	1/30/2017	Per Occurrence 1,000,000
	Professional Liability						Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Project: Longfellow Bridge Design Build Rehabilitation Project STV Project # 40-16034
 Additional Insured: STV Incorporated, White Skanska Consigli JV, the Massachusetts Department of Transportation, J.F. White Contracting Co., Skanska USA Civil Northeast, Inc., Consigli Construction Co. and their affiliated companies, and each of their respective members, successors, assigns, officers, directors, shareholders, employees, representatives and agents.

CERTIFICATE HOLDER STV, Inc. 320 Congress Street 4th Floor Boston, MA 02210	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE K Besse, CIC CISR CPI <i>[Signature]</i>
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