

Appendix A

Public Outreach and Agency Coordination

Contents:

1. Stakeholder Engagement Plan
2. Public Involvement Plan

Stakeholder Engagement Plan

Draw One Bridge Replacement Project
MBTA Contract No. H32PS01

STAKEHOLDER ENGAGEMENT PLAN November 2024



Prepared by:

City Point Partners
11 Elkins St.
Suite 470
Boston, MA 02127

Page left intentionally blank

TABLE OF CONTENTS

1. Introduction	4
2. Group A - Directly Impacted.....	5
3. Group 4F/106	9
4. Group B –Municipal Departments	14
5. Group C – Community Groups.....	16
6. Engagement with Environmental Justice (EJ) Populations	19

1. INTRODUCTION

The term “stakeholder” refers to potentially impacted entities, including members of the public who may participate in some part of the NEPA process.¹ The Advisory Council on Historic Preservation (ACHP) advises Federal agencies to coordinate compliance with Section 106 of the National Historic Preservation Act (NHPA) and the procedures in the regulations implementing Section 106, “Protection of Historic Properties” (36 C.F.R. Part 800), with steps taken to meet the requirements of the NEPA. Under NHPA stakeholders are identified parties that have consultative roles in the Section 106 process, including SHPOs, THPOs; Indian tribes²; Native Hawaiian organizations; representatives of local governments; applicants for Federal assistance, permits, licenses, and other approvals; the ACHP; and other individuals and organizations with a demonstrated interest in the undertaking or affected historic properties. During each phase of the project, outreach activities will be scheduled and structured to reflect its demographic and commercial diversity, and to facilitate open communication, problem resolution, and consensus building.³

This Stakeholder Plan is designed to engage stakeholders and address the concerns of:

Date	Group	Style of Meeting
2025	Group A: Potential partners most impacted by the Draw One Bridge Project	Working Group
2025	Group 4F/106: Organizations identified for Section 4F/Section 106	Working Group
Ongoing	Group B: City departments of Boston, Cambridge, Somerville	Working Group
Ongoing	Group C: Elected officials of Boston, Cambridge, and Somerville, as well as identified Community Groups	Leg Brief/Town Hall
2025 / 2026	Public Meetings	Focus on Section 106 & 4(f)

¹ https://ceq.doe.gov/docs/ceq-publications/NEPA_NHPA_Section_106_Handbook_Mar2013.pdf#xml=https://ceq.doe.gov/dtSearch/dtisapi6.dll?cmd=getpdfhits&u=425d9c&DocId=20&Index=%2a%7baa6ef58232bb83cd704a3f43820d33a0%7d%20CEQ&HitCount=8&hits=15ca+1937+1ec3+2dfe+3701+4a1f+4cab+5327+&SearchForm=%2fCEQSearch%5fform%2ehtml&.pdf

² FTA consultation status TBD; see Public Outreach Plan

³ [36 CFR § 800.2 Participants in the Section 106 process - Code of Federal Regulations \(ecfr.io\)](#)

2. GROUP A - DIRECTLY IMPACTED

The following partners could be directly impacted by the Draw One Bridge Replacement Project. The project began outreach to Group A partners in May 2024. An introduction email was sent in the beginning of May introducing the project and the project team and a follow-up series of meetings were established so that the project could form working partnerships with the organizations. City Point Partners, on behalf of, and at the direction of MBTA and Draw One project Team, coordinated individual stakeholder meetings with the Group A partners. City Point included project team members from necessary organizations and MBTA, including MBTA Real Estate. FTA were invited to individual meetings as a partner of the project.

Amtrak

Northern New England Passenger Rail Authority (NNEPRA)
75 West Commercial Street, Suite 104
Portland, ME 04101
207-780-1000 x106

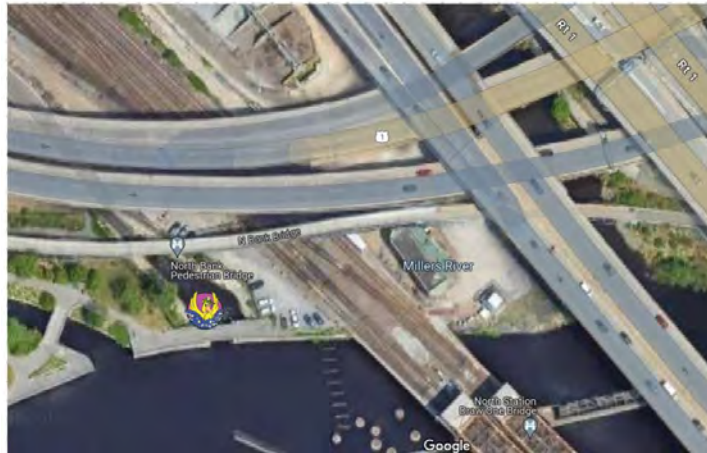
The Downeaster stops in Boston at North Station, home of MBTA Commuter Rail and TD Garden. The train concourse and boarding area is open daily from 5:00 am to 12:00 am with access to an Amtrak self-service ticketing kiosk, public restroom, and various retail businesses. Ticket Agents are available approximately 1 hour before departures.

Boston Duck Tours

4 Copley Place, Suite 4155
Boston, Massachusetts 02116
617.267.DUCK (3825)

The Boston Duck Tours mission is to operate a safe and unique sightseeing tour that is perceived by the leaders, citizens, and guests of Boston to be of historical and educational value, a positive asset to the community, and fun.

Boston Duck Tours depart in front of the Museum of Science next to the life-size T.Rex, located in front of the Museum of Science at 1 Science Park, Boston MA 02114, and enter the Charles River adjacent to the project site.



Boston Sand & Gravel

PO Box 9187
100 N. Washington Street
Boston, MA 02114
617.227.9000

David Kelley, Director of Operations
dkelley@bostonsand.com
617-721-6072

Boston Sand & Gravel provides ready-mix products to both residential and commercial customers throughout the city of Boston.



Charles River Boat Company

617-621-3001

Since its creation in 1990, the Charles River Boat Company has offered guests the chance to experience the sights of Boston from the best vantage point in the city, while highlighting Boston’s rich maritime history. We are the only company offering cruises on the historic Charles River with views of both Boston and Cambridge.

A family-run business, the Charles River Boat Company was founded with the ideals of providing a comfortable environment, genuine guides, and an alternative approach to exploring the great city of Boston – for locals and visitors alike. Starting with just one boat, the Charles River Boat Company has grown to a fleet of 5 vessels carrying over 60,000 passengers per year!

Department of Conservation and Recreation – see also Group 4F/106

Stefan Skalinsk-Deputy Director of Government Affairs

Mass.parks@mass.gov

617-626-1250

Massachusetts Department of Transportation Highway District 6

John McInerney, District Highway Director

185 Kneeland Street, Boston, MA 02111

857-368-6100

District 6 of the Highway Division covers the following cities and towns:

Boston	Braintree	Brookline	Cambridge	Canton
Chelsea	Dedham	Dover	Milton	Needham
Newton	Quincy	Randolph	Watertown	Wellesley
Weston	Westwood	Weymouth	Winthrop	

Mass General Hospital-Center for Global Health

Executive Director: Louise C. Ivers, MD, MPH, DTM&H

125 Nashua Street, Suite 722

Boston, MA 02114

617-726-2000

Driven by the belief that everyone, everywhere has a right to good health, we partner with diverse communities to exchange life-saving ideas, catalyze scientific discoveries, deliver compassionate care, and train the next generation of leaders in global health.



Mass State Police Marine

200 Beverly St, Boston, MA 02114

[\(617\) 740-7820](tel:6177407820)

The State Police Marine Unit's mission includes enforcement of state laws and marine regulations in ports, waterways, and coastal areas. Additionally, they provide safety and security zone enforcement, security for critical infrastructure and key resource sites, search and rescue services, ancillary support of other units, and vessel escort security.

The Marine Unit enforces laws on all inland bodies of water and upon coastal waters out to 3 nautical miles from shore. The unit also assists with the State Police's Underwater Recovery Unit as well as State Police Detective Units in death investigations and evidence recovery.

With regard to coastal security, the Marine Unit provides first responder services and is the primary law enforcement agency for all Department of Conservation (DCR) waterways, including both the Charles and Mystic Rivers. The Marine Unit has jurisdiction over 29 of the 31 Boston Harbor Islands and has primary responsibility to enforce the Logan Airport Seaward Security Zone.



3. GROUP 4F/106

The following partners have been identified as needing to be engaged with to satisfy 4F and Section 106 requirements. FTA will coordinate 4F and Section 106 meetings and the project team will support, as necessary. These meetings are currently ongoing.

Boston City Cruises (formerly Boston Harbor Tours)

Boston Harbor Cruises, (BHC) is the nation's oldest and largest private operator of passenger vessels. BHC's current service offerings include Whale Watches in partnership with the New England Aquarium, the Cape Cod Fast Ferry, a variety of sightseeing tours, the Salem Ferry, private charters, Codzilla - a high speed thrill ride, two pier side patio bars -The Landing at Long Wharf and The Landing at the Salem Ferry, commuter ferry service for MBTA and more.

Boston Esplanade Association

Jen Mergel –Executive Director
jmergel@gmail.com

The Esplanade Association is a 22-year-old non-profit dedicated to revitalizing, enhancing, programming, and maintaining the historic Charles River Esplanade in downtown Boston. The Esplanade is a 64-acre park revered for its natural & cultivated beauty, riverfront access, miles of populated running trails, and thoughtful programming. In the last few years, the Esplanade Association completed planning studies in pathway safety, tree succession, invasives management, and interpretive services while partnering to launch a new beer garden, producing dozens of high-quality events, and much more.

The Esplanade Association was formed in 2001 because the park had fallen into a state of decline, and local community members recognized the need for a park friends group that could help to restore and enhance the Esplanade.

Since our founding EA has been the catalyst for over \$28 million in park improvements. This work has been accomplished in collaboration with the Department of Conservation and Recreation.

Boston Landmarks Commission

Joseph Cornish – Director of Design Review

Joseph.cornish@boston.gov

BLC@boston.gov

Within the Office of Historic Preservation, the Landmarks Commission (BLC) and historic district commissions recognize, preserve, and protect Boston culture and history. Local volunteers serve as commissioners. All commissioners are nominated by neighborhood groups and professional organizations. They are appointed by the Mayor and confirmed by City Council. BLC staff support each commissions' work. Find specifics about commissioner appointments in the Landmarks Commission's enabling legislation, and in each study report.

The Office of Historic Preservation (OHP) also includes the City Archaeology Program and the Commemoration Commission. OHP is part of the Environment, Energy, and Open Space Cabinet. Learn about how Landmarks works to protect Boston's historic resources while promoting the environmental benefits of our existing historic buildings and open spaces.

Boston Preservation Alliance

Alison Frazee – Executive Director

afrazee@bostonpreservation.org

The Boston Preservation Alliance is an independent, nonprofit organization that brings people and organizations together to influence the future of Boston's historic buildings, landscapes, and communities. We envision Boston as a continually vibrant, world-class city that respects, protects, and celebrates its historic resources. Through advocacy and education, we guide thoughtful change that simultaneously stewards the historic character that defines our city.

Cambridge Historical Commission

Charles M. Sullivan - Executive Director

csullivan@cambridgema.gov

histcomm@cambridgema.gov

The Cambridge Historical Commission (CHC) is the city's historic preservation agency. Established in 1963, the CHC seeks to preserve the integrity and diversity of Cambridge's built environment and to disseminate information about its history. The CHC protects designated properties throughout the city; preserves the integrity of Cambridge's many significant buildings through the

administration of CPA-funded preservation grants; and honors local projects with Preservation Awards. The CHC advises private and commercial owners, institutions, and public agencies on historic preservation issues, and participates in reviews of state and federal projects that impact historic resources.

Charles River Boat Company- See Also Group A

Charles River Conservancy

Laura Jaskinski – Executive Director

ljaskinski@thecharles.org

crc@thecharles.org

Established in 2000, the Charles River Conservancy (CRC) is a 501(c)(3) nonprofit organization. The CRC works in partnership with the Massachusetts Department of Conservation and Recreation (MassDCR), the managing agency of the parks and parkways, as well as the Massachusetts Department of Transportation (MassDOT), the managing agency of the historic bridges that traverse the Charles. The group strives to make the Charles River and its parks a well-maintained network of natural urban places that invite and engage all in their use and stewardship.

East Coast Greenway

Emily Paskewicz-Northern New England Manager

978-414-5433

Emily@greenway.org

David Read-Massachusetts Committee Chair

617-257-7323

Dave@Readfamilyhome.com

The East Coast Greenway connects 15 states and 450 cities and towns for 3,000 miles from Maine to Florida. We are fostering a safe walking and biking route through the country's most populated corridor. The East Coast Greenway in Massachusetts passes through a mix of landscapes, from downtown Boston to coastal communities, rural farmland, and mill villages. Many trails are being constructed in the North Shore region, including the Border to Boston Trail and the Northern Strand Community Trail.

Massachusetts Department of Conservation & Recreation – See also Group A

Office of Cultural Resources

Mr. Andy Backman – Director of Regional Planning

Andy.backman@state.ma.us

Mashpee Wampanoag Tribe

Mr. David Weeden – Tribal Council Chairman

David.weeden@mwtribe-nsn.gov

The Mashpee Wampanoag Tribe, also known as the People of the First Light, has inhabited present day Massachusetts and Eastern Rhode Island for more than 12,000 years. After an arduous process lasting more than three decades, the Mashpee Wampanoag were re-acknowledged as a federally recognized tribe in 2007. In 2015, the federal government declared 150 acres of land in Mashpee and 170 acres of land in Taunton as the Tribe's initial reservation, on which the Tribe can exercise its full tribal sovereignty rights. The Mashpee tribe currently has approximately 3,200 enrolled citizens.

Massachusetts Board of Underwater Archaeological Resources (BUAR)

Charles M. Sullivan – Executive Director

David.s.robinson@mass.gov

The Massachusetts Board of Underwater Archaeological Resources (BUAR) is the sole trustee of the Commonwealth's underwater cultural heritage and is charged with encouraging the discovery, reporting, interpretation, and protection of these resources. While underwater archaeological resources are commonly shipwrecks (there are more than 3,500 shipwrecks within Massachusetts waters), they also include submerged Native American sites, wharves, and aircraft.

Massachusetts Historical Commission

Ms. Brona Simon – SHPO and Executive Director

Brona.Simon@state.ma.us

mhc@sec.state.ma.us

The continuing presence of historic properties in Massachusetts immeasurably enhances the quality of our lives; they help to establish our sense of place and to define the very character of our communities. To meet the challenge of preserving this important heritage, the Massachusetts Historical Commission (MHC) was established by the legislature in 1963* to identify, evaluate, and protect important historical and archaeological assets of the Commonwealth.

The Commission consists of 17 members appointed from various disciplines who serve as the State Review Board for state and federal preservation programs. The Commission is Chaired by Secretary of the Commonwealth William Francis Galvin.

The professional staff of the Commission includes historians, architects, archaeologists, geographers, and preservation planners. The state's preservation programs are administered through MHC's Preservation Planning, Grants, and Technical Services Divisions. The MHC is the office of the State Historic Preservation Officer, as well as the office of the State Archaeologist.

Narragansett Indian Tribe

John Brown – Tribal Historic Preservation Officer

tashtesook@aol.com

ssmith@nitribe.org

The Narragansett Indians are descendants of the aboriginal people of the State of Rhode Island. Archaeological evidence and oral history of the Narragansett People establish their existence in the region more than 30,000 years ago.

Stockbridge-Munsee Tribe

Jeff Bendremer – Tribal Historical Preservation Officer

thpo@mohican-nsn.gov

preservation@mohican-nsn.gov

This office has the honor of protecting Mohican and Munsee cultural sites and burial places from disturbance. It also works to repatriate cultural items to the community and to return ancestors held by museums or other institutions for respectful reburial.

It carries this out primarily through participating in Government-to-Government consultation under two federal laws pertaining to cultural resources: Section 106 of the National Historic Preservation Act and the Native American Graves Protection and Repatriation Act.

The Historic Preservation program fields an average of 800 such federal, state and local project reviews annually across its service area spanning six states where the Tribe has ancestral territories.

Wampanoag Tribe of Gay Head (Aquinnah)

Bettina Washington – Tribal Historic Officer

thpo@wampanoagtribe-nsn.gov

Maintaining and protecting tribal cultural resources is a top priority of the Wampanoag Tribe of Gay Head (Aquinnah). Sadly, the desecration of Native American burial and other sacred or historic sites has been a common occurrence across the nation, not to mention on Wampanoag ancestral lands. State and Federal laws exist to ensure the return/reburial of funerary objects and human remains and in the identification and protection of undisturbed Native American burial, sacred and historical sites.

The Tribe is currently in the process of developing a Cultural Resource Protection Program that will incorporate the Tribe's responsibilities under the National Historic Preservation Act (NHPA), the Archaeological Resource Protection Act (ARPA) and the Native American Graves Protection and Repatriation Act (NAGPRA).

4. GROUP B –MUNICIPAL DEPARTMENTS

In addition to engagement with Groups A and 4F/106, the project will continue to build on its relationships with the impacted departments of the Cities of Boston, Cambridge, and Somerville.⁴ This engagement should not necessarily involve elected officials, other than a courtesy notification. An initial introduction email should be sent followed by necessary partnership meetings to discuss the concerns that the Cities may have with the project. These City meetings should be held independently of one other.

City Point Partners, on behalf of, and at the direction of MBTA and Draw One Project Team, will coordinate individual stakeholder meetings with the Group B potential partners. City Point will include project team members from necessary organizations and MBTA. FTA should be invited to attend meetings as a partner to the project.

City of Boston

Community Engagement
Brianna Millor-Director
617-635-3485
community.engagement@Boston.gov

Our cabinet leads the City of Boston’s work towards eliminating silos between Boston residents and City Hall. Our goal is to better connect neighborhood services, community engagement, and policy making. We want to improve how Boston includes community voices in its work. We plan to create a new model for prioritizing constituents and neighborhood services in government affairs.

Planning & Development Agency
617-722-4300
BPDAmarketing@boston.gov

The Boston Planning & Development Agency plans and guides inclusive growth in our City — creating opportunities for everyone to live, work and connect.

Public Works
617-635-4900
311@Boston.gov

Our department provides core basic services essential to neighborhood quality of life. We direct the general construction, maintenance, and cleaning of approximately 802 miles of roadways throughout the City.

⁴ The project team will comply with all necessary Conservation Commission regulations.

Tourism, Sports, and Entertainment

John Borders IV

617-635-3911

Tourism@Boston.gov

Our mission is to advance tourism in Boston and promote participation in public celebrations from Boston residents and visitors to our City.

City of Cambridge

Community Development

344 Broadway Street, Cambridge

617-349-4600

The Community Development Department (CDD) guides planning and future growth in a manner that best supports the overall health, sustainability, and diversity of the city.

Public Works

147 Hampshire Street, Cambridge

617-349-4800

The Cambridge Department of Public Works (DPW), provides dependable, high quality service maintaining, improving and expanding a safe, healthy, attractive, and inviting physical environment.

City of Somerville

Communications and Community Engagement

Denise Taylor, Director of Communications and Community Engagement

617-625-6600

media@somervillema.gov

Communications & Community Engagement encompasses City Cable operations, community and immigrant outreach, constituent services, and media relations. We strive to use a broad and innovative range of channels and initiatives to provide the greatest possible number of community members with information on emergencies, services, programs, public meetings, initiatives and events.

Public Works

Jill Lathan-DPW Commissioner

617-666-3311

dpw@somervillema.gov

The Department of Public Works (DPW) maintains the City's infrastructure and guarantees a clean and safe environment for all. DPW administers and oversees the City's lights and electrical lines, streets and public ways, city-wide vehicle fleet including Police, DPW and all City departments, refuse removal, environmental improvement programs, public buildings and grounds, parks and playgrounds, snow removal, open spaces, and school custodial services. The DPW Administration team oversees all personnel and financial matters related to the department.

Office of Strategic Planning and Community Development (OSPCD) -Planning, Preservation, and Zoning Division

Sarah Lewis-Director of Planning, Preservation, and Zoning

617-625-6600

planning@somervillema.gov

The Planning, Preservation, and Zoning (PPZ) Division develops recommendations that allow us to best utilize our available land resources in meeting the needs of our residents and businesses. We seek to develop more and better community-focused spaces while preserving the character of Somerville and incorporating the vision residents have for their neighborhoods. PPZ pursues these goals by administering and implementing the SomerVision comprehensive plan; which addresses the City's goals, policies, and actions for the years of 2010 to 2040. SomerVision and our neighborhood planning projects help us understand the needs of residents, while our zoning code aims to keep development aligned with our long-term planning goals.

5. GROUP C – COMMUNITY GROUPS

In addition to meetings with Groups A, 4F, and Group B, Public Outreach will continue at various milestones. The first public meeting took place June 6, 2024. A second public meeting is anticipated in January of 2025. The project will continue to engage with the elected officials of Boston, Cambridge, and Somerville, as well as identified Community Groups. The project team may hold a legislative brief to prepare elected officials for any possible constituent questions/concerns.

The project team, on behalf of, and at the direction of MBTA and Draw One project team, will coordinate additional meetings at the direction of MBTA. FTA will be invited to attend all public and stakeholder group meetings as a partner to the project.

Mass Rivers Alliance

Julia Blatt, Executive Director

617-714-4272

juliablatt@massriversalliance.org

Mass Rivers' mission is to protect and restore the Commonwealth's rivers and streams. To be successful in this mission, we prioritize climate resilience and ensure that our river solutions also

promote economic and racial justice locally. We believe every community in the state has the right to a clean healthy river, and every river in the state should be free of pollution. We work collaboratively with a mix of partners and strive to build a movement that is inclusive of all backgrounds and demographics and values the diverse perspectives they bring.

Environment Massachusetts

Ben Hellerstein, Mass State Director

617-747-4368

ben@environmentmassachusetts.org

Environment Massachusetts works for clean air, clean water, clean energy, wildlife and open spaces, and a livable climate. Our members across the state put grassroots support behind our research and advocacy.

We envision a greener Massachusetts: one that protects more places where nature can thrive and offers us and our children a greater opportunity to live healthier, more enriching lives. Through our research, public education, advocacy, litigation and action, we advance policies and practices that put our state and our country on a better path.

Charles River Conservancy

Laura Jasinski, Executive Director

617-300-8175

ljaskinski@thecharles.org

The Charles River Conservancy lies at the center of the Charles River, its parks, and the park's users. We similarly envision a future in which the Charles River and its parks are celebrated, well-utilized, and connected centers of public life. We strive to make the Charles River and its parks a well-maintained network of natural urban places that invite and engage all in their use and stewardship.

East Coast Greenway (See also Group 4F/106)

Emily Paskewicz-Northern New England Manager

978-414-5433

Emily@greenway.org

The Trustees of Reservations

Kerry Bowie

The centerpiece of the Trustees mission is protecting places of ecological, scenic, and historic importance. We search far and wide to find Massachusetts' most potentially endangered iconic landscapes and precious cultural relics, navigate the complex and long path to bring them under our protection, and allocate land stewardship resources and expertise to maintain their integrity long into the future.

Environmental League of Massachusetts

Linda Orel

617-360-1857

lorel@thetrustees.org

The Environmental League of Massachusetts (ELM) is committed to combating climate change and protecting the commonwealth's land, water, and public health. By creating diverse alliances and building the power of the environmental community, ELM uses its collective influence to ensure Massachusetts is a leader in environmental and economic sustainability.

Boston Harbor Now

Alice Brown, Chief of Planning and Policy

617-223-8104

kabbott@bostonharbornow.org

Our mission is to ensure that Boston Harbor, its waterfront and islands are accessible and inclusive and that these special places are properly adapted to the risks of climate change.

Boston Harbor Now is working to re-establish Boston as one of the world's truly great coastal cities. Everything we do is in partnership with public agencies, communities, and private and non-profit partners.

Charles River Watershed Association

Heather Miller

781-788-0007

hmillier@crwa.org

Environment Massachusetts works for clean air, clean water, clean energy, wildlife and open spaces, and a livable climate. Our members across the state put grassroots support behind our research and advocacy. We envision a greener Massachusetts: one that protects more places

where nature can thrive, and offers us and our children a greater opportunity to live healthier, more enriching lives. Through our research, public education, advocacy, litigation, and action, we advance policies and practices that put our state and our country on a better path

6. ENGAGEMENT WITH ENVIRONMENTAL JUSTICE (EJ) POPULATIONS

Public involvement is key to informing MBTA projects and decisions. MBTA's 2023 Public Engagement Plan¹³ outlines the following public engagement principles that agency representatives and those working in concert with MBTA on transportation projects and initiatives will strive to achieve:

- **Strong Community Partnerships:** MBTA shall develop collaborative working partnerships with community members, community and advocacy organizations, and municipalities to build trust, avenues for regular communication, and ongoing engagement.
- **Strategic and Continuous Outreach:** Concerted effort must be given to encouraging participation through early, accessible, and ongoing strategic outreach to the public that MBTA serves. This includes using a variety of tools and mechanisms to reach the riders who are most likely to be impacted by proposed changes.
- **Accessibility, Equity, and Inclusion:** All public participation and engagement activities should promote inclusion and equity with specific strategies that encourage participation from diverse members of the community. Every effort should be made to ensure that participation opportunities are physically, geographically, temporally, linguistically, and culturally accessible. Public engagement processes should include, as appropriate to a project or those impacted, a range of socioeconomic, ethnic, environmental, and cultural perspectives and include people with low-incomes, people of color, people with disabilities, people with limited English proficiency, young people and older adults, and other traditionally underserved communities.
- **Respectful and Solution-Oriented Dialogue:** MBTA welcomes the constructive contributions by members of the public and encourages the respect and inclusion of all points of view. When there are conflicting opinions, conversations should be structured to allow for compromise, when possible, while staying solution-focused to respond to community concerns.
- **Transparent Process:** The decision-making processes and level of input for any event or community process should be clear, open, and understandable. Plans and projects must be clearly described, including the potential effect of public input, so that the public understands what is being proposed and how to get involved.

MBTA seeks to engage the public about its policies, planning, and projects. The level of complexity for each project and the impact on the community guide the structure and process of public engagement. Simple projects may require a less extensive engagement process, while some projects may require more outreach over the life of the project. Further, MBTA recognizes that its riders have different time constraints and strives to provide multiple ways to ensure rider voices are heard.

The most common types of public engagement that MBTA uses are in-person and virtual public meetings, including public hearings, as well as community meetings, open houses and breakout sessions,

stakeholder meetings, station pop-ups, virtual community drop-in sessions, and one-on-one interactions. MBTA also deploys street outreach teams, intercept and periodic surveys, and interviews or asking questions at stations or bus stops. While MBTA is committed to in-person public engagement, virtual public engagement methods have proven to make participation more accessible and convenient for the public and are a key public engagement strategy at MBTA.

Public Involvement Plan

Draw One Bridge Replacement Project
MBTA Contract No. H32PS01

PUBLIC INVOLVEMENT PLAN
November 2024



Prepared by:

City Point Partners
11 Elkins St.
Suite 470
Boston, MA 02127

Page left intentionally blank

TABLE OF CONTENTS

1. Introduction	4
2. Internal Communications and Collaboration.....	5
3. Federal and State Requirements	6
4. Stakeholders	8
5. Public Involvement	8
6. Tables	15

1. INTRODUCTION

The Massachusetts Bay Transportation Authority (MBTA), in cooperation with the Federal Transit Administration (FTA), proposes to replace the Draw One Bridge, the Boston and Maine Railroad (B&MRR) Signal Tower A, and associated MBTA infrastructure as part of the Draw One Bridge Replacement Project (the “Proposed Project”), located in the cities of Cambridge and Boston, Massachusetts. MBTA owns the rail infrastructure and Right-of-Way (ROW) and contracts with Keolis to operate the commuter rail system; Amtrak also uses the bridge and ROW for its *Downeaster* service between North Station and Brunswick, Maine.

Consistent with the requirements of the Massachusetts Environmental Policy Act (MEPA), Title VI of the Civil Rights Act,¹ and both FTA’s and MBTA’s public outreach guidelines,^{2,3} this Public Involvement Plan (PIP) is intended to ensure meaningful public engagement in the decision-making process for this transportation infrastructure project. This PIP outlines the opportunities for community member involvement and input on the Proposed Project, incorporating both general and targeted outreach approaches to diverse stakeholders. Particular emphasis is given to strategies for inclusive public participation, specifically intended to engage people of color, people with disabilities, and low-income populations.

Goals and Objectives

The objectives of this PIP will be to encourage an exchange of ideas and information and address any concerns related to the plan from the potentially affected communities (including environmental justice (EJ) populations). This exchange will include, but will not be limited to, providing an overview of the project benefits to the community and addressing any construction-related concerns such as noise, air quality, etc. MBTA will involve stakeholders in the environmental process through early and open communication.⁴ The intent is that this exchange of ideas and information will help to identify and address focused community issues and concerns that arise from Project construction.

In alignment with the requirements of the National Environmental Policy Act (NEPA), MBTA has developed this PIP, which outlines:

- why engaging the public is important;
- the principles for how MBTA will reach out to the public;
- MBTA’s goals for responsible and thoughtful outreach;
- the methods and types of community events for the public;

¹ https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/FTA_Title_VI_FINAL.pdf

² https://www.transportation.gov/sites/dot.gov/files/2023-11/Promising%20Practices%20for%20Meaningful%20Public%20Involvement_2023Update_FINAL.pdf

³ <https://cdn.mbta.com/sites/default/files/2023-06/2023-06-Public-Engagement-Plan-English.pdf>

⁴ <https://www7.transportation.gov/transportation-policy/environmental-justice/environmental-justice-strategy>

- and MBTA’s responsibility to ensure access and accommodation so all may participate.

MBTA will use this PIP to ensure all communities are involved, including communities that have been historically under-represented, including, but not limited to, low-income individuals, people of color, the elderly, people with disabilities, those with limited English proficiency (LEP), Veterans, non-US citizens, and the lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI+) community. The proposed process for engaging these stakeholders, along with host and impacted communities, provides venues for them to express interests and concerns, allowing MBTA to identify and address any new or unexpected local priorities and issues.

Project Overview

The Proposed Project primarily comprises replacement of the existing two bascule bridges with three vertical lift bridges, replacement of the existing Signal Tower A and temporary control tower with a new Tower A, modifications to raise the North Bank Bridge to accommodate the new Draw One Bridge, and provision of six, rather than four, tracks across the Charles River to maintain service during construction and avoid impacts to operations in the case of potential future service disruptions. The purpose of the Proposed Project is to keep this portion of the rail system in a state of good repair and improve the reliability and safety of MBTA commuter rail and Amtrak services.

2. INTERNAL COMMUNICATIONS AND COLLABORATION

The Draw One Bridge is a crucial rail link between Boston and greater New England. Tens of thousands of people use these services every week, travelling for purposes including work, school, recreation, culture, and medical care, mainstays of the regional economy. Safe and reliable rail options make it easier for commuters and other travelers to keep their cars at home and off congested freeways and city streets, limiting greenhouse gas emissions and contributing to better air quality. Working closely with stakeholders will be important to the Proposed Project’s success, especially during construction activities.

The goal of this PIP is to identify and address stakeholder interests and concerns, facilitate the promotion of all necessary information in a timely, accurate manner to groups involved in or potentially affected by the Proposed Project, and solicit meaningful stakeholder feedback to be considered in decision-making for the Proposed Project.

Interface with Government Officials and Agencies

All contact with Federal, State, and local elected officials will be coordinated through the MBTA Program Management Team, in association with the Massachusetts Department of Transportation (MassDOT) Government and Public Affairs office. The primary point of contact will be:

Eddie Palladino
MassDOT Deputy Director of Government Affairs
edward.palladino@sao.state.ma

Capital Delivery Stakeholder Engagement

Coordination of communications about public outreach matters will be coordinated through the MBTA Program Management Team, in association with the MBTA Stakeholder Engagement Manager. The primary point of contact will be:

Ashley Armand
MBTA Deputy Director of Capital Coordination
AArmand@MBTA.com

MBTA Customer Service Communications

Coordination of communications about any disruption of Commuter Rail or bus service to commuters will be coordinated through the MBTA Project Management Team in association with the MBTA Customer Communication & Marketing Team. The primary point of contact will be:

Rose Yates
MBTA Assistant General Manager of Customer Communications & Marketing
ryates@MBTA.com

Media Interface

MBTA Public Affairs will handle all media requests during the environmental review for the Proposed Project, as well as throughout the construction period and continuing into the operational phase. The project team will work closely with and support the MBTA Public Affairs and MBTA Press Office by providing information, materials, and other support required to assist with media briefings, announcements, and milestone events, including groundbreaking and press releases. The primary point of contact will be:

Joe Pesaturo
MBTA Director of Communications
jpesaturo@mbta.com

3. FEDERAL AND STATE REQUIREMENTS

NEPA

A focused PIP, including outreach to EJ populations, guided towards communities potentially affected by the Proposed Project, in accordance with the FTA's National Environmental Policy Act NEPA requirements and consideration of MEPA Public Involvement Protocol for Environmental Justice Populations,⁵ is a critical component to the Proposed Project's success. NEPA requires that agencies make diligent efforts

⁵ <https://www.mass.gov/doc/final-mepa-public-involvement-protocol-for-environmental-justice-populations-effective-date-of-january-1-2022/download>

to involve the public in preparing and implementing their NEPA procedures and provide public notice of NEPA-related hearings, public meetings, and other opportunities for public involvement.⁶

The Proposed Project is also subject to Section 106 of the National Historic Preservation Act (NHPA) and Section 4(f) of the U.S. Department of Transportation Act, which have requirements related to public involvement. The project team has complied with Section 106 of the National Historic Preservation Act⁷ as provided for in 36 CFR § 800.2(d)(3)⁸ concurrently with the NEPA process, including the public involvement requirements. Native American tribal consultations have been conducted following U.S. Department of the Interior (DOI) policy, and tribal concerns have been given due consideration, including impacts on Indian trust assets. Scoping has also been conducted in compliance with the U.S. Army Corps of Engineers (USACE) Section 404 requirements.⁹ The public involvement requirements of the proposed Section 4(f) *de minimis* impact determination are assumed to be fulfilled through the publication of the NEPA Environmental Assessment (EA) for the Proposed Project.

EJ and LEP Outreach

As described in Appendix K, “Environmental Justice,” of the NEPA EA, both Federal and State criteria are considered for EJ populations. FTA’s 2012 Circular 4703.1, *Environmental Justice Policy Guidance for Federal Transit Administration Recipients*, specifies that an EJ analysis begins with determining whether minority and/or low-income populations will experience potential environmental or health impacts from a proposed project.¹⁰ Additionally, in accordance with guidance developed by the Massachusetts Executive Office of Energy and Environmental Affairs (EEA), an environmental justice population is defined as a Census block group that includes one or more of the following demographic characteristics, an EJ population is defined as a Census block group that includes one or more of the following demographic characteristics:¹¹

- **Income:** The annual median household income is not more than 65 percent of the statewide annual median household income,
- **Minority:** Minorities (i.e., individuals who identify themselves as Latino/Hispanic, Black/African American, Asian, Indigenous people, and people who otherwise identify as non-white) comprise 40 percent or more of the population,
- **English Language Isolation:** 25 percent or more of households lack English language proficiency, or

⁶ <https://www.energy.gov/nepa/articles/effective-public-participation-doe-1998>

⁷ <http://www.gpo.gov/fdsys/pkg/USCODE-2011-title16/html/USCODE-2011-title16-chap1A-subchapII.htm>

⁸ <https://www.ecfr.gov/current/title-36/chapter-VIII/part-800/subpart-B/section-800.3>

⁹ <https://www.epa.gov/cwa-404/overview-clean-water-act-section-404>

¹⁰ https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/FTA_EJ_Circular_7.14-12_FINAL.pdf

¹¹ The Massachusetts Executive Office of Energy and Environmental Affairs can also designate a geographic portion of a Neighborhood as an EJ population.

- **Minority and Income:** Minorities comprise 25 percent or more of the population and the annual median household income of the municipality in which the neighborhood is located does not exceed 150 percent of the statewide annual median household income.

This PIP identifies how the project team will document information and create a database of EJ stakeholder interests and concerns to properly advise the project team on decision-making and prioritization processes throughout the design process.

4. STAKEHOLDERS

The term “stakeholder” is used throughout this PIP to refer to potentially affected entities, including members of the public who may participate in some part of the NEPA process.¹² The Advisory Council on Historic Preservation (ACHP) advises Federal agencies to coordinate compliance with Section 106 of the NHPA and the procedures in the regulations implementing Section 106, “Protection of Historic Properties” (36 C.F.R. Part 800), with steps taken to meet the requirements of the NEPA. Under NHPA, stakeholders are identified parties that have consultative roles in the Section 106 process, including State Historic Preservation Officers (SHPOs), Tribal Historic Preservation Officers (THPOs); Indian tribes; Native Hawaiian organizations; representatives of local governments; applicants for Federal assistance, permits, licenses, and other approvals; the ACHP; and other individuals and organizations with a demonstrated interest in the undertaking or affected historic properties. During each phase of the Proposed Project, outreach activities will be scheduled and structured to reflect its demographic and commercial diversity, and to facilitate open communication, problem resolution, and consensus building.¹³

This PIP is designed to engage stakeholders and address the concerns of:

- Elected officials and staff of the affected municipality (Tables 3, 4, 5);
- Indigenous Organizations (Table 6);
- Federal Tribes (Table 7); and
- Other organizations within proximity (Table 8).

5. PUBLIC INVOLVEMENT

Public involvement is key to informing MBTA projects and decisions. MBTA’s 2023 Public Engagement Plan¹⁴ outlines the following public engagement principles that agency representatives and those working in concert with MBTA on transportation projects and initiatives will strive to achieve:

¹² https://ceq.doe.gov/docs/ceq-publications/NEPA_NHPA_Section_106_Handbook_Mar2013.pdf#xml=https://ceq.doe.gov/dtSearch/dtisapi6.dll?cmd=getpdfhits&u=425d9c&DocId=20&Index=%2a%7baa6ef58232bb83cd704a3f43820d33a0%7d%20CEQ&HitCount=8&hits=15ca+1937+1ec3+2dfe+3701+4a1f+4cab+5327+&SearchForm=%2fCEQSearch%5fform%2ehtml&.pdf

¹³ [36 CFR § 800.2 Participants in the Section 106 process - Code of Federal Regulations \(ecfr.io\)](https://www.ecfr.gov/current/title-36/chapter-I/subchapter-A/part-800/section-800.2)

¹⁴ <https://cdn.mbta.com/sites/default/files/2023-06/2023-06-Public-Engagement-Plan-English.pdf>

- **Strong Community Partnerships:** MBTA shall develop collaborative working partnerships with community members, community and advocacy organizations, and municipalities to build trust, avenues for regular communication, and ongoing engagement.
- **Strategic and Continuous Outreach:** Concerted effort must be given to encouraging participation through early, accessible, and ongoing strategic outreach to the public that MBTA serves. This includes using a variety of tools and mechanisms to reach the riders who are most likely to be impacted by proposed changes.
- **Accessibility, Equity, and Inclusion:** All public participation and engagement activities should promote inclusion and equity with specific strategies that encourage participation from diverse members of the community. Every effort should be made to ensure that participation opportunities are physically, geographically, temporally, linguistically, and culturally accessible. Public engagement processes should include, as appropriate to a project or those impacted, a range of socioeconomic, ethnic, environmental, and cultural perspectives and include people with low-incomes, people of color, people with disabilities, people with limited English proficiency, young people and older adults, and other traditionally underserved communities.
- **Respectful and Solution-Oriented Dialogue:** MBTA welcomes the constructive contributions by members of the public and encourages the respect and inclusion of all points of view. When there are conflicting opinions, conversations should be structured to allow for compromise, when possible, while staying solution-focused to respond to community concerns.
- **Transparent Process:** The decision-making processes and level of input for any event or community process should be clear, open, and understandable. Plans and projects must be clearly described, including the potential effect of public input, so that the public understands what is being proposed and how to get involved.

MBTA seeks to engage the public about its policies, planning, and projects. The level of complexity for each project and the impact on the community guide the structure and process of public engagement. Simple projects may require a less extensive engagement process, while some projects may require more outreach over the life of the project. Further, MBTA recognizes that its riders have different time constraints and strives to provide multiple ways to ensure rider voices are heard.

The most common types of public engagement that MBTA uses are in-person and virtual public meetings, including public hearings, as well as community meetings, open houses and breakout sessions, stakeholder meetings, station pop-ups, virtual community drop-in sessions, and one-on-one interactions. MBTA also deploys street outreach teams, intercept and periodic surveys, and interviews or asking questions at stations or bus stops. While MBTA is committed to in-person public engagement, virtual public engagement methods have proven to make participation more accessible and convenient for the public and are a key public engagement strategy at MBTA.

Inclusive Engagement Strategies

MBTA is committed to fostering equitable engagement with Environmental Justice (EJ) populations—communities often underrepresented in decision-making processes, including low-income residents, communities of color, and individuals with Limited English Proficiency (LEP). This aligns with MEPA requirements, the Title VI Civil Rights Act, and MBTA’s broader goals for accessibility, transparency, and inclusion through the Public Engagement Plan.

Guiding Principles for Engagement

MBTA maintains the following guiding principles to facilitate meaningful public engagement:

- **Proactive Communication:** Engage EJ populations early and maintain consistent outreach throughout the project lifecycle.
- **Accessibility:** Ensure all outreach is linguistically, culturally, and geographically accessible, adhering to Title VI and ADA guidelines.
- **Transparency:** Provide clear, timely, and accurate updates about the project and its impacts.
- **Stakeholder-Centered Design:** Collaborate with community organizations, municipalities, and advocacy groups to ensure equitable participation.

Tools and Techniques for Engagement

Consistent Communication

To ensure open and effective lines of communication, MBTA will:

- Disseminate a written summary of basic Project details and regular **design update bulletins** with information about construction schedules, disruptions, and mitigation plans.
- Use an electronic stakeholder database to distribute updates and project alerts. This database will include community organizations, officials, community advocates and individuals from EJ and LEP populations.
- Leverage outreach channels such as email, social media, press releases, and printed materials (e.g., publications in local newspapers like The Boston Globe, The Cambridge Chronicle, The Somerville Journal, and el Planeta) to ensure information reaches diverse audiences.
- Provide press releases and legislative advisories, as warranted, and disseminated through MBTA/MassDOT Press and Legislative departments.

Stakeholder Meetings

MBTA will coordinate meetings with relevant stakeholders as needed. These sessions may include, and aren't limited to:

- Elected officials, community boards, and neighborhood associations.
- Advocacy groups for EJ populations, LEP communities, and ADA representatives.
- Business owners, residents, and civic organizations near the project area.

These meetings will include targeted discussions to identify and address EJ community concerns. To maximize attendance, notifications will be distributed using culturally relevant methods, including multicultural media and flyers posted in high-traffic areas in EJ communities.

Multilingual Outreach

MBTA recognizes language barriers as a significant factor in engagement. To address this:

- All project materials, including flyers, emails, and meeting notices, will be translated into relevant languages such as Spanish, Chinese, Portuguese, Haitian Creole, Amharic, Bangla, and Vietnamese, with additional languages available upon request.
- Public meetings will provide real-time interpretation and translated materials.
- Ethnic media platforms will be utilized to increase awareness within linguistically diverse communities.

Digital and Traditional Outreach

- **Digital Tools:** Utilize project websites, social media platforms (Facebook, Instagram, X), and email newsletters to share updates. Targeted ads will engage specific demographics.
- **Traditional Methods:** Flyers, posters, and printed materials will be distributed in community hubs, libraries, and transit stations to reach residents without internet access. Mailers may be sent to households within a 1000-foot radius of the Proposed Project to improve outreach and encourage engagement.
- **Project Email and Hotline:** Establish a dedicated email address and hotline for inquiries, ensuring public access to timely responses.
- **Other:** Make use of pre-existing groups (e.g., grassroots organizations and community groups) and natural areas of congregation (e.g., places of worship, libraries, and farmer's markets) to disseminate Project information.

Accessible Public Meetings

Public meetings will be designed to accommodate EJ populations and underserved communities:

- Held in ADA-compliant venues accessible by public transit.
- Scheduled flexibly, including evenings and weekends, to suit diverse schedules.
- Conducted with virtual options featuring closed captioning, sign language interpretation, and real-time language services.

Ongoing Communication and Feedback Mechanisms

- **Community Partnerships:** Collaborate with local groups, such as La Colaborativa, GreenRoots, and Charles River Conservancy, to co-design outreach strategies.
- **Information Sharing:** All public materials will be made available online and in accessible formats, and will be supplied in alternative formats if requested. Meeting minutes, presentations, and feedback summaries will be shared promptly.

- **Feedback Loops:** MBTA will respond to community input through newsletters and regular updates, demonstrating how feedback shapes project decisions.

The importance and value of early and meaningful public participation are clearly recognized in CEQ regulations¹⁵. Early and meaningful public participation communication with stakeholders, including MBTA and the City of Boston, among others, will consider the needs, concerns, and interests of MBTA's constituency of riders, host communities, and EJ communities within a quarter-mile radius of the Proposed Project that may be impacted (Figure 1).

Direct Engagement

As questions specific to individual neighborhoods arise, meetings can be organized with community boards, elected officials, and neighborhood groups (see Section 11, "Tables") to provide information that may directly affect the public and solicit their input. Interactions with these local groups will provide insights into local history, community-specific concerns, and needs while continuing the involvement with the community. Stakeholders can provide specific comments or concerns to the project through the project website, email, and hotline (if necessary). These comments will be logged into a communications log, which will help track when the communication came in, who the interested and/or responsible parties may be, and the project team's next steps, such as a response email or a stakeholder visit.

The project team will be involved in hosting community events to help foster community engagement. The project team, with direction from MBTA can utilize the types of public engagement, available in English, Chinese, Portuguese, and Spanish, that are most commonly used by MBTA, primarily:

- Public Meetings and/or Recorded Project Overviews,
- Open Houses (as needed),
- Stakeholder meetings,
- One-on-one interactions.

Virtual Engagement

In response to the COVID-19 pandemic, the use of alternative means of communication have proven vital and successful during times of social distancing and public gathering restrictions – this will include the use of Virtual Public Involvement (VPI) when necessary.

The Proposed Project will continue to host virtual and hybrid public involvement opportunities, including working with the community to host viewing and participation opportunities.

The MBTA Zoom platform has been used in previous Virtual Public Meetings. The Zoom platform is a useful tool for organizing and facilitating a virtual public meeting. This platform has many benefits, such as a Question-and-Answer capability that allows attendees to submit questions via text or phone,

¹⁵ <https://www.energy.gov/nepa/articles/environmental-justice-guidance-under-nepa-ceq-1997>

translation capabilities, closed captions, the ability to record the presentation, which can be later uploaded to the Project webpage, as well as the ability to collect valuable data like the list of attendee contacts which can be added to the Proposed Project's stakeholder database.

VPI allows for additional public engagement through webinars, websites, live streams, mobile applications, online surveys, and social media. The goal of VPI for the Proposed Project is that through virtual avenues public engagement can be more convenient and accessible.

The project team may utilize the following groups to announce and promote Project involvement on their websites and/or social media platforms:

- State and City officials (pre-briefings sharing Project updates)
- City of Boston Main Streets Neighborhood Commercial Districts
- Neighborhood Associations
- Minority Development Centers
- Non-profit organizations
- Places of worship, libraries, education
- Disability Commission
- Elderly Commission

Engagement Timeline

As the Proposed Project design plans take shape (Table 1), the project team recommends certain PIP milestones and tasks over the duration of the Proposed Project (Table 2) following NEPA requirements.

The project team will actively disseminate design update bulletins that will alert impacted communities about the Proposed Project and highlight future construction activities and potential disruptions and inconveniences, which can supplement website updates. Mailing and email lists will be updated to verify that the appropriate organizations, agencies, officials, and concerned individuals are receiving Project materials and participating in ongoing meetings.

The project team will meet to brief the various impacted stakeholders of the scope and scheduled Project work. The lines of communication must be open and maintained until the Proposed Project is completed; this builds trust with the community and supports the planned improvements.

All public materials (e.g., meeting minutes, copies of correspondence, emails, handouts and flyers, attendance lists) will be preserved according to MBTA guidelines and in an accessible format that is

Section 508¹⁶ and Title VI compliant.¹⁷ MBTA has implemented a Title VI Program consistent with the Federal interpretation and administration and provides meaningful access to its programs, services, and activities to individuals with limited English proficiency.¹⁸

Engagement Documentation

The project team will maintain full documentation of activities in the form of meeting minutes, copies of correspondence, emails, handouts and flyers, attendance lists, and similar materials associated with this PIP. The project team uses and will continue to use a Microsoft Outlook calendar to track and record outreach events, notification deadlines, review periods, and deliverable due dates. The calendar will be maintained throughout the duration of the Proposed Project and will include all stakeholder and public meetings. In addition to the Microsoft Outlook calendar, detailed spreadsheets are used to track meeting attendees, locations, discussions, question and answer, follow-up items, and other general meeting notes. This information is organized by meeting type (e.g., individual stakeholder or public meeting) and date. All information collected in the spreadsheet can be easily exported into an accessible PDF file, in compliance with Title VI, to demonstrate that comprehensive and accessible outreach occurred throughout the project. The project team will host the tracking spreadsheets in a centralized location such as DropBox or Microsoft Teams to ensure all members can update the files with the most up-to-date and accurate outreach information.

¹⁶ Section 508 of the Rehabilitation Act (29 U.S.C. § 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220) requires Federal agencies to develop, procure, maintain, and use information and communications technology (ICT) that is accessible to people with disabilities - regardless of whether or not they work for the Federal government. The U.S. Access Board established the Section 508 standards that implement the law and provides the requirements for accessibility. Section 508 requires Federal agencies to make their ICT such as technology, online training, and websites accessible for everyone. <https://www.epa.gov/accessibility/what-section-508>

¹⁷ Title VI is a law that prohibits discrimination by recipients of Federal money, such as MBTA, on the basis of race, color, or national origin, which includes the denial of language access to limited English proficient (LEP) persons. <https://www.mbtta.com/policies/frequently-asked-questions-title-vi>

¹⁸ In compliance with [US Department of Transportation policy and guidance on federal Executive Order 13166](https://www.transportation.gov/civil-rights/civil-rights-awareness-enforcement/dots-lep-guidance) <https://www.transportation.gov/civil-rights/civil-rights-awareness-enforcement/dots-lep-guidance>.

6. TABLES

Table 1: Anticipated Project Schedule (Subject to change)

Date	Task
2023	75% Design
2026	Procurement
2023	NEPA/EA initiated
2025	File permit applications
2026	Final Design Complete
2025	NEPA/EA approved FONSI issued Permits approved
2026 – 2034	Construction

Table 2: Anticipated Outreach Activities

Date	Task	Subtask
Ongoing	Meet with City of Boston and Commonwealth officials	MBTA to review the Project including proposed timeline for the project and engagement
2025	Engage with identified Environmental Justice Community stakeholders	-stakeholder working groups -neighborhood flyering -updates to project website -conduct events
Fall 2022	Recorded Project Overview and posted it to MBTA's website and YouTube page	
2024/2025 and future key milestones	Meetings with project partners and key stakeholders	Small working group meetings to provide project updates and collect feedback as needed
January 2025 and future key milestones	Conduct Public Meetings and post recording to the project website and MBTA's YouTube page	*at the discretion of the project team and the Director of Stakeholder Engagement

Table 3: City of Boston Elected Officials and Staff

Elected Official Name	Title	Phone	Email
Michelle Wu	Mayor of Boston	617-635-3115	michelle.wu@boston.gov
Lydia Edwards	Senator, Third Suffolk	617-722-1634	lydia.edwards@masenate.gov
Aaron Michlewitz	State Rep, 3rd Suffolk	617-722-2990	aaron.m.michlewitz@mahouse.gov
Ed Flynn	City Councilor-District 2	617-635-3203	ed.flynn@boston.gov
Ciara D'Amico	Neighborhood Liaison- West End	617-635-4987	ciara.damico@boston.gov
Erin Murphy	City Councilor, At-Large	617-635-3115	erin.murphy@boston.gov
Julia Mejia	City Councilor, At-Large	617-635-4217	julia.meja@boston.gov
Michael Flaherty	City Councilor, At-Large	617-635-4205	michael.flaherty@boston.gov
Ruthzee Louijeune	City Councilor, At-Large	617-635-4376	Ruthzee.louijuene@boston.gov
Gladys Oliveros	Latinx Community Liaison	617-636-1979	Gladys.oliverdos@boston.gov

Table 4: City of Cambridge Elected Officials and Staff

Elected Official Name	Title	Phone	Email
Sumbul Siddiqui	Mayor of Cambridge	617-349-4280	mayor@cambridgema.gov
Alanna Mallon	Vice Mayor	617-349-4280	amallon@cambridgema.gov
Sal DiDomenico	State Senator, Middlesex and Suffolk	617-722-1650	sal.didomenico@masenate.gov
Marjorie Decker	State Representative, 25 th Middlesex	617-722-2130	Majorie.decker@mahouse.gov
Burhan Azeem	City Councilor	617-349-4280	bazeem@cambridgema.gov
Dennis Carlone	City Councilor	617-349-4280	dcarlone@cambridgema.gov
Alanna M. Mallon	City Councilor	617-349-4263	amallon@cambridgema.gov
Patricia Nolan	City Councilor	617-349-4280	pnolan@cambridgema.gov
E. Denise Simmons	City Councilor	617-349-4280	dsimmons@cambridgema.gov
Paul Toner	City Councilor	617-349-4280	ptoner@cambridgema.gov
Quinton Zondervan	City Councilor	617-349-4280	qzondervan@cambridgema.gov
Marc McGovern	City Councilor	617 349-4280	mmcgovern@cambridgema.gov
Naomie Stephen	Executive Assistant to the City Council	617-349-4280	council@cambridgema.gov

Table 5: City of Somerville Elected Officials and Staff

Elected Official Name	Title	Phone	Email
Katjana Ballantyne	Mayor of Somerville	617-625-6600x2100	mayor@somervillema.gov
Patricia Jehlen	State Senator, Second Middlesex	617-722-1578	Patricia.jehlen@masenate.gov
Erika Uyterhoeven	State Representative, 27 th Middlesex	857-264-1096	erika.uyterhoevan@mahouse.gov
Kristen Strezo	Councilor at Large	617-209-9915	strezoatlargo@gmail.com
Willie Burnley, Jr.	Councilor at Large	617-475-0203	wburnley@somervillema.gov
Charlotte Kelly	Councilor at Large	617-902-0539	ckelly@somervillema.gov
Jake Wilson	Councilor at Large	617-468-8969	jwilson@somervillema.gov
Matthew McLaughlin	Councilor Ward 1	617-999-0924	mattforward1@gmail.com
Jefferson Thomas "JT" Scott	Councilor Ward 2	857-615-1531	jtscott@somervillema.gov
Ben Ewen-Campen	Councilor Ward 3	617-702-2613	Benforward3@gmail.com
Jesse Clingan	Councilor Ward 4	617-290-1904	aldermanclingan@gmail.com
Beatriz Gomez Mouakad	Councilor Ward 5	617-216-0199	Gomezmouakad.ward5@gmail.com
Lance Davis	Councilor Ward 6	857-261-1909	Lancedavisward6@gmail.com
Judy Pineda Neufeld	Councilor Ward 7	617-684-5112	Judyforward7@gmail.com

Table 6: Indigenous Organizations

First Name	Last Name	Title	Phone	Email	Affiliation
Alma	Gordon	President	Not Provided	tribalcouncil@chappaquiddick-wampanoag.org	Chappaquiddick Tribe of the Wampanoag Nation
Cheryll	Toney Holley	Chair	774-317-9138	crwritings@aol.com	Nipmuc Nation (Hassanamisco Nipmucs)
John	Peters, Jr.	Executive Director	617-573-1292	john.peters@mass.gov	Massachusetts Commission on Indian Affairs (MCIA)

First Name	Last Name	Title	Phone	Email	Affiliation
Kenneth	White	Council Chairman	508-347-7829	acw1213@verizon.net	Chaubunagungamaug Nipmuck Indian Council
Melissa	Ferretti	Chair	508-304-5023	melissa@herringpondtribe.org	Herring Pond Wampanoag Tribe
Patricia	D. Rocker	Council Chair	Not Provided	rockerpatriciad@verizon.net	Chappaquiddick Tribe of the Wampanoag Nation, Whale Clan
Raquel	Halsey	Executive Director	617-232-0343	rhalsey@naicob.org	North American Indian Center of Boston
Cora	Pierce	Not Provided	Not Provided	Coradot@yahoo.com	Pocasset Wampanoag Tribe
Elizabeth	Soloman	Not Provided	Not Provided	Solomon.Elizabeth.e@gmail.com	Massachusetts Tribe at Ponkapoag

Table 7: Federal Tribes

First	Last	Title	Phone	Email	Affiliation
Bettina	Washington	Tribal Historic Preservation Officer	508-560-9014	thpo@wampanoagtribe-nsn.gov	Wampanoag Tribe of Gay Head (Aquinnah)
Bonney	Hartley	Historic Preservation Manager	413-884-6048	bonney.hartley@mohican-nsn.gov	Stockbridge-Munsee Tribe
Brian	Weeden	Chair	774-413-0520	Brian.Weeden@mwtribe-nsn.gov	Mashpee Wampanoag Tribe

Table 8: Other organizations within project proximity

First Name	Last Name	Title	Service Area	Phone Number	Email	Affiliation
David	Kelley	Director of Operations	Cambridge	617-721-6072	dkelley@bostonsand.com	Boston Sand and Gravel
Edward	Hult	CEO / North America	Cambridge	617-746-1700	bostonilc@ef.com	EF Education First Headquarters
Stefan	Skalinski	Deputy Director of Government Affairs	Boston	617-626-1250	mass.parks@mass.gov	Charles River Reservation North Point Maintenance Facility / DCR
Steven	Tompkins	Sheriff	Boston	617-635-1000 x2100	info@scsdma.org	Suffolk County Sheriff's Department
Michael	Morrison	Sr. Director of External Communications	Boston	617-724-6425	mdmorrison@partners.org	Massachusetts General Hospital
Douglas	Cameron	Director and Chief Engineer	Boston	617-828-3532	doug.cameron@mass.gov	Office of Fishing and Boating Access
Joy	Gary	Executive Director	Boston	617-825-3846	joy@bostonfarms.org	Boston Farms Community Land Trust
Alice	Brown	Chief of Planning and Policy	Boston	Not provided	abrown@bostonharbornow.org	Boston Harbor Now
Kathy	Abbott	President and CEO	Boston	617-223-8104	kabbott@bostonharbornow.org	Boston Harbor Now

First Name	Last Name	Title	Service Area	Phone Number	Email	Affiliation
Karen	Chen	Executive Director	Boston	617-357-4499	karen@cpaboston.org	Portuguese Progressive Association
Lee	Matsueda	Executive Director	Boston	617-723-2639	lee@massclu.org	Mass Community Labor United
Bruce	Berman	Not Provided	Boston	(617) 293-6243	Bruce@bostonharbor.com	Save the Harbor/Save the Bay
Hin Sang	Yu	Co-Chair	Boston	603-905-9915	chinatownresidents@gmail.com	Chinatown Resident Association
Maria Belen	Power	Associate Executive Director	Boston	617-466-3076 Ext 2	mariabelenp@greenrootschelsea.org	GreenRoots, Inc.
Deb	Fastino	Executive Director	Boston	617-316-0456	dfastino@aol.com	Coalition for Social Justice
Laura	Jasinski	Executive Director	Boston	Not provided	ljaskinski@thecharles.org	Charles River Conservancy
Anabel	Santiago	Grassroots Organizer	Boston	978-880-0016	anabel@coalitionforsocialjustice.org	Coalition for Social Justice
Andres	Ripley	Natural Resource Specialist	Boston	Not provided	ripley@neponset.org	Neponset River Watershed Association
Patricia	Alvarez	Not Provided	Boston	Not provided	palvarez@swbcdc.org	Southwest Boston Community Development Corporation

First Name	Last Name	Title	Service Area	Phone Number	Email	Affiliation
Heather	Miller	Not Provided	Boston Cambridge	781-788-007	hmillercrwa.org	Charles River Watershed Assoc.
May	Lui	Community Outreach Coordinator	Boston Cambridge Somerville	617-482-2380	may.lui@asiancdc.org	Asian Community Development Corporation
Melanie	Gárate	Climate Resiliency Project Manager	Boston Cambridge Somerville	(781) 316-3438	melanie.garate@mysticriver.org	Mystic River Watershed Association
Josefine	Wendel	Not Provided	Cambridge	617-665-3765	jwendel@challiance.org	Cambridge Food and Fitness Policy Council
Chris	Marchi	Vice President	East Boston	Not Provided	cbmarchi@gmail.com	Air, Inc.
Eugene	Benson	Former City Planning & Urban Affairs Professor	East Boston	Not provided	eugene.b.benson@gmail.com	GreenRoots, Inc.
David	Queeley	Director of Projects	East Boston Cambridge Somerville	Not Provided	david.queeley@mysticriver.org	Mystic River Watershed Association
Julie	Wormser	Deputy Director	East Boston Cambridge Somerville	Not Provided	julie.wormser@mysticriver.org	Mystic River Watershed Association
Alexandra	Lennon-Simon	Executive Director	Somerville	617-628-9988	alexandra@groundworksomerville.org	Groundwork Somerville

Page left intentionally blank