

# Bicentennial Bluffs Choice Neighborhood Initiative

## PLANNING COORDINATOR ROLE FOR CITY OF JOLIET AND JOLIET HOUSING AUTHORITY

RESPONSE TO  
CNI PLANNING COORDINATOR RFP - 2891-0325

RFP RESPONSE DATED  
05 FEBRUARY 2025

PREPARED FOR  
CITY OF JOLIET AND  
HOUSING AUTHORITY OF JOLIET

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RFP RESPONSE SUBMITTED BY

**BORDERLESS  
STUDIO**  
WITH:  
**COLLABO+ teska**

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01 COVER LETTER

# Cover Letter

February 05, 2025

Dustin Anderson, Director of Community Development  
City of Joliet  
Administrative Offices  
150 West Jefferson Street  
Joliet, IL 60432

Re: Request for Proposals HUD Choice Neighborhood Initiative  
Planning Coordinator

On behalf of Borderless Studio, in partnership with Collabo and Teska Associates, I am pleased to submit our proposal to serve as the Planning coordinator for the Joliet Choice Neighborhood Initiative, focusing on the Bicentennial Bluffs and the properties of Heritage place Apartments and the Riverwalk Homes. Established in 2016, Borderless is a Latina-owned architecture and urban planning practice with offices in Chicago and San Antonio. Our practice is rooted in approaches and collaboration frameworks that prioritize spatial justice and equitable design while cultivating collaborative design agency. We are committed to supporting healthy, vibrant, accessible and thriving communities by actively working side by side with local residents and stakeholders to create tools, processes, and outcomes that inspire, enable, and shape meaningful places for people.

Over the years, Borderless has had the privilege of collaborating with numerous communities across the Midwest, East Coast, and South Texas in a diverse range of urban design and planning processes. We have also served as the lead Planning Coordinator for multiple Choice Neighborhood Initiatives, successfully delivering actionable and inclusive plans. Our team's multicultural competence—enhanced by bilingual capabilities, with Spanish-speaking leadership—serves as a valuable asset for fostering community engagement, which we consider essential for a meaningful and successful planning process.

In developing a holistic response to this RFP we have assembled a team with Collabo Planning + Design and Teska Associates, both practices with a demonstrated commitment to equitable and inclusive planning processes with demonstrated success. Collabo is a Chicago-based dynamic planning and urban design firm leading innovative community revitalization projects throughout the country that generate real results and improve the quality of life for local residents. Collabo is invested in creating a lasting impact through innovative collaboration, early action, and resident empowerment, and their leadership has extensive experience leading successful Choice Neighborhood Plans dating back to 2011.

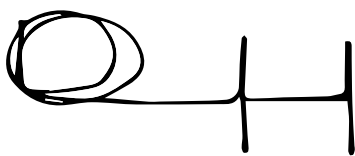
Teska Associates, a planning and design firm founded in 1975, specializes in community-driven urban planning, landscape architecture, and economic development. Teska crafts vibrant, sustainable places that foster social connection, enhance public spaces, and empower communities to shape their future. Through an integrated approach, Teska brings a broad perspective to urban planning, landscape architecture, economic strategies, and participatory engagement to create meaningful, place-based solutions. Teska collaborates closely with communities and partners, including Collabo, as demonstrated in their work on the Westward Choice Neighborhood Plan in Easton, PA, reinforcing their commitment to inclusive, equitable, and impactful planning.

We understand that the City of Joliet and the Housing Authority of Joliet are seeking to develop a Transformation Plan for the Bicentennial Bluffs neighborhood based on three core goals outlined by the Choice Neighborhood Initiative—housing, people, and neighborhood. These three core goals seek to integrate planning strategies and identify investments addressing multiple scales for both social programs and built environment components (housing and infrastructure). Our approach is designed to integrate deep and meaningful engagement resulting in positive, tangible outcomes. We will work with the City of Joliet and Housing Authority of Joliet teams to create a public engagement strategy that blends methodologies and tools to center community voices and to seek that as many perspectives as possible are included in this planning process. We are invested in designing a planning process that acknowledges community history and celebrates the local culture and heritage. Our approach fosters seamless and inclusive collaboration with local leaders and those currently working in the neighborhood to develop strategies and solutions that are driven through community ownership.

We share in the mission of the City of Joliet and the Housing Authority of Joliet to create opportunities in order to change lives.

Please visit our websites at [www.borderless-studio.com](http://www.borderless-studio.com), [www.collaboplaning.com](http://www.collaboplaning.com) and [www.teskaassociates.com](http://www.teskaassociates.com) to learn more about how we have helped communities achieve success. We look forward to hearing from you regarding the opportunity to assist your team on this important project.

Sincerely,



Paola Aguirre Serrano, AICP  
Partner  
Borderless Studio  
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Mobile: 617.818.7251

**BORDERLESS STUDIO**

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## 02 PROJECT UNDERSTANDING AND APPROACH

# Project Understanding

The Bicentennial Bluffs Transformation Plan is a comprehensive initiative aimed at revitalizing the Heritage Place Apartments, Riverwalk Homes, and the broader Bicentennial Bluffs neighborhood, encompassing approximately 850 acres. This area includes 170 units at Heritage Place Apartments and 356 units at Riverwalk Homes, both managed by the Housing Authority of Joliet (HAJ). The Plan will be designed to enhance neighborhood connectivity, support economic mobility, expand access to essential services, and improve the quality of housing and public spaces. A core focus of the Plan will be the reimagining of affordable housing through a mixed-income, mixed-use development approach that integrates community amenities, businesses, and neighborhood services. The strategy aims to deconcentrate poverty while fostering inclusive growth and long-term stability for residents.

## Neighborhood Context

The Bicentennial Bluffs neighborhood is strategically located near Downtown Joliet and adjacent to the Des Plaines River, offering unique opportunities for investment, mobility, and community engagement. While this area benefits from proximity to major employment centers, schools, and cultural assets, it also faces challenges common to aging public housing developments—outdated site layouts, limited housing typologies, and a lack of modern infrastructure to support a vibrant, mixed-income community.

The Plan will address these challenges by integrating new development strategies that:

- Create a balanced housing ecosystem, incorporating affordable, workforce, and market-rate housing
- Support small businesses and local entrepreneurship to build wealth within the community
- Enhance infrastructure and mobility to improve access to transportation, jobs, and services
- Enhance the riverfront and other parks and open spaces as core community assets
- Align with existing city planning efforts to leverage investments in zoning, economic development, and neighborhood revitalization

## Key Community and Institutional Partnerships

The Plan will engage a broad coalition of stakeholders, including public housing residents, neighborhood organizations, local businesses, and community leaders. It will build upon existing assets and partnerships, such as

- Educational Institutions: Joliet Township High School, University of St. Francis, local elementary schools, and community learning centers



Affordable Housing Charrette, Grand Crossing, Chicago, IL 2016



- Cultural and Civic Institutions: The Joliet Public Library, Bicentennial Park, and local museums
- Neighborhood and Business Networks: Small businesses, economic development groups, and workforce training organizations

By establishing strong community-driven partnerships, the Plan will aim to support local initiatives while ensuring that revitalization efforts align with the needs and aspirations of existing residents.

#### A Collaborative, Inclusive, and Forward-Looking Process

This Plan will employ engaging, creative, and data-driven strategies to shape the future of Bicentennial Bluffs. It will include:

- Targeted outreach and engagement with youth, residents, and emerging community leaders
- Workshops and interactive sessions to identify community priorities and opportunities
- Alignment with policy frameworks, ensuring consistency with HUD's Choice Neighborhoods Initiative, Joliet's strategic goals, and HAJ's long-term vision

This approach will position Joliet for future investment and a strong foundation for further implementation funding, ensuring that the Bicentennial Bluffs Transformation Plan not only envisions a better future but also builds the local capacity to realize it.



Cleveland St, CNI Brownsville, TX - 2023

Improved Walkability, Shade Equity and Resilient Planning



New Community Park, CNI Brownsville, TX - 2023

Nature Play, Rain Gardens. Community Garden Beds and Shade



Public Art Reimagining Tour with You - P.A.R.T.Y. Chicago, IL

# Project Approach

## Planning Principles + Approach

Our process is guided by planning principles that set the foundation for our working relationships. These principles are also strategic in guiding shifts and designing a highly flexible process and framework while being responsive to our client, and inclusive of community, stakeholders and collaborators.

- Define a collaborative framework between the project team (City of Joliet / Housing Authority of Joliet) and consultant team to design processes, activities and tools;
- Move at the speed of trust, and ensure that all perspectives and insights are integrated as possible in different stages of the planning process;
- Prioritize interactive and highly visual interfaces for expanded accessibility, and engaged analysis, interpretation, and visioning; and
- Design a process as inclusive as possible both in terms of methods and languages.

The Plan process will be shaped around the following core goals and respective items outlined by the Choice Neighborhood Initiative:

### Housing

(affordability, efficiency, diversity, accessibility)

### People

(education, health, recreation, safety, employment, mobility)

### Neighborhood

(services, schools, amenities, transportation, businesses)

## Listening, Learning and Representing

Our first step in the Plan is to listen and learn from local residents and stakeholders about the history, culture and character of the neighborhood before analyzing data, before making our own observations and crafting recommendations. This step will help us create an appropriate community engagement approach. When possible, we incorporate creative activities (e.g. art-making) into the early stages of the project in order to encourage residents to tell stories through their own creativity. This element can help to generate the “graphic soul” and logo that will be used throughout the planning process. We will also strive to connect our planning activities to existing neighborhood events in order to connect with stakeholders who may not typically attend a formal meeting. This can be a block party, farmers market, holiday event, job fair or church gathering... The important thing is to go where people go... and find out what they know. Through listening, we can have a greater understanding of the values that neighbors share, the important events that bring people together, and the places that are utilized as true local assets.

## Building Trust and Capacity

When residents are genuinely at the center of a planning process, a unique outcome unfolds. Relationships become the focal point of the work. This is because for residents, planning is personal – it’s about their children, their families, their homes, their neighbors and their streets. It is about making their day-to-day lives better in real time. As we envision, design, and seek to implement the investment and physical changes necessary to revitalize the neighborhood, it is critical that residents are engaged from day one, so that they can help to assume a leadership role in the process. An indicator of the level of genuine engagement achieved is the establishment of trust. Relationships are the currency of collective impact, and the ability to achieve lasting results. A denser network of relationships produces a wider array of possibilities, a more robust set of potential opportunities, and a larger implementation ripple effect.

## Create Guides for Community Action and Empowerment

Oftentimes, a typical plan can be a static document, a snapshot in time and a purely technical report. The Transformation Plan for the Bicentennial Bluffs Neighborhood, will be organized and designed to act as a guide for community action and empowerment. It will be a living document, with compelling visuals, trackable metrics and clearly defined priority projects. Through the local capacity building that is incorporated in the process, community members will become empowered to act as the “champions” of the Plan, ensuring that elected officials put recommendations to the forefront in their decision making processes. The Plan will become a tool for action and a road map for success.

## Building From Local Assets and Values

In many neighborhoods, it is easy to identify challenges, whether they are physical conditions, lack of opportunities or institutional racism and mistrust. People are generally open and direct in discussing what affects community residents. If we only focus on these challenges, the dialog can shift towards a sense of hopelessness in what must be overcome. No matter the current conditions, every community has unique assets and values that should form the building blocks of the vision, strategies and projects in the Plan. By utilizing an assets-based approach, residents can begin to gain new perspectives on the community, which can help to take the sole focus off of challenges and towards elevating what already makes the neighborhood great. Leveraging and connecting these assets into a bold vision will directly contribute to revitalization efforts.



### Connecting the Dots

The planning process can serve as “connective tissue” between stakeholders to begin to stitch together ideas and actions through collaboration. By connecting the dots, the Transformation Plan can begin to leverage the power of multiple agencies and institutions and direct this energy towards achieving the community’s goals. Once the Plan is in motion, the BORDERLESS team will work to detail out specific projects, including estimated timing, general cost estimates, action steps and implementation leaders. In order to ensure success of key priority projects, we will then work to identify and potentially acquire resources and funding. Depending on the project, this could include leveraging local dollars for additional benefit, developing applications for federal or state grants, or helping to guide partnership resources.

### Doing while Planning

We will incorporate successful techniques and strategies to ensure that the Transformation Plan is both action-oriented and leads to implementable projects. A key element of this approach is to leverage the Early Action Project implementation process to bring the community together around tangible and hands-on ideas. The planning process will integrate in the early phase the identification of priority projects through the engagement activities and will generate momentum and buy-in towards the larger neighborhood vision or strategy.



Choice Neighborhood Meeting, Brownsville, TX - 2021-2023



National Public Housing Museum, Chicago, IL - 2024  
Oral Histories Project



Barbara Jordan II Community Engagement, Providence, RI 2019



### 03 COMPANY PROFILE AND TEAM

# Company Profile + Team

Established in 2016 in Chicago, BORDERLESS is an architecture and urban planning practice dedicated to connecting communities with design processes and fostering collaborative design agency through interdisciplinary projects. With emphasis on exchange across disciplines, BORDERLESS explores creative and collaborative city design interventions that address the complexity of urban systems, spatial justice, and equitable design by looking at intersections between art, architecture, urban design, infrastructure, landscape, planning and civic participatory processes. BORDERLESS expanded in 2021 to San Antonio, Texas.

BORDERLESS brings experience working with diverse communities across various regions. Our work spans the Midwest, including cities such as Chicago, Kansas City (KS), Detroit (MI), and St. Louis (MO); the East Coast, with projects in Providence (RI), Easton, and Harrisburg (PA), Bridgeport (CT); and the Mexico/US border region, including San Antonio and Brownsville (TX) and Chihuahua (Mexico). These collaborations have allowed us to engage with unique cultural, social, and spatial contexts, enriching our practice and deepening our commitment to community-centered, equitable design.

**“Cities have the capability of providing something for everyone, only because and only when, they are created by everybody.”**

-Jane Jacobs

## Connecting Communities with Design

We are committed to supporting healthy, vibrant and meaningful communities by presenting and demonstrating how design adds value to the built and social environments. By working side by side with communities, BORDERLESS seeks to use design tools, processes and outcomes to both inspire, enable and shape meaningful places for people.

## Interdisciplinary Connections

As a consultancy focused on interdisciplinary collaboration, BORDERLESS designs and facilitates a variety of methods and processes for dynamic exchange and engagement using data, research, design to discuss the future of communities and project opportunities at different scales—from buildings and neighborhoods, to regions.

## Resilience and Adaptability

At BORDERLESS, we design spaces and strategies that embrace change and growth, creating lasting value for communities. By prioritizing flexibility and sustainability, our work supports communities in navigating evolving social, environmental, and economic landscapes with confidence and strength. Through thoughtful planning and innovative solutions, we empower communities to thrive in dynamic environments, ensuring their spaces remain vibrant, functional, and inspiring for generations to come.



Morningside Park Design Community Meeting, Detroit, MI, 2017



South Division Corridor Plan, Grand Rapids, MI, 2017-2018





International Southmost Choice Neighborhood Plan, Brownsville, TX, 2021-2023 - Listening and Learning

## Planning Team

BORDERLESS will be the planning lead for the Transformation Plan, and be supported by COLLABO Planning + Design and Teska Associates. Key team members from BORDERLESS, COLLABO and TESKA have worked together on multiple projects, including Neighborhood Plans, and created successful revitalization strategies for neighborhoods in diverse communities.

BORDERLESS will lead the project management, coordination and development of the Housing and Neighborhood Plans. COLLABO will lead the development of the People Plan, and TESKA will lead the Early Action Project, assist with market analysis and co-develop the Neighborhood Plan jointly with BORDERLESS.

All firms will closely and actively collaborate in engagement activities, and development of plan documents.



Buena Vida Choice Neighborhood Plan, Youth Engagement 2017



# Neighborhood Plans

2024-2025

## **The Hollow and Charles F. Greene Homes Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Planning Coordinator  
 In collaboration with Collabo Planning  
 Bridgeport, CT  
 Client: Park City Communities (former Housing Authority of the City of Bridgeport), City of Bridgeport

2024-2025

## **International District Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Planning Coordinator  
 In collaboration with Collabo Planning and University of New Mexico Design and Planning Assistance Center  
 Albuquerque, NM  
 Client: Albuquerque Housing Authority, City of Albuquerque

2022-2023

## **Milwaukee Avenue Special Overlay Character District**

Description: Corridor Study and Guidelines  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with Site Design Group  
 Chicago, IL  
 Client: Chicago Department of Planning & Development

2021-2023

## **International Southmost Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Planning Coordinator  
 In collaboration with Collabo Planning  
 Brownsville, TX  
 Client: City of Brownsville, Housing Authority of the City of Brownsville

2021-2022

## **Western Avenue Corridor Framework Study**

Description: Corridor Study and Framework Plan  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with Site Design Group + Territory  
 Chicago, IL  
 Client: Chicago Department of Planning & Development

2021-2022

## **Armourdale Master Plan**

Description: Neighborhood Planning  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with PORT Urbanism  
 Kansas City, KC  
 Client: Unified Government of Wyandotte County and Kansas City, Department of Planning

2021

## **StormStore Community Engagement**

Description: Community Engagement  
 Role: Community Engagement Strategy and Implementation  
 In collaboration with Daylight  
 Chicago, IL  
 Client: Metropolitan Planning Council, The Nature Conservancy

2020-2021

## **California Avenue Streetscape Vision \***

Description: Corridor Study, Planning and Urban Design  
 Role: Lead; Urban Designer  
 In collaboration with Collabo Planning  
 Chicago, IL  
 Client: Latinos Progresando, Esperanza Health Center

2018-2019

## **South Division Corridor Plan\***

Description: Corridor Study, Planning and Urban Design  
 Role: Community Engagement, Urban Design  
 In collaboration with Camiros  
 Grand Rapids, MI  
 Client: City of Grand Rapids, Department of Planning

2018

## **Barbara Jordan II Housing\***

Description: Housing Planning, Community Engagement  
 Role: Community Engagement  
 In collaboration with Camiros  
 Providence, RI  
 Client: Rhode Island Housing

2018

## **Westward Choice Neighborhood Plan\*\***

Description: Housing Planning, Community Engagement  
 Role: Community Engagement, Urban Design  
 In collaboration with Camiros  
 Easton, PA  
 Client: Greater Easton Development Partnership

2016-2018

## **Buena Vida Choice Neighborhood Plan\***

Description: Housing Design and Neighborhood Planning  
 Role: Community Engagement, Urban Design  
 In collaboration with Camiros  
 Brownsville, TX  
 Client: Housing Authority of the City of Brownsville, City of Brownsville  
 2018 Project Plan Award  
 American Planning Association - Texas Chapter

\* Identifies project that Borderless and Collabo have successfully completed

\*\* Identifies project that Borderless, Collabo and Teska have successfully completed

## Paola Aguirre Serrano

Partner, BORDERLESS

### Education

Master of Architecture in Urban Design  
Harvard University, Graduate School of Design

Bachelor of Architecture  
Instituto Superior de Arquitectura y Diseño de Chihuahua

### Professional Certifications

American Institute of Certified Planners (AICP ID 299603)

### Professional Experience

Borderless Studio / Chicago, IL  
Principal, 2016–present

The University of Chicago Place Lab / Chicago, IL  
Urban Designer and Research Analyst, 2015–16

Skidmore, Owings & Merrill / Chicago, IL  
Senior Urban Designer, 2011–2015

Utile, Inc. Architecture + Planning / Boston, MA  
Urban Designer, 2011

Instituto Municipal de Planeación de Chihuahua  
Project Manager, 2040 Plan Coordinator, 2006–2009

### Relevant Project Experience (Partial List):

International District Choice Neighborhood, Albuquerque, NM  
Planning Coordination, 2024–2025

The Hollow Choice Neighborhood, Bridgeport, CT  
Planning Coordination, 2024–2025

International Southmost Choice Plan, Brownsville, TX  
Planning Coordination, 2022–2023

Western Avenue Corridor Study, Chicago, IL  
with Site Design Group Ltd.  
Community Engagement, 2020–2022

Armourdale Area Master Plan, Kansas City, KS  
in collaboration with PORT  
Community Engagement, 2020–2021

South Division Corridor Plan, Grand Rapids, MI  
in collaboration with Camiros Ltd.  
Urban Design & Community Engagement, 2016–2018

Buena Vida Choice Neighborhood Plan / Brownsville, TX  
in collaboration with Camiros Ltd.  
Urban Design & Community Engagement, 2016–2018



Paola is an urban designer and partner at Borderless Studio. Her professional experience includes working with government agencies, non-profit organizations, universities and architecture/urban design offices in Mexico and the United States in projects at various scales—from regions to neighborhoods. She actively organizes community initiatives, research, engagement processes and experiences seeking to cultivate collaborative culture across fields of practice related to the built environment. Her work has been published and referenced in local, regional and national media and journalistic platforms. She has also been recognized as Racial Equity Fellow with Chicago United for Equity (2019–2022), Social Justice Leader by the Field Foundation of Illinois (2019), Perez Prize in Public Art and Civic Design by Americans for the Arts (2022), and Preservation Forward Awardee by Landmarks Illinois (2023).

Paola's practice is strongly invested in collaborations and exploring frameworks for collective work. Since the founding of Borderless, she has worked with neighborhood and community planning teams in Texas, Pennsylvania, Michigan, Missouri, Rhode Island, and Kansas, and Illinois. Her recent professional experience includes working with a variety of City departments and local organizations in community design and engagement processes including City of Chicago Department of Cultural Affairs and Special events designing and coordinating public art visioning process; the Chicago Park District creating a platform for data collection and engagement for the Cultural Asset Mapping Project; City of Brownsville and the Housing Authority of the City of Brownsville coordinating the Choice Neighborhood Transformation Plan.

Paola has served as Commissioner of Chicago Landmarks (2019–2021), and currently serves in the Scholarly Advisory Committee of the Smithsonian's National Museum of American Latino in Washington D.C.

# Dennis Milam

Partner, BORDERLESS

## Education

University of Wisconsin - Milwaukee

## Registrations

State of Texas Registration Number: 28913  
 State of Illinois Registration Number: 001-025729  
 State of New Mexico Registration Number: 6762  
 State of Wisconsin Registration Number: 12653-5

## Professional Experience

Borderless Studio / Chicago, IL  
 Principal, 2019-present

Skidmore, Owings and Merrill LLP / Chicago, IL  
 Associate, Studio Head, 2006-2019

Coop-Himmelblau / Vienna, Austria  
 Design Architect, 2004-2005

Tom Wiscombe Architecture / Vienna, Austria  
 Design Architect, 2003-2005

Community Design Solutions - SARUP / Milwaukee, WI  
 Design Coordinator, 2002-2003

## Relevant Project Experience (Partial List):

International District Choice Neighborhood, Albuquerque, NM  
 Planning Coordination, 2024-2025

The Hollow Choice Neighborhood, Bridgeport, CT  
 Planning Coordination, 2024-2025

Carlotta K. Petrina Cultural Center, Brownsville, TX  
 Architectural Design, 2022-2024

Public Art Planning Invest South/West, Chicago, IL  
 Planning Coordination, 2022-2023

International Southmost Choice Plan / Brownsville, TX  
 Planning Coordination, 2022-2023

Armourdale Area Master Plan, Kansas City, KS  
 in collaboration with PORT  
 Community Engagement, 2020-2021

California Avenue Streetscape Vision, Chicago, IL  
 in collaboration with Collabo  
 Urban Design & Community Engagement, 2020-2021

Chinatown Public Library / Chinatown, Chicago, IL  
 with Skidmore, Owings and Merrill LLP, 2013-2015



Dennis has 20 years of professional experience including working closely with private clients, developers, government agencies, non-profit organizations, and architecture and engineering offices in the United States, Europe, Middle East and Asia on projects of various scales—from private residences to large scale mixed-use projects – from conception to completion. Dennis joined Borderless Studio in 2019 believing the skill sets developed working on large complex architectural works can be leveraged in more localized community settings.

His previous experience in Chicago includes the Chinatown Library (new construction), Optimo Hat Company (adaptive reuse and rehabilitation), and Public Art/Sculpture (new construction) located in a public plaza on the Near West Side. Dennis has developed a strong capacity to collaborate with client groups, design and consultant teams in a variety of specialties.

Dennis is committed to local engagement and leadership in community-driven projects, collaborating with housing and planning agencies in Texas, New Mexico, and Connecticut to align design with community needs. Beyond project work, he also contributes to professional initiatives, including the Focus Committee collaborative initiative involving the American Institute of Architects (AIA) San Antonio chapter, Professional Engineers in Private Practice (PEPP), and the San Antonio Development Services Department (DSD) contributing to the development review process, fostering dialogue between design professionals and city departments, and addressing issues related to permitting, zoning, and other development-related regulations.

Dennis is a member of the American Institute of Architects and is NCARB certified.



## Gabriela Abril Reyes

Designer & Urban Planner, BORDERLESS

### Education

University of Illinois at Urbana-Champaign - Urbana, IL  
Master in Urban Planning

University of Illinois at Urbana-Champaign - Urbana, IL  
Master in Architecture

Universidad San Francisco de Quito - Quito, Ecuador  
Bachelor of Science in Architectural Studies

### Professional Experience

Borderless Studio - San Antonio, TX + Chicago, IL  
Designer, 2024–Present

Smithgroup - Chicago, IL  
Architectural Intern, 2023

Kaufman O'Neil Architecture - Evanston, IL  
Architectural Intern, 2022–2023

### Research Experience

#### Architecture + Urban Planning

Unit for Criticism and Interpretive Theory UIUC  
Affiliate, 2024

Latin American and Caribbean Cities Research Collective UIUC  
Affiliate, 2024

The Ricker Report Journal ISoA  
Lead Editor, 2022–2024

### Relevant Project Experience (Partial List):

#### Urban Planning and Community Engagement

The Hollow Choice Neighborhood Plan, Bridgeport, CT  
2024–2025

Safe Travels for All, Chicago, IL  
2024–2025

International District Choice Neighborhood Plan, Albuquerque, NM  
2024–2025



Born and raised in Ecuador, Gabriela Abril Reyes is an architectural designer and urban planner with a passion for integrating political and social consciousness into the design process. With dual master's degrees in Architecture and Urban Planning from the University of Illinois at Urbana-Champaign (UIUC), her work emphasizes spatial justice, community engagement, and equitable design. Since joining Borderless in 2024, she has played a key role in advancing community-centric projects, contributing to both research and architectural design initiatives that promote inclusive urban environments.

Her master's thesis explored the dynamics of domination reflected in the management of urban architectural heritage and the production of public space in Latin American colonial cities, particularly how normative conservation discourses and values have obscured memory and systemic inequalities affecting local women.

Gabriela joined Borderless in 2024, and currently collaborates on neighborhood and housing design projects in Bridgeport, CT, and Albuquerque, NM, and community engagement strategies to support safety action planning in Chicago. She also currently works on architectural design for public realm installations—the Greenline South Wayfinding project in Chicago.

### Awards

ARCC/King Student Medal for Excellence in Architecture Design Research  
Master's Thesis, 2024

### Publications

De Arquitectura - U Chile 2022 Issue 27  
Santiago de Chile, 2022

# Jason Pion

Designer, BORDERLESS

## Education:

Illinois Institute of Technology - Chicago, IL

Grand Rapids Community College - Grand Rapids, MI  
Architectural Technologies

## Professional Experience:

Borderless Studio - San Antonio, TX + Chicago, IL  
Designer, 2024–Present

Aggregate Studio - Chicago, IL  
Designer, 2023–2024

Civic Projects - Chicago, IL  
Designer, 2023–2024

Cornerstone Architects - Grand Rapids, MI  
Designer, 2018–2020

## Relevant Project Experience (Partial List):

### Community Planning and Engagement

The Hollow Choice Neighborhood Plan, Bridgeport, CT  
2024–2025

International District Choice Neighborhood Plan, Albuquerque, NM  
2024–2025

### Architecture

Lake City Area Schools Preschool- Lake City, MI  
Completed, 2020

St. Francis of Assisi Traverse City - Traverse City, MI  
Completed, 2021

Digife - Chicago, IL  
Ongoing, 2024

### Architecture Design/Build

EVG Library - Gia Bac, Vietnam  
Completed, 2023

Sukkah Festival 2023 - Chicago, IL  
Completed, 2023

Metcalfe Park - Milwaukee, WI  
2023

Neighborhood Historic Markers, Chicago IL  
2023



A graduate of the IIT Bachelor of Architecture program and a former student of the Vietnam Design/Build Studio, Jason developed a passion for affordable urban housing and community-led projects that democratize design. Originally from Grand Rapids, MI, and Atlanta, GA, his exposure to diverse urban and rural environments shaped his belief in the transformative power of thoughtful architecture and design. His experience spans religious, institutional, residential, and commercial architecture, demonstrating his versatility and commitment to impactful design. During his final semester at IIT, he participated in the Frank Flury-led Design/Build Studio, where he deepened his understanding of equitable design and its role in creating inclusive, beautiful architecture. Collaborating with Architecture for Public Benefit and Trent Fredrickson on a Sukkah Festival entry in Chicago's North Lawndale community further reinforced these principles, providing firsthand experience in designing for social impact.

In 2024, Jason Pion joined Borderless and currently collaborates on neighborhood and housing design projects in Bridgeport, CT, and Albuquerque, NM. His work includes conducting urban research, developing context and site analyses, co-creating community engagement strategies, and facilitating engagement activities. Additionally, he has contributed to public realm and community space projects in Chicago, including the design of neighborhood plazas and pavilion structures.

## Awards and Grants

CTBUH Student Research Grant  
Collaboration with IIT Design/Build, 2023

## Publications

CTBUH Journal 2023 Issue IV  
Chicago IL, 2023



col·lab·o: something  
produced by two or more  
people working together

COLLABO is a dynamic planning and urban design practice leading innovative and equitable neighborhood revitalization projects that generate positive results and improve the lives of local residents. We make a difference and create a lasting impact through authentic collaboration, early action and community empowerment.

Founded in 2020, COLLABO is led by Adam Rosa, AICP. Over his twenty year career, Adam has focused on making a difference through serving people and places in need, while ensuring positive community impact through local empowerment and implementation. He has had the opportunity to work with diverse communities across the country to develop lasting strategies that capture the culture, spirit and potential of the local place.

Through his work, Adam has developed a robust network of resources and partners that can be tapped to help overcome difficult challenges. Projects led by Adam have received numerous awards at the local, state and national levels. Adam has been honored as one of NextCity's 40-under-40 Vanguard and has been inducted into Lambda Alpha International for his work in community planning and revitalization.



### Core Principles

Our planning and design approach is guided by the following Core Principles:

1. We give back to the communities in which we collaborate.
2. We always listen and learn first.
3. We include and connect with diverse team members from a wide variety of backgrounds.
4. We help to build trust and local capacity for success.
5. We engage in fun, entertaining and unique ways.
6. We develop guides for community action and empowerment.
7. We build off of local assets to address tough challenges.
8. We connect the dots through local and national partnerships.
9. We help to identify and acquire resources for success.
10. We bridge beyond the plan into implementation to help create a lasting and equitable impact.



## PROJECT QUALIFICATIONS

### NEIGHBORHOOD PLANNING

- ▶ Stefko-Pembroke Choice Neighborhood Plan, Bethlehem, PA
- ▶ East University Avenue Choice Neighborhood Plan, Gainesville, FL
- ▶ Third Ward Revitalization Plan, University City, MO
- ▶ South Harrisburg Choice Neighborhood Plan, Harrisburg, PA
- ▶ Steubenville North Choice Neighborhood Plan, Steubenville, OH
- ▶ Downtown Jackson Choice Neighborhood Plan, Jackson, MI
- ▶ International Southmost Choice Neighborhood Plan, Brownsville, TX
- ▶ NE KCK Heritage Trail Project, Kansas City, KS
- ▶ West Ward Choice Neighborhood Plan, Easton, PA
- ▶ Murchison Choice Neighborhood Plan, Fayetteville, NC
- ▶ Clinton ConNEXTion Action Plan, Rock Hill, SC
- ▶ California Avenue Streetscape Plan, Chicago, IL
- ▶ Smith Street Revitalization Plan, Providence, RI
- ▶ Heart of the Hill Revitalization Plan, Harrisburg, PA
- ▶ Forever North Plan, Omaha, NE
- ▶ West Ward Neighborhood Plan, Easton, PA
- ▶ Envision Comanche Master Plan, Tulsa, OK
- ▶ Fairfield Choice Neighborhood Plan, Huntington, WV
- ▶ South Division Corridor Plan, Grand Rapids, MI
- ▶ Northeast Area Master Plan, Kansas City, KS

- ▶ Barbara Jordan II Community Engagement, Providence, RI
- ▶ Buena Vida Choice Neighborhood Plan, Brownsville, TX
- ▶ Community Action Plan, Bowling Green, OH
- ▶ Southside Neighborhood Plan, Birmingham, AL
- ▶ South Flint Community Plan, Flint, MI
- ▶ Southside Choice Neighborhoods Plan, Mobile, AL
- ▶ Green Healthy Neighborhoods Initiative, Chicago, IL
- ▶ Rosewood Choice Neighborhoods Plan, Austin, TX
- ▶ Ellis Heights Choice Neighborhoods Plan, Rockford, IL
- ▶ Northside Livable Centers Study, Houston, TX
- ▶ Upper Kirby Livable Centers Study, Houston, TX

### TRANSIT-ORIENTED DEVELOPMENT

- ▶ Town Center Master Plan, Olympia Fields, IL
- ▶ SSMMA TOD Phase II Studies, Blue Island IL, Homewood, IL, and Oak Forest, IL
- ▶ TOD Value Capture Study, Honolulu, HI
- ▶ Ho'opili Master Plan, Honolulu, HI
- ▶ Waipahu Neighborhood TOD Plan, Honolulu, HI
- ▶ East Kapolei Neighborhood TOD Plan, Honolulu, HI
- ▶ Aiea / Pearl City Neighborhood TOD Plan, Honolulu, HI
- ▶ Ferry / Gateway Urban Design Plan, Bainbridge Island, WA
- ▶ Intermodal Transit Center and Mixed-Use Development, Napa, CA

- ▶ WSDOT Ferry Development Studies, Seattle, WA
- ▶ Lindenville TOD Plan, South San Francisco, CA

### REGIONAL PLANNING

- ▶ Affordable Housing Needs Assessment - Federal Home Loan Bank of Pittsburgh
- ▶ Smart Growth Strategy, Regional Livability Footprint, San Francisco Bay Area, CA
- ▶ Livermore Vision Project, Livermore, CA
- ▶ Ewa Smart Growth Design Guide, Honolulu, HI

### ZONING AND DESIGN GUIDELINES

- ▶ Green Code, Buffalo, NY
- ▶ Multi-family Design Guidelines, Fremont, CA
- ▶ Rowhouse / Townhouse Design Guidelines, Mountain View, CA
- ▶ South Westminster TOD Design Guidelines, Westminster, CO
- ▶ Bayfront Design Guidelines, Burlingame, CA

### DOWNTOWN / CAMPUS PLANNING

- ▶ Town Center Plan, Deerfield Beach, FL (APA CPAT Project)
- ▶ Downtown Strategic Plan, Joliet, IL
- ▶ Northwestern Lake Forest Hospital Master Plan, Lake Forest, IL
- ▶ Core District Design Studies, Bainbridge Island, WA
- ▶ Courthouse Square Reunification Plan, Santa Rosa, CA
- ▶ Sonoma Plaza Pedestrian Corridor and Land Use Study, Sonoma, CA





## Adam Rosa, AICP

### PRINCIPAL

adam@collaboplaning.com  
312.442.2004

## PROFESSIONAL EXPERIENCE

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### EDUCATION

Bachelor of Urban Planning, 2000  
University of Cincinnati

### PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners  
Lambda Alpha International - Ely Chapter  
Next City Vanguard

### AWARDS

**40 Under 40**  
Next City Vanguard, 2013

**West Ward Choice Neighborhood Plan**  
Plan Award  
Pennsylvania Chapter APA 2023

**Murchison Choice Neighborhood Plan**  
Advancing Equity Award  
North Carolina Chapter APA 2023

**Envision Comanche Plan**  
NOMA NAACP SEED Award for Justice, Equity,  
Diversity and Inclusion in Design 2020

**West Ward Neighborhood Plan**  
Plan Award  
Lehigh Valley Planning Commission 2019

**Buena Vida Choice Neighborhoods Plan**  
Project Planning Award  
Texas Chapter APA 2018

**Bowling Green Community Action Plan**  
Best Practice Award  
Ohio Chapter APA 2017

**Ellis Heights Choice Neighborhoods Plan**  
Implementation Award  
Illinois Chapter APA 2014  
Community Outreach Award  
Illinois Chapter APA 2012

**Waipahu Neighborhood TOD Plan**  
Best Practices in Sustainability Award  
Hawaii Chapter APA 2009

### COLLABO

*Chicago, Illinois*  
*Principal, 2020 – Current*

Founded dynamic planning and urban design practice leading innovative and equitable neighborhood revitalization projects that generate positive results and improve the lives of local residents.

### CAMIROS

*Chicago, Illinois*  
*Principal, 2011 - 2020*

Led design studio on various planning efforts including neighborhood planning, urban design concept development, community revitalization strategies, firm promotion and grant writing.

### VAN METER WILLIAMS POLLACK

*Denver, Colorado*  
*San Francisco, California*  
*Urban Design Project Manager, 2003 - 2011*

Project coordination, development and community presentations on a wide variety of urban design projects ranging from design guidelines and site studies through large scale neighborhood and transit-oriented development plans.

### DESIGN, COMMUNITY & ENVIRONMENT

*Berkeley, California*  
*Urban Designer, 2000 - 2003*

Development of small and large scale planning and urban design projects for cities and agencies throughout the Bay Area.

### TENG & ASSOCIATES

*Chicago, Illinois*  
*Urban Planner / Co-op, 1999*

Preparation of maps and graphics along with community facilitation on a variety of design plans for various communities in Chicago and northern Illinois.

### HNTB ASSOCIATES

*Indianapolis, Indiana*  
*Urban Planner / Co-op, 1998*

Development of numerous comprehensive plans for a variety of Indiana communities.



# Katanya Elayne Raby

## SENIOR ASSOCIATE

katanya@collaboplanning.com  
773.297.8482

## PROFESSIONAL EXPERIENCE

### EDUCATION

Master of City Design, 2022  
University of Illinois at Chicago

Master of Urban Planning and Policy, 2016  
University of Illinois at Chicago

Bachelor of Arts, Sociology, 2010  
University of Illinois at Chicago

### PROFESSIONAL AFFILIATIONS

Chicago Transit Authority –  
Citizens Advisory Board Chair

Center for Neighborhood  
Technology Board Member

American Planning Association Member

Lambda Alpha International - Ely Chapter

Society of Black Urban Planners - Founder

Chicago United for Equity Fellow

AmeriCorps VISTA

AmeriCorps City Year Chicago

### AWARDS

WTS Rosa Parks Diversity Award, 2024

American Planning Association Illinois - Advancing  
Diversity and Social Change Award, 2023

Priztker-Traubert Foundation  
Chicago Prize Finalist, 2023

American Planning Association Illinois –  
Emerging Planner Award, 2017

### COLLABO

Chicago, Illinois  
*Senior Associate, 2025 – Current*  
Supporting and leading innovative and equitable neighborhood  
revitalization projects that generate positive results and  
improve the lives of local residents.

### UNIVERSITY OF ILLINOIS AT CHICAGO

Chicago, Illinois  
*Adjunct Faculty, 2025 - Current*  
Providing instruction for graduate students at the College of  
Urban Planning and Public Affairs.

### CHICAGO COMMUNITY TRUST

Chicago, Illinois  
*Greening America's Cities Community Fellow, 2024*  
Inaugural fellow for a new greening initiative to support  
communities that historically have deficits in green  
spaces and sustainable infrastructure.

### FAR SOUTH COMMUNITY DEVELOPMENT CORPORATION

Chicago, Illinois  
*Vice President, Planning + Development, 2021-2024*  
Oversaw the planning and development of housing,  
transportation, medical district, and placemaking projects in  
Chicago's southernmost region including the Roseland, Morgan  
Park, West Pullman, and Pullman community areas.

### CITY OF CHICAGO, OFFICE OF THE MAYOR

Chicago, Illinois  
*Policy Advisor, 2020-2021*  
Managed relationships and developed policies on behalf of the  
mayor concerning planning, development, and policy activities  
for the city of Chicago.

### CHICAGO METROPOLITAN AGENCY FOR PLANNING

Chicago, Illinois  
*Associate Planner, 2016-2020*  
Supported and managed planning projects in the Chicagoland  
region; led outreach for long-range and regional comprehensive  
plans.



# Maria Cristina Chicuen

URBAN PLANNER

maria@collaboplanning.com  
305.812.4432

PROFESSIONAL EXPERIENCE

EDUCATION

Master of Arts in International Planning  
and Sustainable Development, 2024  
University of Westminster

Bachelor of Arts in Human Biology, 2017  
Stanford University

AWARDS

**YES 2 ARTS Miami Beach**  
Reed Award for Best Campaign Logo & Branding, 2023

**YES 2 ARTS Miami Beach**  
Reed Award for Best Collateral Item or Sign, 2023

FELLOWSHIPS

**Bill Emerson National Hunger Fellowship**  
Congressional Hunger Center, 2017

**Social Entrepreneurship Fellowship**  
Haas Center for Public Service, 2016

COLLABO

Chicago, Illinois  
Urban Planner, 2024 – Current  
Provide support with a variety of planning, community engagement, and business development efforts including neighborhood plan creation, concept ideation, firm promotion, and grant writing.

TRANSPORT AND MOBILITIES RESEARCH GROUP

London, United Kingdom  
Research Associate, 2024  
Provided support to the Experimenting with City Streets to Transform Urban Mobility (Ex-TRA) academic research project, conducting data analysis and synthesizing research findings as well as managing stakeholders.

AVOQ

Miami, Florida  
Principal and General Manager, 2020 – 2023  
Managed the YES 2 ARTS Miami Beach referendum campaign for the passage of a \$159 million climate and infrastructure bond, directing community engagement, developing the communications strategy, creating the campaign website, and managing the stakeholder coalition of 15 anchor institutions.

TRANSIT ALLIANCE MIAMI

Miami, Florida  
Public Affairs Manager, 2019 – 2020  
Implemented a public engagement strategy for residents, elected officials, nonprofit partners, and philanthropic institutions across Miami-Dade County to support the first community-driven bus system redesign in the United States.

FREEDMAN CONSULTING

Washington, D.C.  
Research Associate, 2018 – 2019  
Supported eight project teams with strategic planning, research, and communications efforts for leading national foundations and private donors in the areas of criminal justice, public interest technology, and corporate social responsibility.

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BUILDING COMMUNITY, CREATING PLACE



#### FIRM SPECIALTIES:

- Community Planning
- Landscape Architecture
- Land Planning
- Engagement
- Placemaking
- Design
- Economics
- Zoning

#### EVANSTON OFFICE

627 Grove St.  
Evanston, IL 60201  
847.869.2015

#### PLAINFIELD OFFICE

24103 Lockport St. #107  
Plainfield, IL 60544  
815.436.9485

**TESKA ASSOCIATES, INC.**, founded in 1975, is a planning and landscape architecture firm with a twenty-four person professional staff based in Evanston and Plainfield, Illinois. The firm specializes in community planning, creative engagement, economic development, landscape architecture, and site design. Teska has completed hundreds of comprehensive plans, corridor plans, special area, neighborhood and downtown plans, and transit-oriented/urban redevelopment projects - all of which incorporate cutting edge design, meaningful communication and outreach, and graphic visualization to enhance the clarity and usability of plans. Our staff offers diverse perspectives and talents, and we love what we do.

#### BUILDING RELATIONSHIPS

We invest in long-term client-consultant relationships, built on listening intently to client needs, maintaining clear and frequent communication, providing timely and responsive service, and exceeding expectations.

#### CREATING LIVABLE COMMUNITIES

Our team is passionate about creating livable, sustainable communities; places with strong and resilient economies, walkable and safe streets for all users, and vibrant venues for people to gather and interact with neighbors.

#### GOING THE EXTRA MILE

We know that our success is based on the quality of our service. At Teska, quality service is based on responsiveness, anticipation of needs, maintaining flexibility, and innovative and efficient problem solving.

#### HONEST ANSWERS TO TOUGH QUESTIONS

Teska provides solutions that are creative and realistic. We sometimes have to tell a client that, in our opinion, an idea won't work - but that is quickly followed by solutions that can work and consensus building to gain support.

**TESKA ASSOCIATES, INC. | SCOTT GOLDSTEIN, FAICP, LEED AP, PRESIDENT****SELECTED EXPERIENCE**

Mr. Goldstein brings over twenty-five years of experience in comprehensive planning, housing, neighborhood redevelopment, fiscal analysis, civic engagement, and data analysis.

With Teska he has led neighborhood plans, downtown and business district plans and comprehensive plans for a variety of urban, suburban and rural communities. His approach is to combine community engagement with data analytics to develop plans, designs and programs that will advance community goals.

Scott brings a broad perspective to comprehensive planning - linking market analysis, community engagement and creative design for communities from Lake Villa, Carpentersville and Sauk Village, IL to an award winning plan for Carrboro, NC.

He has led several planning projects in Greensboro, NC including the Willow Oaks Redevelopment Plan, the City's Sustainability Plan and the Consolidated Plan.

His neighborhood and quality-of-life plan work includes partnerships with LISC Chicago, Vectren Foundation and Habitat for Humanity in communities across the U.S. Through this work, he has focused on building the capacity of communities to lead planning and implementation efforts. He led neighborhood revitalization strategies for communities from Portland, OR to Flagler County, FL. He also led the City of Decatur, IL Jasper Street Great Streets Great Neighborhoods Roadmap which was followed by a community-led implementation effort.

Scott also focuses his efforts on implementation of local plans. He conducted the market study for the Aspire initiative's reuse of Emmett School for Austin Coming Together and led youth engagement for By The Hand's Austin Harvest as part of the implementation of the Austin Forward Together Plan. He has also led the renewal or establishment of twelve Special Service Areas in Chicago and Evanston.

He has led various initiatives through Urban Land Institute (ULI) Chicago including chairing a task force on building reuse with the National Trust for Historic Preservation and a Technical Assistance Panel that informed the creation of the Cook County Land Bank Authority. He subsequently led feasibility studies that led to the creation of land banks in Lake County, Quad Cities and Kankakee for the Illinois Housing Development Authority (IHDA).

Mr. Goldstein previously served as vice president of policy and planning at the Metropolitan Planning Council (MPC) where he oversaw policy development and technical assistance for the organization. He began his career managing the Comprehensive Community Revitalization Program for Banana Kelly, a large community development corporation in the Bronx, New York.

**AWARDS**

*Austin Quality-of-Life Plan*, American Planning Association (APA) IL 2020 and Chicago Neighborhood Development Award (CNDA) 2020  
*Belmont Cragin Quality-of-Life Plan*, APA IL 2016 and CNDA 2019  
*Town of Carrboro Comprehensive Plan*, APA NC 2022  
*City of Decatur Jasper Street Roadmap*, APA IL 2024  
*City of Greensboro Sustainability Plan*, APA NC 2012  
*Illinois Land Bank Technical Assistance Program*, Award for Program Excellence, National Council of State Housing Agencies 2024  
*Near North Neighborhood Plan*, CNDA 2017, ULI Chicago 2016 and APA IL 2015  
*Smart Communities in Chicago Master Plan*, APA IL 2011  
*Tri-County Fiscal Impact Calculator*, APA IL 2015  
*West Bloomington Quality-of-Life Plan*, APA IL 2009  
*Wicker Park Bucktown Master Plan*, APA IL 2017



**SCOTT GOLDSTEIN, FAICP**  
President

**EDUCATION**

M.S. Urban Planning  
Columbia University, New York, NY

B.A. History of Art & Architecture and Political Science  
Tufts University, Medford, MA

**FACULTY LECTURER**

Global Policy Lab, Master's in Public Policy and Administration, 2009 - Present  
Northwestern University  
Evanston and Chicago, IL

**PROFESSIONAL AFFILIATIONS**

Fellow, American Institute of Certified Planners (FAICP)  
LEED Accredited Professional  
Urban Land Institute Chicago Chair, 2022-2024 and Chair of Mission Advancement, 2020-2021



### TESKA ASSOCIATES, INC. | ERIN CIGLIANO, AICP, PRINCIPAL

#### SELECTED EXPERIENCE

Erin Cigliano is a principal planner, outreach specialist, and design professional who thrives on shaping inspiring, collaborative processes and plans. With nearly 20 years experience in community planning, visioning and engagement, she has led, managed and supported projects across the Midwest -- from site specific neighborhood plans to city-wide and regional endeavors. Streamline to each is a dedicated focus on crafting actionable solutions, prioritizing people-centered places and enhancing quality of life.

A Chicago native, Erin has a deep appreciation for neighborhood planning, housing and the different ways we connect, live and share our stories. Her approach to planning blends creative thinking with diverse engagement mediums, ensuring processes and plans are not only effective but also inviting, educational, and inspired. She believes deeply in the power of collaboration to build community momentum and create lasting partnerships / positive change.

#### Relevant project experience includes:

- West Ward Choice Neighborhood Plan (Engagement Sub to Collabo): Focused on public/stakeholder mind mapping and inclusive participation.
- Lincoln Square Master Plan (Chicago): Led and supported engagement, outreach, plan development and implementation follow-up projects.
- Neighborhood Housing Services Strategic Plan & Annual Report: Helped facilitate and support strategic direction of organization.
- By The Hand Austin Harvest (Youth Engagement & Video Creation): Empowered youth through engagement and storytelling, promoting access to fresh food and community development.
- Elevate Devon Corridor Plan: Focused on revitalizing a commercial corridor while prioritizing community needs and equitable development.
- Comprehensive Plans for Dubuque, IA and Frankfort, IL: Led engagement efforts of plans to address needs and promote sustainable growth.
- Wicker Park Bucktown Master Plan (APA-IL Outreach Award Winner)



**ERIN CIGLIANO, AICP**  
PRINCIPAL & DESIGNER

#### EDUCATION

##### **B.U.P. Urban Planning**

University of Illinois at Urbana-Champaign

##### **Edward Tufte Design Training**

Presenting Data and Information

#### SKILLS + PROGRAMS

+ Adobe Creative Suite: InDesign, Illustrator, Photoshop  
+ Mindmapping | Graphic + Verbal Facilitation | Photography  
+ Video: Stop Motion Animation | AfterEffects | iMovie | InShot

+ ArcGIS Online | 3D Visualization | SketchUp  
+ Marketing Materials: Print and Digital Production  
+ Interactive Web Based Platforms & Polling

#### PROFESSIONAL AFFILIATIONS

AICP | American Institute of Certified Planners  
APA | American Planning Association  
The Wabash Lights | Non-Profit Board Member

#### SELECTED SPEAKING ENGAGEMENTS & VOLUNTEERING

CMAP Winter Cities Initiative | Co-Organizer and Panelist  
Creative Community Revitalization + Strategic Financing | APA National Co  
Design + Layout Training | Champaign County Regional Plan Commission  
APA-Chicago Metro Section | Beyond the Meeting Panelist | 2018  
UIUC Wetmore Visiting Practitioner | Art + Zen of Creative Engagement  
New Voices, New Ideas | APA Upper Midwest Conference Session | 2017  
Information Architecture: Moving Beyond the Template | 2017 APA-IL  
Zoning 101 - Making Documents User Friendly | 2016 IML  
Using Video + Visuals to Tell Your Story | 2015 IML and APA-IL



## TESKA ASSOCIATES, INC. | JODI MARIANO, PLA, VICE PRESIDENT OF DESIGN

### SELECTED EXPERIENCE

A registered landscape architect with a design addiction and passion for people places, Jodi has led Teska's urban design practice for 20+ years. The practice is comprised of creatives in the fields of landscape architecture, community planning and public outreach. Jodi's work focuses on community engagement designed to guide the planning and development of public spaces, such as streetscapes, parks and plazas.

Jodi has directed public processes which have resulted in useful master plans, successful funding applications and dynamic implementation projects. Her professional responsibilities range from concept planning through design, construction phase services, development approval and project installation.

Her proficiency with a wide range of graphic techniques, including hand drawings and computer generated graphics, allow her to craft effective and efficient communication techniques. Her technical experience enables her to produce dependable high quality construction documents.

Prior to joining Teska Associates, Jodi worked for a Chicago engineering firm on high profile infrastructural projects, developing her interest in blending vibrant community based design with functional infrastructure needs.

Jodi has instructed at the Joseph Regenstein, Jr. School at the Chicago Botanic Gardens in the Garden Design Certificate Program.



**JODI MARIANO, PLA**  
VICE PRESIDENT OF DESIGN

### EDUCATION

**B.A. Landscape Architecture**  
University of Illinois (Urbana)

**M.A. Architecture**  
University of Illinois (Chicago)

### PROFESSIONAL AFFILIATIONS

State of Illinois, Registered Landscape Architect, License No. 157-001062  
CLARB, Certified Landscape Architect, No. 4570  
Member, American Society of Landscape Architects  
Past Instructor, Joseph Regenstein, Jr. School, Chicago Botanic Gardens

### SPEAKING ENGAGEMENTS

- "Lincoln Square Placemaking + Mobile Tour", International Downtown Association (IDA) Conference, 2023
- "Found Space: Fountain Square Plaza", APA Illinois State Conference Mobile Workshop, 2019
- "Branding - Beyond the Logo", APA Illinois Metro Seminar, 2016
- "Corridors: Places Beyond Pavements", APA Illinois State Conference, 2014
- "Successful Grant Writing: Putting Plans into Action", APA Illinois State Conference, 2011
- "Outside the Box: A Historic Preservation Toolkit for Planning", APA Chicago Metro Section, 2011
- Glenbrook South High School Women in Math and Science Breakfast, 2010-14
- Author of the Chicago Botanic Gardens Garden Design Certificate Curriculum Restructuring, 2010





TESKA ASSOCIATES, INC. | KAMERIA NICHOLS-HAZZIEZ, ECONOMIC DEVELOPMENT ANALYST

SELECTED EXPERIENCE

Kamera conducts market analysis and undertakes economic development studies for communities throughout the Chicago region and Illinois. This includes market research, data analysis, and engagement with local communities to help position the community and attract economic and housing investment. She works in teams with Teska’s planners and designers to develop market-based strategies that leverage local assets and community strengths.

Kamera is a recent graduate of the University of Wisconsin-Madison, where she earned a Bachelor of Business Administration in Real Estate and Urban Land Economics, complemented by a certificate in Public Policy. As a POSSE Scholar, Kamera received a full-tuition merit scholarship to attend the University of Wisconsin-Madison. Throughout her academic career, Kamera developed a strong foundation in real estate finance, valuation, investment analysis, and economics, completing coursework in Real Estate Excel and Argus Modeling, and Urban Land Economics.

During her internships at Blue Vista Capital Management and IDI Logistics, she gained hands-on experience in property underwriting, market research, and financial analysis. At Blue Vista, Kamera contributed to investment briefs and analyzed self-storage and multifamily assets for potential acquisitions, while at IDI Logistics, she provided valuable insights into the industrial real estate market and supported due diligence efforts for multi-million-dollar transactions.

In addition to her academic and professional accomplishments, Kamera demonstrated leadership and a commitment to community service. As a student ambassador for the Graaskamp Center for Real Estate, she helped organize events and mentored fellow students pursuing careers in real estate. Kamera also held leadership roles in the Vietnam Health Project, where she analyzed fundraising activities and identified growth opportunities for the organization. As Secretary of the Fencing Club, she organized tournaments and competed at a regional level. With a well-rounded skill set in real estate analysis, financial modeling, and leadership, Kamera is well-positioned to make a meaningful impact in the real estate development industry.



KAMERIA NICHOLS-HAZZIEZ  
ECONOMIC DEVELOPMENT  
ANALYST

EDUCATION

**B.B.A. Real Estate & Urban  
Land Economics**  
*Certificate in Public Policy*  
University of Wisconsin-Madison

PROFESSIONAL AFFILIATIONS

POSSE  
WREAA | Wisconsin Real Estate Alumni Association  
Urban Land Institute (ULI)

REPRESENTATIVE PROJECTS

**Land Bank Capacity Building Technical Assistance Program**  
*Illinois Housing Development Authority (IHDA)*

**Des Plaines Downtown Development Strategy**  
*City of Des Plaines, IL*

**Western Springs Market Study**  
*Western Springs, IL*





## TESKA ASSOCIATES, INC. | YUCHEN DING, AICP, LEED AP ND, SENIOR ASSOCIATE

## SELECTED EXPERIENCE

Yuchen is known for pairing his creativity in urban planning and design with his technical background. He joined Teska in 2022. Transitioning from the public sector, Yuchen quickly adapted to the consulting world, actively engaging in diverse Teska projects involving parks and recreation, transportation, placemaking, long-range planning, corridor development, and TIF. He proficiently utilizes his technical and customer service skill sets to delivery quality products to clients promptly.

Prior to joining Teska, Yuchen served as Associate Planner for the Village of Plainfield for four and a half years. He managed a full array of planning cases and applications. He regularly served as staff liaison to the Village's Plan Commission, Zoning Board of Appeals, Historic Preservation Commission, and Board of Trustees. Additionally, Yuchen served as the Village's primary graphic designer, creating numerous publications and posts for the Village's events and outreach.

Yuchen holds a master's degree in Urban Planning from the University of Michigan, which he completed in 2017. Prior to his time in Michigan, he graduated from the University of Illinois at Urbana-Champaign in 2015, with a Bachelor of Arts in Urban Planning and a minor in Landscape Studies.

Yuchen has a persistent passion to remain on the cutting-edge of new practices in the field. He showcases a broad range of technical skills, including Adobe Creative Cloud, SketchUp, V-Ray, Lumion, AutoCAD, and ArcGIS. Yuchen is certified by the AICP and is a LEED Accredited Professional for Neighborhood Development.



**YUCHEN DING**  
AICP, LEED AP ND  
SENIOR ASSOCIATE

## EDUCATION

**M.U.P. Urban Planning**  
University of Michigan

**B.A. Urban Planning**  
*Minor in Landscape Studies*  
University of Illinois at Urbana-Champaign

## PROFESSIONAL AFFILIATIONS

APA | American Planning Association  
AICP | American Institute of Certified Planners  
LEED AP ND | U.S. Green Building Council

## REPRESENTATIVE PROJECTS

**Comprehensive Plan Update | Mokena, IL (Ongoing)**

Tasks: Engagement, Research, Data, Market, and Land Use Analysis, Mapping

**Comprehensive Plan Update | Morris, IL**

Tasks: Research, Land Use Analysis and Planning, Data Analysis, Mapping, Plan Writing and Design

**Comprehensive Plan Update | Diamond, IL**

Tasks: Stakeholder Interviews, Engagement, Data Analysis, Land Use Analysis and Planning, Transportation Planning, Corridor Planning, Mapping, Plan Writing and Design

**Parks and Recreation Master Plan | Shorewood, IL**

Tasks: Engagement, Data and Existing Conditions Survey and Analysis, Park Planning, Mapping, Plan Writing and Design

**Transportation and Mobility Plan | Plainfield, IL**

Tasks: Engagement, Research, Website Development, Project Branding, Data and Existing Conditions Analysis, Active Transportation Planning, Mapping, Plan Writing

**RTA Transit-Friendly Communities Guide | RTA**

Tasks: Research, Data, Land Use, and Market Analysis, Policy Writing, 3D Modeling and Rendering, Site Design

**Governor's Hwy./Vollmer Rd. TIF #2 | Olympia Fields, IL**

Tasks: Market Research, EAV Analysis, Redevelopment Budget Calculation, Mapping, Plan Writing and Design

**Landscaping, Screening, and Buffer Design Guidelines | Hinsdale, IL**

Tasks: Research, Ordinance Writing, Illustrative Graphics Design, Guidelines Writing and Design

**St. Charles Road Corridor Plan Update | Berkeley, IL**

Tasks: Research, Data and Market Analysis, Land Use Analysis and Planning, Mapping, Plan Writing and Design

**Zoning Ordinance Update | Morris, Hinsdale, Kankakee, Markham, IL**

Tasks: Research, Ordinance Writing, Illustrative Graphics Design

**Municipal Planning Services | Morris, Hinsdale, Olympia Fields, Sugar Grove, Kankakee, IL**

Tasks: Planning Applications Review, Staff Memo Writing, Public Hearing Attendance, Consulting, Public Inquiry Response





04 CHOICE NEIGHBORHOOD EXPERIENCE

# Choice Neighborhood Experience

BORDERLESS Studio will be the planning lead for the Transformation Plan, and be supported by COLLABO Planning + Design, and TESKA Associates. Key team members from BORDERLESS and COLLABO have worked together on multiple projects, including four Choice Neighborhood Plans\*, and created successful revitalization strategies for neighborhoods in diverse communities. Members of BORDERLESS, COLLABO and TESKA also worked jointly in the Westward Choice Neighborhood Plan.

BORDERLESS will lead the project management, coordination and development of the Housing and Neighborhood Plan. COLLABO will lead the development of the People Plan, and TESKA will support planning and coordination of Early Action Activities while supporting all community engagement activities.

Paola Aguirre Serrano, AICP (Borderless, Lead, Spanish)  
Dennis Milam, AIA (Borderless)  
Gabriela Abril Reyes (Borderless, Spanish)  
Jason Pion (Borderless)  
Adam Rosa, AICP (Collabo, Lead)  
Katanya Elayne Raby (Collabo)  
Maria Cristina Chicuen (Collabo, Spanish)  
Scott Goldstein, FAICP (Teska)  
Erin Cigliano, AICP (Teska)  
Yuchen Ding, AICP + LEED AP - ND (Teska)  
Kamera Nichols-Hazziez (Teska)  
Jodi Mariano, PLA (Teska)

The above team has been calibrated to meet the scope of work as outlined in the RFP and to provide service to the project locally as well as providing remote desktop analysis and support as needed.

Our team's leadership combined have experience in **20** Choice Neighborhood Plans including:

**Northeast Flint** Choice Neighborhood Plan  
Flint, MI  
**Pembroke** Choice Neighborhood Plan  
Bethlehem, PA  
**MLK Station** Choice Neighborhood Plan  
Miami-Dade, FL  
**East University Avenue** Choice Neighborhood Plan  
Gainesville, FL  
**College Heights** Choice Neighborhood Plan  
Muscogee (Creek) Nation  
**South Harrisburg** Choice Neighborhood Plan  
Harrisburg, PA  
**\*The Hollow** Choice Neighborhood Plan  
Bridgeport, CT  
**Steubenville North** Choice Neighborhood Plan  
Steubenville, OH  
**Riverwest** Choice Neighborhood Plan  
Tulsa, OK  
**West End** Choice Neighborhood Plan  
Johnstown, PA  
**Downtown Jackson** Choice Neighborhood Plan  
Jacksonville, FL  
**Choice Cooper** Transformation Plan  
New Orleans, LA  
**\*International District** Choice Neighborhood Plan  
Albuquerque, NM  
**\*International Southmost** Choice Neighborhood Plan  
Brownsville, TX  
**West Ward** Choice Neighborhood Plan  
Easton, PA  
**Murchison** Choice Neighborhood Plan  
Fayetteville, NC  
**Fairfield** Choice Neighborhood Plan  
Huntington, WV  
**\*Buena Vida** Choice Neighborhood Plan  
Brownsville, TX  
**Southside** Choice Neighborhood Plan  
Birmingham, AL  
**Ellis Heights** Choice Neighborhood Plan  
Rockford, IL  
**Rosewood** Choice Neighborhood Plan  
Austin, TX

\* Choice Plans co-developed by Borderless Studio and Collabo



International Southmost Choice Neighborhood Plan, Brownsville, TX Charro Days Parade 2023





Buena Vida Choice Neighborhood Plan Headquarters Opening Brownsville, TX 2016



International District Choice Neighborhood Plan, Albuquerque, NM Community Meeting 2024



### International / Southmost Choice Neighborhood Plan

Brownsville, TX 2021-2023

BORDERLESS + COLLABO



In 2021, Brownsville was one of 8 communities nationwide awarded a Planning Grant for the International / Southmost Neighborhood by the U.S. Department of Housing and Urban Development. The City of Brownsville in partnership with the Housing Authority of the City of Brownsville, Collabo Planning and Borderless, are working together with local residents to create a forward-looking Choice Neighborhood Plan focused on People, Housing and Community.

Strategically located in proximity to downtown Brownsville and other major community assets, the International / Southmost neighborhood was chosen due to its many opportunities for redevelopment. The planning area (~900 acres) includes two target housing sites (Victoria Gardens and Citrus Gardens Annex with 82 units) that will be transformed into mixed-income developments.

During this two-year planning process, the planning team is developing in collaboration with residents, community leaders and stakeholders a neighborhood plan that focuses on three themes of revitalization: Resilient, Connected and Thriving Community.

#### CLIENT:

City of Brownsville, Marina Zolezzi, Chief of Staff  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607  
Housing Authority of the City of Brownsville, Carla Mancha, CEO  
cmancha@hacb.us/ 956-541-8315 ext. 1530

#### PROJECT TEAM:

Borderless Studio (planning lead), Collabo Planning + Design





## Buena Vida Choice Neighborhood Plan

Buena Vida, Brownsville, TX 2016-2018

BORDERLESS + COLLABO



Located adjacent to downtown Brownsville and within walking distance from the United States – Mexico border / International Crossing to the City of Matamoros, the Buena Vida neighborhood is home to this 13-acre (150 units) public housing site owned by the Housing Authority of the City of Brownsville.

In 2016, the U.S. Department of Housing and Urban Development awarded the Housing Authority and the City of Brownsville a planning grant to redevelop the existing public housing site built in the 1940s into a mixed-income development and urban strategies for 360-acre neighborhood. During this two-year planning process led by Camiros Ltd., we developed in collaboration with residents, community leaders and stakeholders a neighborhood plan guided by the following design and planning principles: leverage and celebrate cultural identity and heritage; create a clear and connected framework for redevelopment; strengthen connections with the neighborhood; promote walkable, active and safe open spaces; and support a healthy, resilient and equitable community. Buena Vida Choice Neighborhood Plan was awarded the Project Planning Award by Texas APA in 2018.

### CLIENT:

Housing Authority of the City of Brownsville, Carla Mancha, CEO  
 cmancha@hacb.us/ 956-541-8315 ext. 1530  
 City of Brownsville, Marina Zolezzi, Chief of Staff  
 Marina.Zolezzi@brownsvilletx.gov / 956-547-5607

PROJECT TEAM: Camiros Ltd. (with Adam Rosa as project leader),  
 Borderless Studio, Community Development Corporation of  
 Brownsville, [bc]Workshop







## WEST WARD CHOICE NEIGHBORHOOD PLAN

### Easton, Pennsylvania



#### DESCRIPTION

In December 2020, the Greater Easton Development Partnership (GEDP), in partnership with the Easton Housing Authority (EHA), was awarded a HUD Choice Neighborhoods Planning Grant for the West Ward neighborhood of Easton. The Plan identifies EHA's N Union Street Apartments property as a Target Housing Site for redevelopment, while incorporating revitalization strategies for EHA's Elm Street Apartments and Bushkill House properties within the larger framework for redevelopment.

*2023 Project Plan Award  
American Planning Association  
Pennsylvania Chapter*

The West Ward Choice Neighborhood Plan is a collaborative effort led by the community that builds on a strong foundation of previous planning initiatives. The CN Plan updates and adapts the 2019 West Ward Neighborhood Plan to focus on the core goals of People, Housing, and Neighborhood.

#### RESULTS

- ▶ Installation of four Engagement Stations at EHA properties within the West Ward neighborhood
- ▶ Expansion of Bushkill House Community Garden
- ▶ Neighborhood Gateways being installed
- ▶ Acquisition of several strategic properties for housing implementation
- ▶ Award of Safe Routes to School grant for pedestrian and bicycle improvements

#### CLIENT

Greater Easton Development Partnership  
Jared Mast  
Executive Director  
(610) 250-2078  
jared@eastonpartnership.org





## MURCHISON CHOICE NEIGHBORHOOD PLAN

Fayetteville, North Carolina



### DESCRIPTION

The Murchison Road Corridor is known as the historic center of African American culture in the city and is anchored by Fayetteville State University, a Historically Black College and University founded in 1867. Because of Fayetteville State University, along with the community's close proximity to downtown, the neighborhood provides a potential market for additional student- and faculty-oriented housing, as well as potential retail uses that could provide additional jobs and services for residents.

Through the FY20 HUD Choice Neighborhoods Planning Grant, COLLABO worked with the City of Fayetteville, Fayetteville Metropolitan Housing Authority, local residents and a variety of community stakeholders to create a forward-looking Transformation Plan with a strong commitment to diversity and inclusion. Through this planning process, community members and stakeholders have identified local assets, discussed current challenges, and created a vision for the future. This initiative will help to ensure that revitalization efforts fully benefit the local community.

### CLIENT

City of Fayetteville  
Christopher Cauley  
Economic and Community Development  
Director  
(910) 433-1590  
ChristopherCauley@FayettevilleNC.gov



### RESULTS

- ▶ Completed the design and installation of 19 Little Free Libraries throughout the community.
- ▶ Completed Digital Equity Initiative to provide free public wi-fi to the community.
- ▶ Funded Healthy Murchison Program to establish a community garden.

*2023 Advancing Equity Award  
American Planning Association  
North Carolina Chapter*





### The Hollow and Charles F. Greene Homes Choice Neighborhood Plan

Bridgeport, CT 2024-2025

BORDERLESS + COLLABO



The Hollow neighborhood is home to the Charles F. Greene Homes, one of Bridgeport's oldest public housing developments, a 7-acre (270-unit) site owned by Park City Communities (formerly the Housing Authority of the City of Bridgeport). In 2023, the U.S. Department of Housing and Urban Development awarded Park City Communities and the City of Bridgeport a planning grant to redevelop this 1950s-era public housing site into a mixed-income community and establish urban strategies for the surrounding 280-acre neighborhood. Borderless Studio, serving as planning coordinator, is leading a two-year planning process in collaboration with residents, community leaders, and stakeholders. Together, we are crafting a mixed-income housing development and a neighborhood plan that celebrates cultural identity and heritage, establishes a clear and connected redevelopment framework, strengthens neighborhood ties, promotes walkable and safe open spaces, and fosters a healthy, resilient, and equitable community.

#### CLIENT:

Park City Communities (Formerly Bridgeport Housing Authority)  
Jillian Baldwin, CEO  
jbaldwin@parkcitycommunities.org / 203-337-8900

PROJECT TEAM: Borderless Studio (Plan Coordinator + Master planning), Collabo Planning



## International District Choice Neighborhood Plan

Albuquerque, NM 2024-2025

BORDERLESS + COLLABO



The International District in Albuquerque, NM, includes three key housing developments owned by the Albuquerque Housing Authority: Wainwright Manor (60 units), Pennsylvania Apartments (20 units), and Grove Apartments (20 units). In 2023, the U.S. Department of Housing and Urban Development awarded a planning grant to the City of Albuquerque and the Albuquerque Housing Authority to reimagine these public housing sites as a mixed-income community and develop urban strategies for the surrounding 2,000-acre neighborhood. As planning coordinator, Borderless Studio is leading a two-year process in collaboration with residents, community leaders, and stakeholders. This process emphasizes meaningful community engagement while crafting strategies to revitalize these properties, meeting residents where they are. The plan aims to establish a collaborative framework that enhances residents' quality of life and drives broader improvements in the International District to both align and attract future investment.

### CLIENT:

Albuquerque Housing Authority, Linda Bridge, CEO  
lbridge@abqha.org / 505-764-3986  
Shawn Watson, Project Manager  
swatson@abqha.org / 505-764-3986

PROJECT TEAM: Borderless Studio (Plan Coordinator + Master planning), Collabo Planning, UNM DPAC (Early Action Activities + Ambassador Training)







## 05 DEMONSTRATED SUCCESS



# Demonstrated Success



## Buena Vida Choice Neighborhood Plan

**BORDERLESS + COLLABO**

During the Buena Vida Choice Neighborhood (CN) planning process (2016–2018), this initiative marked a first for the City of Brownsville and the Housing Authority in terms of community engagement strategy. It was the first time community ambassadors were integrated into their planning processes, serving as key members of the planning team. CN headquarters were set up in an unused Buena Vida residential unit, which was re-purposed into a community space for exhibits, workshops, and various planning activities. In 2020, the U.S. Department of Housing and Urban Development (HUD) designated this space as the Brownsville EnVision Center. Early action efforts included reclaiming and activating a local underutilized park with youth and family events. In 2024, HACB's development arm secured \$56.4 million in 9% Housing Tax Credits from the Texas Department of Housing and Community Affairs (TDHCA), allowing the implementation for the new Buena Vida to proceed.

Buena Vida Choice Neighborhood Plan was awarded the Project Planning Award by Texas APA in 2018.

More information:

[www.brownsvilletx.gov/2420/Choice-Neighborhood-Plan](http://www.brownsvilletx.gov/2420/Choice-Neighborhood-Plan)

CLIENT:

Housing Authority of the City of Brownsville, Carla Mancha, CEO  
cmancha@hacb.us/ 956-541-8315 ext. 1530 (Lead Agency)  
City of Brownsville, Marina Zolezzi, Chief of Staff  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607

PROJECT TEAM: Camiros Ltd. (with Adam Rosa as project leader),  
Borderless Studio, Community Development Corporation of  
Brownsville, [bc]Workshop



## International Southmost Choice Neighborhood Plan

**BORDERLESS + COLLABO**

This planning process marked the return of our team (Borderless Studio and Collabo) to collaborate with the City of Brownsville and the Housing Authority, unfolding amidst the challenges of the COVID-19 pandemic. The community engagement strategy adapted to prioritize health and safety, incorporating more outdoor activities and the creation of a mobile planning unit to support engagement across multiple locations. Early action activities quickly identified Tony Gonzalez Park as a key community asset residents wanted to use more and feel safer visiting. A significant outcome of the process was fostering stronger connections between residents and the park while celebrating the community's identity. Improvements included enhancements to the park and recreation center, featuring two murals by local artists that made the space more welcoming and visible, along with expanded youth and family programs. Community ambassadors played a central role in the planning process and were recognized for their contributions by City Council.

More information:

<https://www.brownsvilleischoice.com/>

CLIENT:

City of Brownsville, Marina Zolezzi, Chief of Staff  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607 (Lead Agency)  
Housing Authority of the City of Brownsville, Carla Mancha, CEO  
cmancha@hacb.us/ 956-541-8315 ext. 1530

PROJECT TEAM: Borderless Studio (planning lead), Collabo Planning + Design



## West Ward Choice Neighborhood Plan

**BORDERLESS + COLLABO + teska**

Adam Rosa (Collabo) and Paola Aguirre (Borderless) partnered in 2018-19 with the Greater Easton Development Partnership (GEDP) and the Easton Housing Authority (EHA) to develop the West Ward Neighborhood Plan. In 2020, the Collabo team returned to Easton after being selected as the Planning Coordinator for the West Ward Choice Neighborhoods Planning Grant. This collaborative effort updated the 2019 plan, focusing on the core goals of People, Housing, and Neighborhood while designing a robust community engagement strategy to advance and implement the strategies identified in the original plan. Key accomplishments include installing four Engagement Stations at EHA properties, expanding the Bushkill House Community Garden, creating Neighborhood Gateways, acquiring strategic properties for housing redevelopment, and securing a Safe Routes to School grant to improve pedestrian and bicycle infrastructure.

### More information:

<https://westwardeaston.org/choiceneighborhood/>

### CLIENT:

Greater Easton Development Partnership  
Jared Mast, Executive Director  
jared@eastonpartnership.org / (610) 250-2078

PROJECT TEAM: Collabo Planning + Design (planning coordination)



## Murchison Choice Neighborhood Plan

**COLLABO**

Our team has developed and implemented comprehensive community engagement plans for housing development and neighborhood revitalization projects, with a focus on inclusivity and tangible outcomes. For example, through the FY20 HUD Choice Neighborhoods Planning Grant, Collabo worked with the City of Fayetteville, Fayetteville Metropolitan Housing Authority, and local stakeholders to create a Transformation Plan for the Murchison Road Corridor in Fayetteville, NC. This process involved extensive community input to address challenges, leverage local assets, and outline a vision for revitalization that emphasizes diversity, inclusion, and equitable outcomes. Successes include establishing a community garden through the Healthy Murchison Program, providing free public Wi-Fi as part of a Digital Equity Initiative, and fostering literacy and engagement with the design and installation of 19 Little Free Libraries.

### More information:

[www.fayettevilleenc.gov/city-services/economic-community-development/murchison-choice-neighborhood-plan](http://www.fayettevilleenc.gov/city-services/economic-community-development/murchison-choice-neighborhood-plan)

### CLIENT:

City of Fayetteville  
Christopher Cauley, Economic and Community Development Director  
ChristopherCauley@FayettevilleNC.gov / (910) 433-1590

PROJECT TEAM: Collabo Planning + Design (planning coordination)



## 06 SCOPE OF SERVICES



# Scope of Services

BORDERLESS will undertake the following activities to support the COJ and the HAJ in the development of the Transformation Plan for the Bicentennial Bluffs Neighborhood, and the Heritage place Apartments and Riverwalk Homes housing sites.

The following pages describe the specific tasks included in these 6 phases.

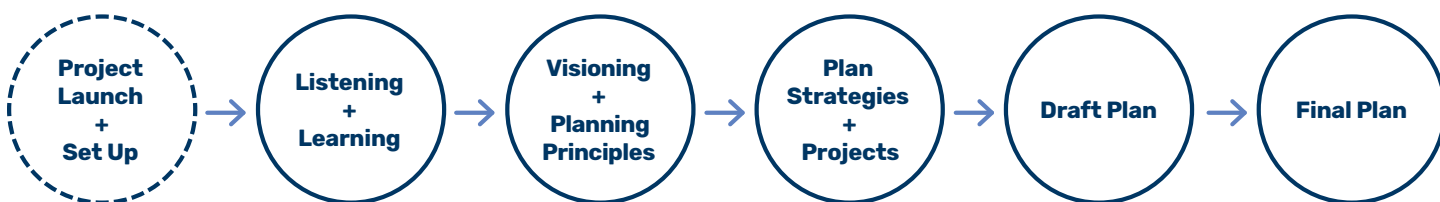
## PHASE 0 - PROJECT LAUNCH + SET UP

### Tasks 0.1 - 0.3 / Admin + Project Management

The BORDERLESS team will work with COJ/HAJ project team to review and finalize administrative requirements related to the Choice Neighborhood grant agreement

pertinent to the Planning Coordinator's roles and responsibilities, necessary coordination with HUD CN team requirements, and refine timeline accordingly to meet project milestones and deliverables established by HUD.

The BORDERLESS team will work with the Client to establish guidelines and responsibilities regarding decision-making and communication for the Plan. Additionally, internal coordination will include scheduling internal cadence for recurrent meetings for the core planning team, set up communication tools, as well as digital storage and tools for documents and file sharing.



West Ward Neighborhood Plan, Easton, PA (2019)

## PHASE 1 - LISTENING + LEARNING

The BORDERLESS team will develop an innovative, thorough, fun and effective engagement strategy designed for the duration of the planning process. We envision working with the City of Joliet, HAJ and community organizations and local leadership to help guide the effort by providing vital information about planned projects, reviewing ideas and deliverables and helping to engage the broader community.

### Task 1.1 / Initial Database Gathering and Review

The BORDERLESS team will create a list of data to be collected from the Client group related to existing conditions, including demographics, zoning information, land use, building conditions, previous plans and studies, and other information for analysis. Data gathering will also include City's GIS data, American Community Survey demographic data, and other public and available data sources. Our team's past professional experience in the City of Joliet and the region will help to frame the data requests including a clear baseline understanding of the local and regional housing market.

### Task 1.2 / Logo and Branding

The BORDERLESS team will work with the Client group to help establish a public presence for the Transformation Plan, and will design the project logo and branding.

### Task 1.3 / Project Website Development and Launch

The BORDERLESS team will lead development of a public facing website for communication with residents of the HAJ, community residents and interested parties to keep people apprised of the Transformation Plan development and process.

### Task 1.4 / Community Tour and Stakeholder Meetings

The BORDERLESS team will organize a community tour with members of the core planning team (including Client) as well as local residents to gain insight on the community. Additionally, key meetings with stakeholders in the community will be identified with the Client group for this initial outreach. This task will be aligned with the HUD site visit if the HUD Site visit has not been completed.

### Task 1.5 / Steering Committee Engagement

This proposal anticipates a strong collaboration with members of Housing Authority of Joliet (HAJ), City of Joliet (COJ), and the Steering Committee (SC). We understand efforts to establish a SC may have started by the project team; we would suggest between 12-15 representatives of civic organizations, institutions, community leaders, and businesses whose experience and knowledge are balanced among the three elements of the Plan (People, Housing, Neighborhood). The SC will be organized in different thematic working groups to work closely with the planning team through these different stages. The perspectives across different themes and areas of engagement and knowledge is of utmost importance to ensure an integrated development of planning and design strategies.

### Task 1.6 / Ambassadors Selection and On-boarding

The BORDERLESS team will support the recruitment process and on-boarding of Community Ambassadors from the community. This task includes creating a role and responsibilities description, outreach support and development of informational materials.



National Public Housing Museum, Chicago, IL 2024



Hollow Choice Neighborhood Engagement, Bridgeport, CT 2024

### **Task 1.7 Community Engagement Alignment+Strategy**

Our team is highly invested in meeting the community where they are at. To expand opportunities for engagement, prioritize engagement strategies and methods that are flexible and accessible to residents and stakeholders alike.

Our team's multi-cultural competency is a key asset for community engagement. Our team member's Latino background and knowledge, and Spanish speaking capabilities are vital to a meaningful and successful community engagement in the Bicentennial Bluffs neighborhood and community.

Storytelling is a very powerful tool. As part of the engagement strategy, the BORDERLESS team will work with the Planning Coordinator to design a way to integrate community voices and stories as a robust component of this phase to engage and elevate insights, experiences and perspectives from public housing residents from the Heritage Place Apartments and Riverwalk Homes and the Bicentennial Bluffs neighborhood.

The community engagement process will be designed in collaboration with COJ/HAJ team members by reflecting and building from previous experiences. Jointly we will review and identify preferred tools and methodologies to include in the engagement strategy - as possible we would like to include public housing residents in this design process. The BORDERLESS team will summarize input, insights and feedback from Client and develop engagement strategies - including a community engagement toolkit - that can be flexible and adaptable to meet with residents and the community in different formats and locations.

### **Task 1.8 / Informational Handouts**

The BORDERLESS team will produce informational handouts to support outreach, communication and engagement with stakeholders and residents. This phase will include the development of a template design that will be able to be utilized throughout the development of the Transformation Plan and easily updated by the Borderless team.

### **Task 1.9 / Existing Conditions + Community Snapshot**

The BORDERLESS team will review existing and collected data and create an inventory of existing conditions, including land use, building quantities and conditions,

demographics, zoning information, property values, previous plans and studies, and other information to gain a firm understanding of potential issues and opportunities. Data will include maps created using City's GIS data, American Community Survey demographic data, and other public and available data sources. Emphasis will be placed on data of development patterns and trends, transportation linkages, population, housing needs, social services, and household characteristics, public safety, education, health and employment. The analysis work will be conducted in conjunction with the City of Joliet's department of Community Development, Planning and Zoning.

### **Task 1.10 / Market Assessment**

The BORDERLESS team will conduct a market assessment to determine the needs for various types of housing and commercial development that may be considered as part of the planning process. We will assess housing demand for both homeowner and rental units including affordable, public and market rate housing. On the commercial side, we will look at what types of demand for retail, restaurants and other services that would meet the needs of the community and the larger market area, to provide quality options and jobs for residents in and near the study area.

### **Task 1.11 / CM #1 - Kick-off Celebration / Intro to CNI**

The BORDERLESS team will support the planning and coordination for this community event. The goal of this event is to introduce the Choice Neighborhood Initiative, planning process and project team to neighborhood residents. We will review the Client proposed engagement activities and list of potential event partners that can collaborate. The BORDERLESS team will design and produce all engagement materials for this event. This event is key to setting up the tone of the planning process, and to define the approach to engaging the community from the very start.

### **Task 1.12 / Steering Committee Meeting #1**

The BORDERLESS team will meet with the Steering Committee to present findings of the existing conditions (Community Snapshot) and identification of issues and opportunities. Ideas for early action projects will also be assessed. With the input of the Committee, we will determine whether any additional analysis or assessment is needed.



## PHASE 2 - VISIONING+PLANNING PRINCIPLES

During this phase, community engagement events will be held to identify important neighborhood assets and challenges, and to define an overall vision for the future. Residents will also be engaged to help identify potential early action projects that could be implemented while planning is underway.

This phase will also include developing plan concepts and illustrations for the Plan which will incorporate potential improvements to various land uses, buildings, open spaces and connection routes. Plan concepts will be organized around a series of themes that will be simple to understand and comprehend. Plan concepts will be presented to the community for feedback and refined through more detailed discussion with the COJ and HAJ.

### Task 2.1 / Resident Needs Assessment Survey

The BORDERLESS team will develop and implement the Needs Assessment Survey, as well as a strategy for deployment including the Community Ambassadors. The survey will be designed with the highest accessibility through printed and digital forms to ensure the highest rate of responses. The team will gather, review and summarize results to inform the themes for revitalization, design concepts, and strategies.

### Task 2.2 / CM #2 - Assets, Challenges + Planning Principles

The Community Meeting 2 will be a consensus building event where all options are welcomed, discussed, and added to the group's understanding. Consensus is reached not by unanimity of opinion, but by each individual being satisfied his/her opinion has been considered, and therefore, being willing to support the prevailing sentiment

of the group. The BORDERLESS team will facilitate a thorough discussion of individual issues and opportunities with each group, but also seek to gain direction on a unifying vision for the neighborhood while defining design principles. Attendees will also be asked to help identify potential early action project ideas for the Plan. The BORDERLESS team will prepare a summary memo of the community meeting and the issues and opportunities and overall vision identified.

### Task 2.3 / Steering Committee Meeting #2

The Committee will review and provide feedback on the summary of Community Meeting 2, and discuss priority and resources that will inform the selection of an Early Action Project.

### Task 2.4 / Youth Engagement Workshop

The BORDERLESS team will design and conduct one or more engagement workshops to gain perspective on future neighborhood improvements from the standpoint of younger residents. We believe that young people's voices are key, and too often left out of the planning process, yet are the people who will be impacted most by the Plan.

### Task 2.5 / Plan Outline with Content

The Plan Outline with Content will be integrated and structured with content developed up until this phase of the planning process, including input and feedback from meetings, and finally issued to COJ / HAJ for submission to HUD as a required milestone and deliverable.

### Task 2.6 / Conceptual Design Options

The BORDERLESS team will create 2-3 Conceptual Design Options to organize the strategies of the Neighborhood Element. These concepts will focus on neighborhood scale such as transportation, open space, commercial/mixed-use corridors, cultural/community amenities, among others. These options will build from the Themes for Revitalization. During this task, the team will also review and interpret input from Community Meeting 2 to propose Design Options for the revitalization of the target housing site.



Choice Neighborhood Planning Van, Brownsville, TX 2021-23



### **Task 2.7 / Early Action Activities Plan**

The BORDERLESS team will assist with organizing and coordinating the engagement and conceptual development of the Early Action Project. We propose creating an Early Action Project Committee that is integrated by public housing residents and other relevant stakeholders and partners. The BORDERLESS team will assist and support with outreach, creating visuals and engagement materials.

## **PHASE 3 - STRATEGY DEVELOPMENT**

In this phase, the community vision is discussed and translated into actionable items through the working groups. These working groups are organized according to the three elements of the Choice Plan (People, Housing, Neighborhood), and meet in multiple sessions to discuss goals, strategies, projects, resources and partnerships for implementation.

### **Task 3.1 / Working Groups Organization**

These groups will be organized according to Plan elements, and the BORDERLESS team will assist with the integration and organization of these groups. Groups will be integrated by 8-10 participants with relevant expertise, knowledge or experience in the corresponding themes.

### **Task 3.2 / Working Groups Meeting 1**

These groups will help to develop and review strategies, and identify initial resources and partnerships to support the different Plan elements. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

### **Task 3.3 / Community Meeting 3 - Draft Plan Concepts**

The BORDERLESS team will present Draft Plan Concepts at Community Meeting 3, and gain feedback on projects and actions with the highest priority. This meeting will also provide the opportunity for attendees to vote on the Early Action Activities or Project they would like to see carried out during the following few months, and to sign up to volunteer for the project.

### **Task 3.4 / Steering Committee Meeting 3**

The Committee will review and provide feedback on the Draft Plan Concepts and help to identify potential projects that could be incorporated into each Concept.

### **Task 3.5 / Working Groups Meeting 2**

These groups will help to develop and review strategies, and identify initial resources and partnerships to support the different Plan elements. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

## **PHASE 4 - DRAFT PLAN**

Based on input received during Community and Steering Committee meetings, the BORDERLESS team will create a Draft Transformation Plan.

### **Tasks 4.1 - 4.3 / Draft Plan Sections (Housing, People, Neighborhood)**

This Plan will be used to illustrate the vision and community design preferences, and provide an initial template for neighborhood reinvestment. The preparation of alternative concept plans, which will include 3-D visualization, will give the community choices in the physical and urban design direction of the Plan. This will help ensure that the community vision for the area is on-target and is consensus-based. The BORDERLESS team will work to identify individual improvement projects that support the vision, identify potential funding sources and project sponsors and additional potential early action activities that can be undertaken quickly to strengthen community engagement and make immediate neighborhood improvements.

### **Task 4.4 / Draft Plan**

The Draft Plan will be integrated with content from the section of the Draft Plan Sections (Housing, People, Neighborhood), refined and edited with input and feedback from meetings, and finally issued to the City of Joliet and the Housing Authority of Joliet for submission to HUD as a required milestone and deliverable.

### **Task 4.5 / Community Meeting 4 - Strategies and Projects**

The BORDERLESS team will present Strategies and Projects at Community Meeting 4, and gain feedback as well as prioritizing the list of projects identified. This meeting will also provide the updates related to the Early Action Project, and continue to provide opportunities to volunteer for the project.

**Task 4.6 / Steering Committee Meeting 4**

Meeting 4 will be focused on reviewing results of Community Meeting 4 and identifying potential partners for project implementation.

**Task 4.7 / Working Groups Meeting 3**

These groups will review planning strategies included in the Draft Plan, and identify additional resources and partnerships for implementation. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

**Task 4.8 / Community Meeting 5 - Draft Plan**

The Draft Plan will be presented at Community Meeting 5 through an Open House format, where attendees can review and provide feedback on various topics and projects, and help to further prioritize actions going forward.

**Task 4.9 / Steering Committee Meeting 5**

Meeting 5 will focus on directing implementation actions and identifying project commitments from key partners.

**PHASE 5 - FINAL PLAN****Task 5.1 / Implementation Strategy**

The BORDERLESS team will create a Plan Document that will establish actions and implementation opportunities, including a metric-based evaluation system, acknowledging opportunities for near, medium and long-term projects/products, clearly identify roles and responsibilities for appropriate stakeholders, and develop a system for long-term resident engagement.

**Task 5.2 / Working Groups Meeting 4**

These groups will review planning strategies included in the Draft Plan, and identify additional resources and partnerships for implementation. The BORDERLESS team will prepare meeting materials and presentations necessary for productive and engaging discussions with working group participants.

**Task 5.3 + 5.4 / Steering Committee and CM #6**

Through this phase, the BORDERLESS team will meet with the Steering Committee and support the organization of the last Community Meeting #6 to share the Final Plan and celebrate the completion of this planning process. The selected Early Action Project is anticipated to be implemented by this phase.

**Task 5.5 / Final Plan Document**

Based on the input of the Community and Steering Community meetings, the BORDERLESS team will revise the draft plan materials to create the Final Transformation Plan. Given the multicultural nature of the community, we will develop a graphically rich plan product that transcends language to communicate the proposed improvements. In addition, with the input of the Steering Committee, BORDERLESS will formulate implementation strategies. The program of implementation will be developed as a series of initiatives, each discussed individually and summarized in an Implementation Matrix, which organizes proposals into the various implementation actions to delineate:

- Sequencing of actions into short, medium and long term;
- Stakeholders responsible for implementing the various actions;
- The relative magnitude of funding needed;
- Prerequisites, if any, for the various actions;
- Sources and availability of funding; and
- Equitable development impact goals for ongoing evaluation and monitoring

The Final Plan will be refined and edited with input and feedback from meetings, and issued to the City of Joliet and Housing Authority of Joliet for submission to HUD as a required milestone and final deliverable.



Hollow Choice Neighborhood Engagement, Bridgeport, CT 2024



07 SCHEDULE AND COST



# Timeline Overview

The following timeline proposes 25 months for the planning process to align with the 30 month time frame of the Choice Neighborhood Initiative. Please note that the timeline is adaptable to fit within the existing framework of the Client group, but has been envisioned with the typical submission time frames for the Draft Plan Outline, the Draft Transformation Plan and the Final Transformation Plan.

**Phase 0** is included to ensure time is present for on boarding and the early administrative tasks.

**Phases 1 and 2** are developed throughout months 1-10 to capture the most input possible during the front phases of the project while establishing working relationships.

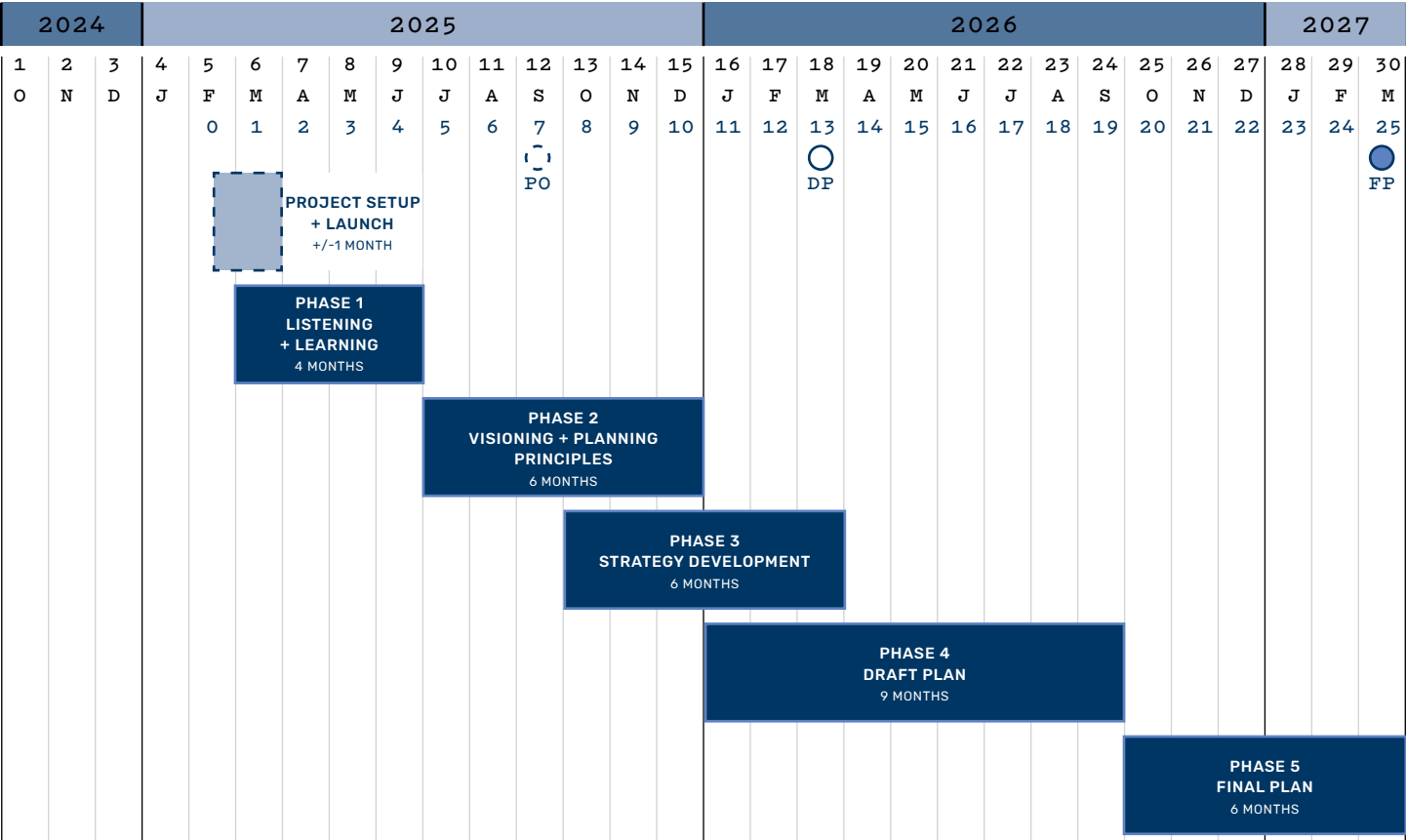
**Phase 3** will be conducted between months 8 to 13 with 3 months of overlap with Phase 2 to take advantage of the momentum of community meetings, and engage in discussions during the in-between months about strategies and project initiatives while keeping the community actively engaged.

**Phase 4** will be developed over 9 months in which the first 3 months will primarily be dedicated to synthesizing and preparing the Draft Plan for submission to HUD; the additional months in this phase will provide opportunities for engagement to discuss the Draft Plan with the different stakeholder groups.

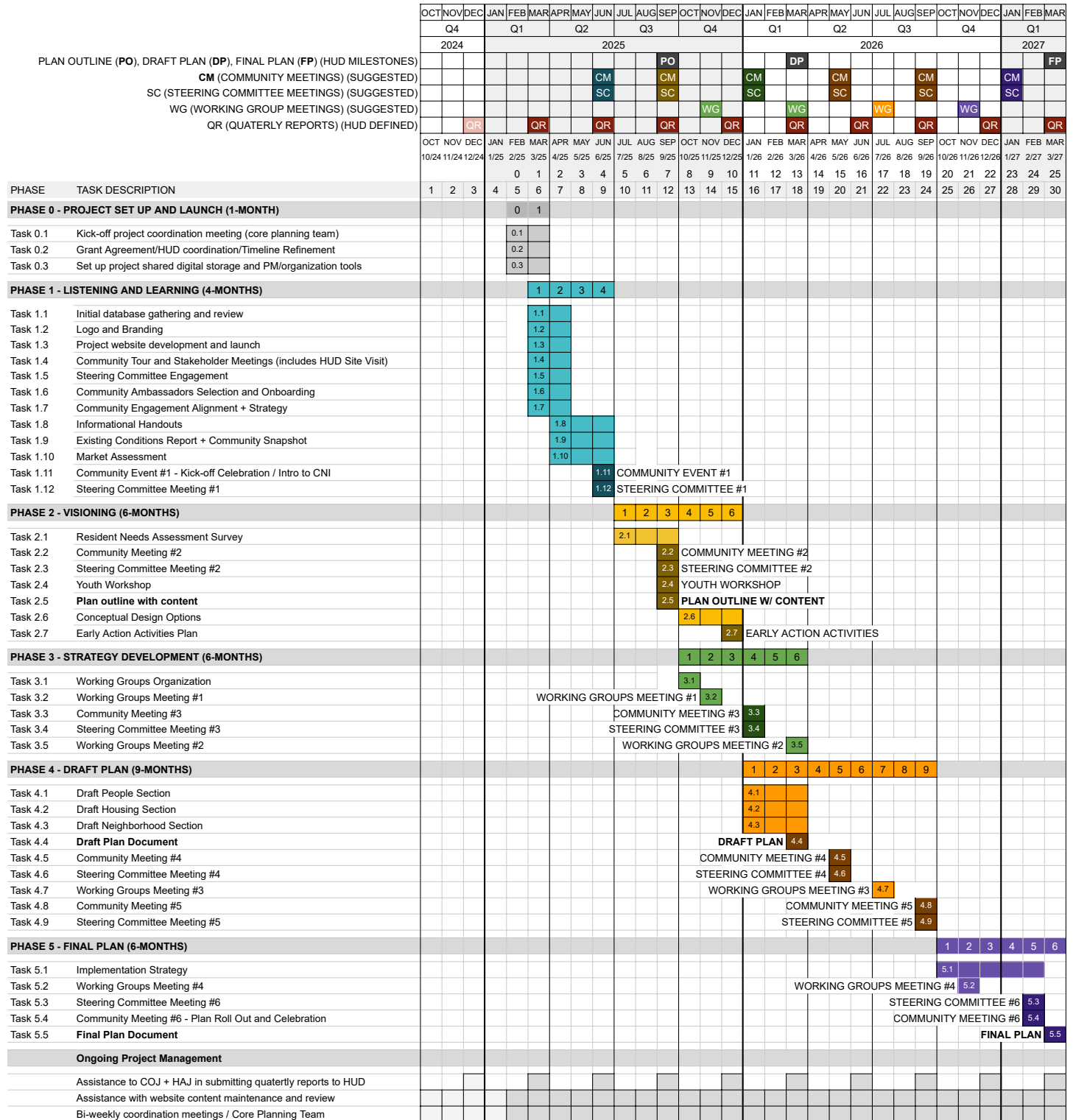
**Phase 5** will be conducted over 6 months, starting at the conclusion of Phase 4 for the production of the Final Transformation Plan; this final plan document will integrate, summarize and synthesize all the content gathered during the previous phases.

The timeline is adaptable to accommodate the schedule of funding requirements of the Choice Neighborhood Initiative. See detailed timeline in the following page.

| Project Milestones        |      |                |
|---------------------------|------|----------------|
| Plan Outline with Content | (PO) | 2025 September |
| Draft Transformation Plan | (DP) | 2026 March     |
| Final Transformation Plan | (FP) | 2027 March     |



# Timeline Detailed



# Project Cost Summary

## PROJECT COST ITEMS

**Services Fee:** BORDERLESS proposes a services fee corresponding to each of the items outlined in the scope of services. Hourly fees for the core team members listed below for reference:

|                         |          |
|-------------------------|----------|
| Principal               | \$185.00 |
| Planner / Designer - I  | \$125.00 |
| Planner / Designer - II | \$100.00 |

Billing for services will be issued monthly based on scope of work completed.

**Translation Cost:** Our team includes Spanish speakers - our estimate considers Spanish translation tasks for Community Engagement Materials. For languages other than Spanish and English, translation assistance would be required.

**Reimbursable Expenses:** Travel, printing and physical production of other meeting/workshops materials.

## SUMMARY BUDGET PROPOSAL

See page 63 for detailed budget proposal based on proposed Phasing and Detailed Task Breakdown

|                                           |           |
|-------------------------------------------|-----------|
| Phase 0 - Project Set up + Launch         | \$3,580   |
| Phase 1 - Listening and Learning          | \$58,150  |
| Phase 2 - Visioning + Planning Principles | \$47,120  |
| Phase 3 - Strategy Development            | \$19,250  |
| Phase 4 - Draft Plan                      | \$63,920  |
| Phase 5 - Final Plan                      | \$52,450  |
| Ongoing Project Management                | \$35,980  |
|                                           |           |
| SUBTOTAL                                  | \$280,450 |
|                                           |           |
| Reimbursable Expenses                     | \$28,430  |
|                                           |           |
| TOTAL                                     | \$308,880 |

## OTHER COSTS FOR CONSIDERATION

**Sub-consultant Services:** BORDERLESS proposal acknowledges that additional consultant services are typically necessary for consultation and coordination within Choice Neighborhood Planning Projects.

For reference, we provide below a list of consultants along with estimated costs for consideration. These expenses are separate from the base services and are considered below-the-line costs, meaning they are not included in the core Planning Coordinator Budget. Some of these considerations may already be covered by external funding sources. We look forward to discussing whether the following items should be incorporated into the Project.

|                                |          |
|--------------------------------|----------|
| Ambassador Leadership Training | \$12,500 |
| Market Study                   | \$30,000 |

Project Cost Detailed

|                                                                                           |                                                                 | BORDERLESS                                                 |                                                         |           | COLLABO                                                    |                                                         |           | TESKA                                                      |                                                         |          | HOURS<br>Subtotal | Services<br>Subtotal | Trip #  | Expenses  | Task / Phase<br>Subtotal |        |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------|-----------|------------------------------------------------------------|---------------------------------------------------------|-----------|------------------------------------------------------------|---------------------------------------------------------|----------|-------------------|----------------------|---------|-----------|--------------------------|--------|
| Principal                                                                                 |                                                                 | Planner<br>Designer I<br>Facilitation<br>+<br>Coordination | Planner<br>Designer II<br>Documentation<br>+<br>Drawing | Principal | Planner<br>Designer I<br>Facilitation<br>+<br>Coordination | Planner<br>Designer II<br>Documentation<br>+<br>Drawing | Principal | Planner<br>Designer I<br>Facilitation<br>+<br>Coordination | Planner<br>Designer II<br>Documentation<br>+<br>Drawing |          |                   |                      |         |           |                          |        |
| PHASE                                                                                     | TASK DESCRIPTION                                                | \$185                                                      | \$125                                                   | \$100     | \$185                                                      | \$125                                                   | \$100     | \$185                                                      | \$125                                                   | \$100    |                   |                      |         |           |                          |        |
| PHASE 0 - PROJECT SET UP AND LAUNCH (1-MONTH)                                             |                                                                 | 10                                                         | 2                                                       | 0         | 4                                                          | 0                                                       | 0         | 4                                                          | 0                                                       | 0        | 20                | \$3,580              |         | \$0       | \$3,580                  | 1.2%   |
| Task 0.1                                                                                  | Kick-off project coordination meeting (core planning team)      | 4                                                          |                                                         |           | 2                                                          |                                                         |           | 2                                                          |                                                         |          | 8                 | \$1,480              |         |           |                          |        |
| Task 0.2                                                                                  | Grant Agreement/HUD coordination/Timeline Refinement            | 6                                                          |                                                         |           | 2                                                          |                                                         |           | 2                                                          |                                                         |          | 10                | \$1,850              |         |           |                          |        |
| Task 0.3                                                                                  | Set up project shared digital storage and PM/organization tools |                                                            | 2                                                       |           |                                                            |                                                         |           |                                                            |                                                         |          | 2                 | \$250                |         |           |                          |        |
| PHASE 1 - LISTENING AND LEARNING (4-MONTHS)                                               |                                                                 | 52                                                         | 82                                                      | 92        | 26                                                         | 28                                                      | 0         | 42                                                         | 72                                                      | 40       | 434               | \$58,150             |         | \$4,420   | \$62,570                 | 20.9%  |
| Task 1.1                                                                                  | Initial database gathering and review                           | 4                                                          | 10                                                      |           | 4                                                          | 4                                                       |           | 4                                                          | 10                                                      |          | 36                | \$5,220              |         |           |                          |        |
| Task 1.2                                                                                  | Logo and Branding                                               | 2                                                          |                                                         | 16        |                                                            |                                                         |           |                                                            |                                                         |          | 18                | \$1,970              |         |           |                          |        |
| Task 1.3                                                                                  | Project website development and launch                          | 4                                                          | 20                                                      | 20        |                                                            |                                                         |           |                                                            |                                                         |          | 44                | \$5,240              |         |           |                          |        |
| Task 1.4                                                                                  | Community Tour and Stakeholder Meetings (includes HUD Site Visi | 6                                                          | 12                                                      |           | 6                                                          | 12                                                      |           | 6                                                          | 12                                                      |          | 54                | \$7,830              | Trip 1  | \$2,210   |                          |        |
| Task 1.5                                                                                  | Steering Committee Engagement                                   | 4                                                          |                                                         |           | 2                                                          |                                                         |           | 2                                                          |                                                         |          | 8                 | \$1,480              |         |           |                          |        |
| Task 1.6                                                                                  | Community Ambassadors Selection and Onboarding                  | 2                                                          | 2                                                       |           | 2                                                          | 2                                                       |           |                                                            |                                                         |          | 8                 | \$1,240              |         |           |                          |        |
| Task 1.7                                                                                  | Community Engagement Alignment + Strategy                       | 4                                                          | 6                                                       |           | 2                                                          | 4                                                       |           | 4                                                          | 4                                                       |          | 24                | \$3,600              |         |           |                          |        |
| Task 1.8                                                                                  | Informational Handouts                                          | 4                                                          |                                                         | 16        |                                                            |                                                         |           |                                                            |                                                         |          | 20                | \$2,340              |         |           |                          |        |
| Task 1.9                                                                                  | Existing Conditions Report + Community Snapshot                 | 8                                                          | 16                                                      | 40        | 4                                                          |                                                         |           | 4                                                          | 12                                                      | 20       | 104               | \$12,460             |         |           |                          |        |
| Task 1.10                                                                                 | Market Assessment                                               | 2                                                          |                                                         |           | 2                                                          |                                                         |           | 16                                                         | 24                                                      | 20       | 64                | \$8,700              |         |           |                          |        |
| Task 1.11                                                                                 | Community Event #1 - Kick-off Celebration / Intro to CNI        | 4                                                          | 8                                                       |           | 2                                                          | 4                                                       |           | 4                                                          | 8                                                       |          | 30                | \$4,350              | Trip 2  | \$2,210   |                          |        |
| Task 1.12                                                                                 | Steering Committee Meeting #1                                   | 8                                                          | 8                                                       |           | 2                                                          | 2                                                       |           | 2                                                          | 2                                                       |          | 24                | \$3,720              | Trip 2  |           |                          |        |
| PHASE 2 - VISIONING (6-MONTHS)                                                            |                                                                 | 28                                                         | 80                                                      | 68        | 22                                                         | 22                                                      | 60        | 22                                                         | 18                                                      | 60       | 380               | \$47,120             |         | \$2,210   | \$49,330                 | 16.5%  |
| Task 2.1                                                                                  | Resident Needs Assessment Survey                                | 2                                                          |                                                         |           | 8                                                          |                                                         | 32        |                                                            |                                                         |          | 42                | \$5,050              |         |           |                          |        |
| Task 2.2                                                                                  | Community Meeting #2                                            | 4                                                          | 8                                                       |           | 4                                                          | 8                                                       | 16        | 4                                                          |                                                         | 8        | 52                | \$6,620              | Trip 3  | \$2,210   |                          |        |
| Task 2.3                                                                                  | Steering Committee Meeting #2                                   | 4                                                          | 8                                                       |           | 4                                                          | 2                                                       |           | 4                                                          | 2                                                       |          | 24                | \$3,720              | Trip 3  |           |                          |        |
| Task 2.4                                                                                  | Youth Workshop                                                  | 4                                                          | 8                                                       | 8         | 2                                                          | 4                                                       |           | 2                                                          | 4                                                       |          | 32                | \$4,280              | Trip 3  |           |                          |        |
| Task 2.5                                                                                  | Plan outline with content                                       | 4                                                          | 8                                                       |           | 2                                                          | 8                                                       |           | 2                                                          |                                                         |          | 24                | \$3,480              |         |           |                          |        |
| Task 2.6                                                                                  | Conceptual Design Options                                       | 8                                                          | 40                                                      | 40        | 2                                                          |                                                         | 12        | 2                                                          |                                                         | 12       | 116               | \$13,620             |         |           |                          |        |
| Task 2.7                                                                                  | Early Action Activities Plan                                    | 2                                                          | 8                                                       | 20        |                                                            |                                                         |           | 8                                                          | 12                                                      | 40       | 90                | \$10,350             |         |           |                          |        |
| PHASE 3 - STRATEGY DEVELOPMENT (6-MONTHS)                                                 |                                                                 | 18                                                         | 24                                                      | 32        | 18                                                         | 26                                                      | 24        | 4                                                          | 0                                                       | 0        | 146               | \$19,250             |         | \$3,740   | \$22,990                 | 7.7%   |
| Task 3.1                                                                                  | Working Groups Organization                                     | 2                                                          | 4                                                       |           | 2                                                          | 4                                                       |           |                                                            |                                                         |          | 12                | \$1,740              |         |           |                          |        |
| Task 3.2                                                                                  | Working Groups Meeting #1                                       | 4                                                          |                                                         | 8         | 4                                                          | 4                                                       | 12        |                                                            |                                                         |          | 32                | \$3,980              | Trip 4  | \$890     |                          |        |
| Task 3.3                                                                                  | Community Meeting #3                                            | 4                                                          | 12                                                      | 16        | 4                                                          | 12                                                      |           | 2                                                          |                                                         |          | 50                | \$6,450              | Trip 5  | \$1,960   |                          |        |
| Task 3.4                                                                                  | Steering Committee Meeting #3                                   | 4                                                          | 8                                                       |           | 4                                                          | 2                                                       |           | 2                                                          |                                                         |          | 20                | \$3,100              | Trip 5  |           |                          |        |
| Task 3.5                                                                                  | Working Groups Meeting #2                                       | 4                                                          |                                                         | 8         | 4                                                          | 4                                                       | 12        |                                                            |                                                         |          | 32                | \$3,980              | Trip 6  | \$890     |                          |        |
| PHASE 4 - DRAFT PLAN (9-MONTHS)                                                           |                                                                 | 64                                                         | 80                                                      | 148       | 52                                                         | 52                                                      | 82        | 16                                                         | 0                                                       | 0        | 494               | \$63,920             |         | \$4,810   | \$68,730                 | 23.0%  |
| Task 4.1                                                                                  | Draft People Section                                            | 4                                                          |                                                         | 4         | 12                                                         |                                                         | 50        |                                                            |                                                         |          | 70                | \$8,360              |         |           |                          |        |
| Task 4.2                                                                                  | Draft Housing Section                                           | 12                                                         |                                                         | 32        | 2                                                          |                                                         |           |                                                            |                                                         |          | 46                | \$5,790              |         |           |                          |        |
| Task 4.3                                                                                  | Draft Neighborhood Section                                      | 12                                                         |                                                         | 40        | 2                                                          |                                                         |           | 4                                                          |                                                         |          | 58                | \$7,330              |         |           |                          |        |
| Task 4.4                                                                                  | Draft Plan Document                                             | 16                                                         | 40                                                      | 32        | 16                                                         | 20                                                      | 20        | 4                                                          |                                                         |          | 148               | \$19,360             |         |           |                          |        |
| Task 4.5                                                                                  | Community Meeting #4                                            | 4                                                          | 12                                                      | 16        | 4                                                          | 12                                                      |           | 2                                                          |                                                         |          | 50                | \$6,450              | Trip 7  | \$1,960   |                          |        |
| Task 4.6                                                                                  | Steering Committee Meeting #4                                   | 4                                                          | 8                                                       |           | 4                                                          | 2                                                       |           | 2                                                          |                                                         |          | 20                | \$3,100              | Trip 7  |           |                          |        |
| Task 4.7                                                                                  | Working Groups Meeting #3                                       | 4                                                          |                                                         | 8         | 4                                                          | 4                                                       | 12        |                                                            |                                                         |          | 32                | \$3,980              | Trip 8  | \$890     |                          |        |
| Task 4.8                                                                                  | Community Meeting #5                                            | 4                                                          | 12                                                      | 16        | 4                                                          | 12                                                      |           | 2                                                          |                                                         |          | 50                | \$6,450              | Trip 9  | \$1,960   |                          |        |
| Task 4.9                                                                                  | Steering Committee Meeting #5                                   | 4                                                          | 8                                                       |           | 4                                                          | 2                                                       |           | 2                                                          |                                                         |          | 20                | \$3,100              | Trip 9  |           |                          |        |
| PHASE 5 - FINAL PLAN (6-MONTHS)                                                           |                                                                 | 60                                                         | 42                                                      | 88        | 44                                                         | 40                                                      | 52        | 16                                                         | 16                                                      | 40       | 398               | \$52,450             |         | \$3,250   | \$55,700                 | 18.6%  |
| Task 5.1                                                                                  | Implementation Strategy                                         | 8                                                          | 2                                                       |           | 8                                                          | 2                                                       |           |                                                            |                                                         |          | 20                | \$3,460              |         |           |                          |        |
| Task 5.2                                                                                  | Working Groups Meeting #4                                       | 4                                                          |                                                         | 8         | 4                                                          | 4                                                       | 12        |                                                            |                                                         |          | 32                | \$3,980              | Trip 10 | \$890     |                          |        |
| Task 5.3                                                                                  | Steering Committee Meeting #6                                   | 8                                                          | 8                                                       |           | 8                                                          | 20                                                      |           | 4                                                          |                                                         |          | 48                | \$7,200              | Trip 11 | \$2,360   |                          |        |
| Task 5.4                                                                                  | Community Meeting #6 - Plan Roll Out and Celebration            | 8                                                          | 12                                                      |           | 8                                                          | 4                                                       |           | 4                                                          | 8                                                       |          | 44                | \$6,700              | Trip 11 |           |                          |        |
| Task 5.5                                                                                  | Final Plan Document                                             | 32                                                         | 20                                                      | 80        | 16                                                         | 10                                                      | 40        | 8                                                          | 8                                                       | 40       | 254               | \$31,110             |         |           |                          |        |
| Ongoing Project Management                                                                |                                                                 | 60                                                         | 48                                                      | 40        | 24                                                         | 24                                                      | 0         | 24                                                         | 24                                                      | 0        | 244               | \$35,980             |         | \$0       | \$35,980                 | 12.0%  |
| Assistance to COJ + HAJ in submitting quarterly reports to HUD                            |                                                                 | 12                                                         |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          | 12                | \$2,220              |         |           |                          |        |
| Assistance with website content maintenance and review                                    |                                                                 |                                                            |                                                         | 40        |                                                            |                                                         |           |                                                            |                                                         |          | 40                | \$4,000              |         |           |                          |        |
| BI-weekly coordination meetings / Core Planning Team                                      |                                                                 | 48                                                         | 48                                                      |           | 24                                                         | 24                                                      |           | 24                                                         | 24                                                      |          | 192               | \$29,760             |         |           |                          |        |
| % Time Allocation per Project Term (26 Months   4,160 Hours)                              |                                                                 | 7.02%                                                      | 8.61%                                                   | 11.25%    | 4.57%                                                      | 4.62%                                                   | 5.24%     | 3.08%                                                      | 3.13%                                                   | 3.37%    | 50.87%            |                      |         |           |                          |        |
| Hours                                                                                     |                                                                 | 292                                                        | 358                                                     | 468       | 190                                                        | 192                                                     | 218       | 128                                                        | 130                                                     | 140      | 2116              | \$280,450.00         |         |           |                          |        |
| Subtotal                                                                                  |                                                                 | \$54,020                                                   | \$44,750                                                | \$46,800  | \$35,150                                                   | \$24,000                                                | \$21,800  | \$23,680                                                   | \$16,250                                                | \$14,000 |                   | \$280,450            |         | \$18,430  | \$298,880.00             | 100.0% |
| Estimated Total Consultant Fee                                                            |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           | \$280,450                |        |
| Reimbursable Expenses: Travel                                                             |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           | \$18,430                 |        |
| Reimbursable Expenses: Printing + Materials                                               |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           | \$10,000                 |        |
| Total                                                                                     |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           | \$308,880                |        |
| Below the Line Services                                                                   |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           |                          |        |
| Sub-Consultant Services - Market Study                                                    |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         | Budgetary | \$30,000                 |        |
| Sub-Consultant Services - Ambassador Leadership Training                                  |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         | Budgetary | \$12,500                 |        |
| Our team includes Spanish speakers - Spanish translation is included in the base services |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           | \$0                      |        |
|                                                                                           |                                                                 |                                                            |                                                         |           |                                                            |                                                         |           |                                                            |                                                         |          |                   |                      |         |           | \$42,500                 |        |





## 08 REFERENCES

# References

## **Buena Vida + International Southmost**

### **Choice Neighborhood Plans (2016-2018/2021-2023)**

Role: Urban Designer + Community Engagement /  
Planning Coordinator for International Southmost  
Marina Zolezzi, Chief of Staff  
City of Brownsville  
Marina.Zolezzi@brownsvilletx.gov / 956-547-5607  
Carla Mancha, CEO  
Housing Authority of the City of Brownsville  
cmancha@hacb.us/ 956-541-8315 ext. 1530

### **The Hollow & Charles F. Greene Choice Neighborhood (2024-2025)**

Role: Planning Coordinator + Urban Designer  
Jillian Baldwin, CEO & President  
Park City Communities (former Housing Authority of the  
City of Bridgeport)  
jbaldwin@parkcitycommunities.org / 203-337-8900

### **The International District Choice Neighborhood (2024-2025)**

Role: Planning Coordinator + Urban Designer  
Shawn Watson, Project Manager  
Albuquerque Housing Authority  
swatson@abhqa.org / 505-764-3986

## **Public Art Reimagining Tour (2023-2024)**

Role: Planning Coordinator + Urban Designer  
City of Chicago, Department of Culture and Special  
Events (DCASE)  
Lydia Ross, Senior Strategist  
Lydia.Ross@cityofchicago.org / 312-744-7649

## **Public Outdoor Plaza (POP!) Court - Overton Exchange (2022-2024)**

Role: Community Partner, Planner + Designer  
City of Chicago, Department of Planning and  
Development (DPD)

Mary O'Connor, Deputy Commissioner  
mary.o'connor@cityofchicago.org / 312.744.4070

Frank Kryzak, Coordinator of Economic Development  
Frank.Kryzak2@cityofchicago.org / 312.744.4070

## **National Public Housing Museum Oral Histories Project (2024)**

Role: Community Engagement Tool Designer  
Tiff Beatty, Associate Director  
National Public Housing Museum  
tbeatty@nphm.org/ 773-666-6878



The Hollow and Charles F. Greene Homes Choice Neighborhood, Bridgeport, CT (2024)

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09 FORMS AND ATTACHMENTS

# Forms + Attachments

PER EMAIL FROM DUSTIN ANDERSON ON 04 FEBRUARY 2025  
IT WAS CONFIRMED THAT SUBMISSION OF HUD FORM 5369-A WOULD BE  
SUFFICIENT FOR THE RFP RESPONSE.

HUD FORM 5370-C, GENERAL CONDITIONS FOR NON-CONSTRUCTION CONTRACTS  
IS INCLUDED IN OUR SUBMISSION AND WE TAKE NO OBJECTIONS

WE WELCOME A CONVERSATION REGARDING REQUIREMENTS OF THE OTHER FORMS  
INITIALLY LISTED AS REQUIRED FOR SUBMITTAL, IF NECESSARY.

Attachment A:

HUD 2516

**Attachment B:**

**HUD 5369-A**

Attachment C:

HUD 5369-B

Attachment D:

HUD 5370

**Attachment E:**

**HUD 5370-C**

Attachment F:

HUD 5370-EZ

Attachment G:

HUD 5372

Attachment H:

HUD 51000

Attachment J:

HUD 51001

Attachment K:

HUD 51002

Attachment L:

HUD 51004

Attachment M:

HUD 51915

Attachment N:

HUD 51915-A

Attachment O:

HUD 52158

Attachment P:

HUD 53012

Attachment Q:

HUD 53012-A

Attachment R:

HUD 53012-B

Attachment S:

HUD 56002



# Attachment B: HUD Form 5369-A

**U.S. Department of Housing  
and Urban Development**  
Office of Public and Indian Housing

**Representations, Certifications,  
and Other Statements of Bidders**  
**Public and Indian Housing Programs**

# Representations, Certifications, and Other Statements of Bidders

## Public and Indian Housing Programs

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### 1. Certificate of Independent Price Determination

#### (a) The bidder certifies that--

(1) The prices in this bid have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other bidder or competitor relating to (i) those prices, (ii) the intention to submit a bid, or (iii) the methods or factors used to calculate the prices offered;

(2) The prices in this bid have not been and will not be knowingly disclosed by the bidder, directly or indirectly, to any other bidder or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a competitive proposal solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the bidder to induce any other concern to submit or not to submit a bid for the purpose of restricting competition.

(b) Each signature on the bid is considered to be a certification by the signatory that the signatory--

(1) Is the person in the bidder's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

**Paola Aguirre Serrano** [insert full name of person(s) in the bidder's organization responsible for determining the prices offered in this bid or proposal, and the title of his or her position in the bidder's organization];

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) above have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) above; and

(iii) As an agent, has not personally participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) above.

(c) If the bidder deletes or modifies subparagraph (a)2 above, the bidder must furnish with its bid a signed statement setting forth in detail the circumstances of the disclosure.

[ ] [Contracting Officer check if following paragraph is applicable]

(d) Non-collusive affidavit. (applicable to contracts for construction and equipment exceeding \$50,000)

(1) Each bidder shall execute, in the form provided by the PHA/IHA, an affidavit to the effect that he/she has not colluded with any other person, firm or corporation in regard to any bid submitted in response to this solicitation. If the successful bidder did not submit the affidavit with his/her bid, he/she must submit it within three (3) working days of bid opening. Failure to submit the affidavit by that date may render the bid nonresponsive. No contract award will be made without a properly executed affidavit.

(2) A fully executed "Non-collusive Affidavit" ☒ is, [ ] is not included with the bid.

### 2. Contingent Fee Representation and Agreement

#### (a) Definitions. As used in this provision:

"Bona fide employee" means a person, employed by a bidder and subject to the bidder's supervision and control as to time, place, and manner of performance, who neither exerts, nor proposes to exert improper influence to solicit or obtain contracts nor holds out as being able to obtain any contract(s) through improper influence.

"Improper influence" means any influence that induces or tends to induce a PHA/IHA employee or officer to give consideration or to act regarding a PHA/IHA contract on any basis other than the merits of the matter.

(b) The bidder represents and certifies as part of its bid that, except for full-time bona fide employees working solely for the bidder, the bidder:

(1) [ ] has, ☒ has not employed or retained any person or company to solicit or obtain this contract; and

(2) [ ] has, ☒ has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(c) If the answer to either (a)(1) or (a)(2) above is affirmative, the bidder shall make an immediate and full written disclosure to the PHA/IHA Contracting Officer.

(d) Any misrepresentation by the bidder shall give the PHA/IHA the right to (1) terminate the contract; (2) at its discretion, deduct from contract payments the amount of any commission, percentage, brokerage, or other contingent fee; or (3) take other remedy pursuant to the contract.

### 3. Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions (applicable to contracts exceeding \$100,000)

(a) The definitions and prohibitions contained in Section 1352 of title 31, United States Code, are hereby incorporated by reference in paragraph (b) of this certification.

(b) The bidder, by signing its bid, hereby certifies to the best of his or her knowledge and belief as of December 23, 1989 that:

(1) No Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with the awarding of a contract resulting from this solicitation;

(2) If any funds other than Federal appropriated funds (including profit or fee received under a covered Federal transaction) have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with this solicitation, the bidder shall complete and submit, with its bid, OMB standard form LLL, "Disclosure of Lobbying Activities;" and

(3) He or she will include the language of this certification in all subcontracts at any tier and require that all recipients of subcontract awards in excess of \$100,000 shall certify and disclose accordingly.

(c) Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by section 1352, title 31, United States Code. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure form to be filed or amended by this provision, shall be subject to a civil penalty of not less than \$10,000, and not more than \$100,000, for each such failure.

(d) Indian tribes (except those chartered by States) and Indian organizations as defined in section 4 of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450B) are exempt from the requirements of this provision.

#### 4. Organizational Conflicts of Interest Certification

The bidder certifies that to the best of its knowledge and belief and except as otherwise disclosed, he or she does not have any organizational conflict of interest which is defined as a situation in which the nature of work to be performed under this proposed contract and the bidder's organizational, financial, contractual, or other interests may, without some restriction on future activities:

- (a) Result in an unfair competitive advantage to the bidder; or,
- (b) Impair the bidder's objectivity in performing the contract work.

☒ In the absence of any actual or apparent conflict, I hereby certify that to the best of my knowledge and belief, no actual or apparent conflict of interest exists with regard to my possible performance of this procurement.

#### 5. Bidder's Certification of Eligibility

(a) By the submission of this bid, the bidder certifies that to the best of its knowledge and belief, neither it, nor any person or firm which has an interest in the bidder's firm, nor any of the bidder's subcontractors, is ineligible to:

(1) Be awarded contracts by any agency of the United States Government, HUD, or the State in which this contract is to be performed; or,

(2) Participate in HUD programs pursuant to 24 CFR Part 24.

(b) The certification in paragraph (a) above is a material representation of fact upon which reliance was placed when making award. If it is later determined that the bidder knowingly rendered an erroneous certification, the contract may be terminated for default, and the bidder may be debarred or suspended from participation in HUD programs and other Federal contract programs.

#### 6. Minimum Bid Acceptance Period

(a) "Acceptance period," as used in this provision, means the number of calendar days available to the PHA/IHA for awarding a contract from the date specified in this solicitation for receipt of bids.

(b) This provision supersedes any language pertaining to the acceptance period that may appear elsewhere in this solicitation.

(c) The PHA/IHA requires a minimum acceptance period of [Contracting Officer insert time period] calendar days.

(d) In the space provided immediately below, bidders may specify a longer acceptance period than the PHA's/IHA's minimum requirement. The bidder allows the following acceptance period: calendar days.

(e) A bid allowing less than the PHA's/IHA's minimum acceptance period will be rejected.

(f) The bidder agrees to execute all that it has undertaken to do, in compliance with its bid, if that bid is accepted in writing within (1) the acceptance period stated in paragraph (c) above or (2) any longer acceptance period stated in paragraph (d) above.

#### 7. Small, Minority, Women-Owned Business Concern Representation

The bidder represents and certifies as part of its bid/ offer that it --

(a) ☒ is, [ ] is not a small business concern. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding, and qualified as a small business under the criteria and size standards in 13 CFR 121.

(b) ☒ is, [ ] is not a women-owned business enterprise. "Women-owned business enterprise," as used in this provision, means a business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

(c) ☒ is, [ ] is not a minority business enterprise. "Minority business enterprise," as used in this provision, means a business which is at least 51 percent owned or controlled by one or more minority group members or, in the case of a publicly owned business, at least 51 percent of its voting stock is owned by one or more minority group members, and whose management and daily operations are controlled by one or more such individuals. For the purpose of this definition, minority group members are:

(Check the block applicable to you)

- |                                                        |                              |
|--------------------------------------------------------|------------------------------|
| [ ] Black Americans                                    | [ ] Asian Pacific Americans  |
| <input checked="" type="checkbox"/> Hispanic Americans | [ ] Asian Indian Americans   |
| [ ] Native Americans                                   | [ ] Hasidic Jewish Americans |

#### 8. Indian-Owned Economic Enterprise and Indian Organization Representation (applicable only if this solicitation is for a contract to be performed on a project for an Indian Housing Authority)

The bidder represents and certifies that it:

(a) [ ] is, ☒ is not an Indian-owned economic enterprise. "Economic enterprise," as used in this provision, means any commercial, industrial, or business activity established or organized for the purpose of profit, which is at least 51 percent Indian owned. "Indian," as used in this provision, means any person who is a member of any tribe, band, group, pueblo, or community which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs and any "Native" as defined in the Alaska Native Claims Settlement Act.

(b) [ ] is, ☒ is not an Indian organization. "Indian organization," as used in this provision, means the governing body of any Indian tribe or entity established or recognized by such governing body. Indian "tribe" means any Indian tribe, band, group, pueblo, or



community including Native villages and Native groups (including corporations organized by Kenai, Juneau, Sitka, and Kodiak) as defined in the Alaska Native Claims Settlement Act, which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs.

**9. Certification of Eligibility Under the Davis-Bacon Act** (applicable to construction contracts exceeding \$2,000)

(a) By the submission of this bid, the bidder certifies that neither it nor any person or firm who has an interest in the bidder's firm is a person or firm ineligible to be awarded contracts by the United States Government by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(b) No part of the contract resulting from this solicitation shall be subcontracted to any person or firm ineligible to be awarded contracts by the United States Government by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(c) The penalty for making false statements is prescribed in the U. S. Criminal Code, 18 U.S.C. 1001.

**10. Certification of Nonsegregated Facilities** (applicable to contracts exceeding \$10,000)

(a) The bidder's attention is called to the clause entitled **Equal Employment Opportunity** of the General Conditions of the Contract for Construction.

(b) "Segregated facilities," as used in this provision, means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin because of habit, local custom, or otherwise.

(c) By the submission of this bid, the bidder certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The bidder agrees that a breach of this certification is a violation of the Equal Employment Opportunity clause in the contract.

(d) The bidder further agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) prior to entering into subcontracts which exceed \$10,000 and are not exempt from the requirements of the Equal Employment Opportunity clause, it will:

(1) Obtain identical certifications from the proposed subcontractors;

(2) Retain the certifications in its files; and

(3) Forward the following notice to the proposed subcontractors (except if the proposed subcontractors have submitted identical certifications for specific time periods):

**Notice to Prospective Subcontractors of Requirement for Certifications of Nonsegregated Facilities**

A Certification of Nonsegregated Facilities must be submitted before the award of a subcontract exceeding \$10,000 which is not exempt from the provisions of the Equal Employment Opportunity clause of the prime contract. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually).

**Note:** The penalty for making false statements in bids is prescribed in 18 U.S.C. 1001.

**11. Clean Air and Water Certification** (applicable to contracts exceeding \$100,000)

The bidder certifies that:

(a) Any facility to be used in the performance of this contract [ ] is, [X] is not listed on the Environmental Protection Agency List of Violating Facilities:

(b) The bidder will immediately notify the PHA/IHA Contracting Officer, before award, of the receipt of any communication from the Administrator, or a designee, of the Environmental Protection Agency, indicating that any facility that the bidder proposes to use for the performance of the contract is under consideration to be listed on the EPA List of Violating Facilities; and,

(c) The bidder will include a certification substantially the same as this certification, including this paragraph (c), in every nonexempt subcontract.

**12. Previous Participation Certificate** (applicable to construction and equipment contracts exceeding \$50,000)

(a) The bidder shall complete and submit with his/her bid the Form HUD-2530, "Previous Participation Certificate." If the successful bidder does not submit the certificate with his/her bid, he/she must submit it within three (3) working days of bid opening. Failure to submit the certificate by that date may render the bid nonresponsive. No contract award will be made without a properly executed certificate.

(b) A fully executed "Previous Participation Certificate" [ ] is, [X] is not included with the bid.

**13. Bidder's Signature**

The bidder hereby certifies that the information contained in these certifications and representations is accurate, complete, and current.



**05 FEB 2025**

(Signature and Date)

**Paola Aguirre Serrano**

(Typed or Printed Name)

**Partner**

(Title)

**Borderless Studio LLC**

(Company Name)

(Company Address)

**226 S. Wabash Suite 500  
Chicago, IL 60604**

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# Attachment E: HUD 5370-C

# General Conditions for Non-Construction Contracts

## Section I – (With or without Maintenance Work)

### U.S. Department of Housing and Urban Development

Office of Public and Indian Housing

Office of Labor Relations

OMB Approval No. 2577-0157 (exp. 1/01/2014)

Public Reporting Burden for this collection of information is estimated to average 0.08 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Reports Management Officer, Office of Information Policies and Systems, U.S. Department of Housing and Urban Development, Washington, D.C. 20410-3600; and to the Office of Management and Budget, Paperwork Reduction Project (2577-0157), Washington, D.C. 20503. Do not send this completed form to either of these addressees.

**Applicability. This form HUD-5370-C has 2 Sections. These Sections must be inserted into non-construction contracts as described below:**

- 1) **Non-construction contracts** (*without* maintenance) **greater than \$100,000 - use Section I;**
- 2) **Maintenance contracts** (including nonroutine maintenance as defined at 24 CFR 968.105) **greater than \$2,000 but not more than \$100,000 - use Section II; and**
- 3) **Maintenance contracts** (including nonroutine maintenance), **greater than \$100,000 – use Sections I and II.**

### Section I - Clauses for All Non-Construction Contracts greater than \$100,000

#### 1. Definitions

The following definitions are applicable to this contract:

- (a) "Authority or Housing Authority (HA)" means the Housing Authority.
- (b) "Contract" means the contract entered into between the Authority and the Contractor. It includes the contract form, the Certifications and Representations, these contract clauses, and the scope of work. It includes all formal changes to any of those documents by addendum, Change Order, or other modification.
- (c) "Contractor" means the person or other entity entering into the contract with the Authority to perform all of the work required under the contract.
- (d) "Day" means calendar days, unless otherwise stated.
- (e) "HUD" means the Secretary of Housing and Urban development, his delegates, successors, and assigns, and the officers and employees of the United States Department of Housing and Urban Development acting for and on behalf of the Secretary.

#### 2. Changes

- (a) The HA may at any time, by written order, and without notice to the sureties, if any, make changes within the general scope of this contract in the services to be performed or supplies to be delivered.
- (b) If any such change causes an increase or decrease in the hourly rate, the not-to-exceed amount of the contract, or the time required for performance of any part of the work under this contract, whether or not changed by the order, or otherwise affects the conditions of this contract, the HA shall make an equitable adjustment in the not-to-exceed amount, the hourly rate, the delivery schedule, or other affected terms, and shall modify the contract accordingly.
- (c) The Contractor must assert its right to an equitable adjustment under this clause within 30 days from the date of receipt of the written order. However, if the HA decides that the facts justify it, the HA may receive and act upon a

proposal submitted before final payment of the contract.

- (d) Failure to agree to any adjustment shall be a dispute under clause Disputes, herein. However, nothing in this clause shall excuse the Contractor from proceeding with the contract as changed.
- (e) No services for which an additional cost or fee will be charged by the Contractor shall be furnished without the prior written consent of the HA.

#### 3. Termination for Convenience and Default

- (a) The HA may terminate this contract in whole, or from time to time in part, for the HA's convenience or the failure of the Contractor to fulfill the contract obligations (default). The HA shall terminate by delivering to the Contractor a written Notice of Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Contractor shall: (i) immediately discontinue all services affected (unless the notice directs otherwise); and (ii) deliver to the HA all information, reports, papers, and other materials accumulated or generated in performing this contract, whether completed or in process.
- (b) If the termination is for the convenience of the HA, the HA shall be liable only for payment for services rendered before the effective date of the termination.
- (c) If the termination is due to the failure of the Contractor to fulfill its obligations under the contract (default), the HA may (i) require the Contractor to deliver to it, in the manner and to the extent directed by the HA, any work as described in subparagraph (a)(ii) above, and compensation be determined in accordance with the Changes clause, paragraph 2, above; (ii) take over the work and prosecute the same to completion by contract or otherwise, and the Contractor shall be liable for any additional cost incurred by the HA; (iii) withhold any payments to the Contractor, for the purpose of off-set or partial payment, as the case may be, of amounts owed to the HA by the Contractor.
- (d) If, after termination for failure to fulfill contract obligations (default), it is determined that the Contractor had not failed, the termination shall be deemed to have been effected for the convenience of the HA, and the Contractor shall be entitled to payment as described in paragraph (b) above.
- (e) Any disputes with regard to this clause are expressly made subject to the terms of clause titled Disputes herein.

#### 4. Examination and Retention of Contractor's Records

- (a) The HA, HUD, or Comptroller General of the United States, or any of their duly authorized representatives shall, until 3 years after final payment under this contract, have access to and the right to examine any of the Contractor's directly pertinent books, documents, papers, or other records involving transactions related to this contract for the purpose of making audit, examination, excerpts, and transcriptions.

- (b) The Contractor agrees to include in first-tier subcontracts under this contract a clause substantially the same as paragraph (a) above. "Subcontract," as used in this clause, excludes purchase orders not exceeding \$10,000.
- (c) The periods of access and examination in paragraphs (a) and (b) above for records relating to:
  - (i) appeals under the clause titled Disputes;
  - (ii) litigation or settlement of claims arising from the performance of this contract; or,
  - (iii) costs and expenses of this contract to which the HA, HUD, or Comptroller General or any of their duly authorized representatives has taken exception shall continue until disposition of such appeals, litigation, claims, or exceptions.

## 5. Rights in Data (Ownership and Proprietary Interest)

The HA shall have exclusive ownership of, all proprietary interest in, and the right to full and exclusive possession of all information, materials and documents discovered or produced by Contractor pursuant to the terms of this Contract, including but not limited to reports, memoranda or letters concerning the research and reporting tasks of this Contract.

## 6. Energy Efficiency

The contractor shall comply with all mandatory standards and policies relating to energy efficiency which are contained in the energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub.L. 94-163) for the State in which the work under this contract is performed.

## 7. Disputes

- (a) All disputes arising under or relating to this contract, except for disputes arising under clauses contained in Section III, Labor Standards Provisions, including any claims for damages for the alleged breach thereof which are not disposed of by agreement, shall be resolved under this clause.
- (b) All claims by the Contractor shall be made in writing and submitted to the HA. A claim by the HA against the Contractor shall be subject to a written decision by the HA.
- (c) The HA shall, with reasonable promptness, but in no event in no more than 60 days, render a decision concerning any claim hereunder. Unless the Contractor, within 30 days after receipt of the HA's decision, shall notify the HA in writing that it takes exception to such decision, the decision shall be final and conclusive.
- (d) Provided the Contractor has (i) given the notice within the time stated in paragraph (c) above, and (ii) excepted its claim relating to such decision from the final release, and (iii) brought suit against the HA not later than one year after receipt of final payment, or if final payment has not been made, not later than one year after the Contractor has had a reasonable time to respond to a written request by the HA that it submit a final voucher and release, whichever is earlier, then the HA's decision shall not be final or conclusive, but the dispute shall be determined on the merits by a court of competent jurisdiction.
- (e) The Contractor shall proceed diligently with performance of this contract, pending final resolution of any request for relief, claim, appeal, or action arising under the contract, and comply with any decision of the HA.

## 8. Contract Termination; Debarment

A breach of these Contract clauses may be grounds for termination of the Contract and for debarment or denial of participation in HUD programs as a Contractor and a subcontractor as provided in 24 CFR Part 24.

## 9. Assignment of Contract

The Contractor shall not assign or transfer any interest in this contract; except that claims for monies due or to become due from the HA under the contract may be assigned to a bank, trust company, or other financial institution. If the Contractor is a partnership, this contract shall inure to the benefit of the surviving or remaining member(s) of such partnership approved by the HA.

## 10. Certificate and Release

Prior to final payment under this contract, or prior to settlement upon termination of this contract, and as a condition precedent thereto, the Contractor shall execute and deliver to the HA a certificate and release, in a form acceptable to the HA, of all claims against the HA by the Contractor under and by virtue of this contract, other than such claims, if any, as may be specifically excepted by the Contractor in stated amounts set forth therein.

## 11. Organizational Conflicts of Interest

- (a) The Contractor warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest which is defined as a situation in which the nature of work under this contract and a contractor's organizational, financial, contractual or other interests are such that:
  - (i) Award of the contract may result in an unfair competitive advantage; or
  - (ii) The Contractor's objectivity in performing the contract work may be impaired.
- (b) The Contractor agrees that if after award it discovers an organizational conflict of interest with respect to this contract or any task/delivery order under the contract, he or she shall make an immediate and full disclosure in writing to the Contracting Officer which shall include a description of the action which the Contractor has taken or intends to take to eliminate or neutralize the conflict. The HA may, however, terminate the contract or task/delivery order for the convenience of the HA if it would be in the best interest of the HA.
- (c) In the event the Contractor was aware of an organizational conflict of interest before the award of this contract and intentionally did not disclose the conflict to the Contracting Officer, the HA may terminate the contract for default.
- (d) The terms of this clause shall be included in all subcontracts and consulting agreements wherein the work to be performed is similar to the service provided by the prime Contractor. The Contractor shall include in such subcontracts and consulting agreements any necessary provisions to eliminate or neutralize conflicts of interest.

## 12. Inspection and Acceptance

- (a) The HA has the right to review, require correction, if necessary, and accept the work products produced by the Contractor. Such review(s) shall be carried out within 30 days so as to not impede the work of the Contractor. Any



product of work shall be deemed accepted as submitted if the HA does not issue written comments and/or required corrections within 30 days from the date of receipt of such product from the Contractor.

- (b) The Contractor shall make any required corrections promptly at no additional charge and return a revised copy of the product to the HA within 7 days of notification or a later date if extended by the HA.
- (c) Failure by the Contractor to proceed with reasonable promptness to make necessary corrections shall be a default. If the Contractor's submission of corrected work remains unacceptable, the HA may terminate this contract (or the task order involved) or reduce the contract price or cost to reflect the reduced value of services received.

### 13. Interest of Members of Congress

No member of or delegate to the Congress of the United States of America or Resident Commissioner shall be admitted to any share or part of this contract or to any benefit to arise there from, but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit.

### 14. Interest of Members, Officers, or Employees and Former Members, Officers, or Employees

No member, officer, or employee of the HA, no member of the governing body of the locality in which the project is situated, no member of the governing body in which the HA was activated, and no other public official of such locality or localities who exercises any functions or responsibilities with respect to the project, shall, during his or her tenure, or for one year thereafter, have any interest, direct or indirect, in this contract or the proceeds thereof.

### 15. Limitation on Payments to Influence Certain Federal Transactions

- (a) Definitions. As used in this clause:

"Agency", as defined in 5 U.S.C. 552(f), includes Federal executive departments and agencies as well as independent regulatory commissions and Government corporations, as defined in 31 U.S.C. 9101(1).

"Covered Federal Action" means any of the following Federal actions:

- (i) The awarding of any Federal contract;
- (ii) The making of any Federal grant;
- (iii) The making of any Federal loan;
- (iv) The entering into of any cooperative agreement; and,
- (v) The extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

Covered Federal action does not include receiving from an agency a commitment providing for the United States to insure or guarantee a loan.

"Indian tribe" and "tribal organization" have the meaning provided in section 4 of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450B). Alaskan Natives are included under the definitions of Indian tribes in that Act.

"Influencing or attempting to influence" means making, with the intent to influence, any communication to or appearance before an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any covered Federal action.

"Local government" means a unit of government in a State and, if chartered, established, or otherwise recognized by a State for the performance of a governmental duty, including a local public authority, a special district, an intrastate district, a council of governments, a sponsor group representative organization, and any other instrumentality of a local government.

"Officer or employee of an agency" includes the following individuals who are employed by an agency:

- (i) An individual who is appointed to a position in the Government under title 5, U.S.C., including a position under a temporary appointment;
- (ii) A member of the uniformed services as defined in section 202, title 18, U.S.C.;
- (iii) A special Government employee as defined in section 202, title 18, U.S.C.; and,
- (iv) An individual who is a member of a Federal advisory committee, as defined by the Federal Advisory Committee Act, title 5, appendix 2.

"Person" means an individual, corporation, company, association, authority, firm, partnership, society, State, and local government, regardless of whether such entity is operated for profit or not for profit. This term excludes an Indian tribe, tribal organization, or other Indian organization with respect to expenditures specifically permitted by other Federal law.

"Recipient" includes all contractors, subcontractors at any tier, and subgrantees at any tier of the recipient of funds received in connection with a Federal contract, grant, loan, or cooperative agreement. The term excludes an Indian tribe, tribal organization, or any other Indian organization with respect to expenditures specifically permitted by other Federal law.

"Regularly employed means, with respect to an officer or employee of a person requesting or receiving a Federal contract, grant, loan, or cooperative agreement, an officer or employee who is employed by such person for at least 130 working days within one year immediately preceding the date of the submission that initiates agency consideration of such person for receipt of such contract, grant, loan, or cooperative agreement. An officer or employee who is employed by such person for less than 130 working days within one year immediately preceding the date of submission that initiates agency consideration of such person shall be considered to be regularly employed as soon as he or she is employed by such person for 130 working days.

"State" means a State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, a territory or possession of the United States, an agency or instrumentality of a State, and a multi-State, regional, or interstate entity having governmental duties and powers.

- (b) Prohibition.

- (i) Section 1352 of title 31, U.S.C. provides in part that no appropriated funds may be expended by the recipient of a Federal contract, grant, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered Federal actions: the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

- (ii) The prohibition does not apply as follows:

(1) Agency and legislative liaison by Own Employees.

(a) The prohibition on the use of appropriated funds, in paragraph (i) of this section, does not apply in the case of a payment of reasonable compensation made to an officer or employee of a person requesting or receiving a Federal contract, grant, loan, or cooperative agreement, if the payment is for agency and legislative activities not directly related to a covered Federal action.

(b) For purposes of paragraph (b)(i)(1)(a) of this clause, providing any information specifically requested by an agency or Congress is permitted at any time.

(c) The following agency and legislative liaison activities are permitted at any time only where they are not related to a specific solicitation for any covered Federal action:

(1) Discussing with an agency (including individual demonstrations) the qualities and characteristics of the person's products or services, conditions or terms of sale, and service capabilities; and,

(2) Technical discussions and other activities regarding the application or adaptation of the person's products or services for an agency's use.

(d) The following agency and legislative liaison activities are permitted where they are prior to formal solicitation of any covered Federal action:

(1) Providing any information not specifically requested but necessary for an agency to make an informed decision about initiation of a covered Federal action;

(2) Technical discussions regarding the preparation of an unsolicited proposal prior to its official submission; and

(3) Capability presentations by persons seeking awards from an agency pursuant to the provisions of the Small Business Act, as amended by Public Law 95-507 and other subsequent amendments.

(e) Only those activities expressly authorized by subdivision (b)(ii)(1)(a) of this clause are permitted under this clause.

(2) Professional and technical services.

(a) The prohibition on the use of appropriated funds, in subparagraph (b)(i) of this clause, does not apply in the case of-

(i) A payment of reasonable compensation made to an officer or employee of a person requesting or receiving a covered Federal action or an extension, continuation, renewal, amendment, or modification of a covered Federal action, if payment is for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for that Federal action or for meeting requirements imposed by or pursuant to law as a condition for receiving that Federal action.

(ii) Any reasonable payment to a person, other than an officer or employee of a

person requesting or receiving a covered Federal action or an extension, continuation, renewal, amendment, or modification of a covered Federal action if the payment is for professional or technical services rendered directly in the preparation, submission, or negotiation of any bid, proposal, or application for that Federal action or for meeting requirements imposed by or pursuant to law as a condition for receiving that Federal action. Persons other than officers or employees of a person requesting or receiving a covered Federal action include consultants and trade associations.

(b) For purposes of subdivision (b)(ii)(2)(a) of clause, "professional and technical services" shall be limited to advice and analysis directly applying any professional or technical discipline.

(c) Requirements imposed by or pursuant to law as a condition for receiving a covered Federal award include those required by law or regulation, or reasonably expected to be required by law or regulation, and any other requirements in the actual award documents.

(d) Only those services expressly authorized by subdivisions (b)(ii)(2)(a)(i) and (ii) of this section are permitted under this clause.

(iii) Selling activities by independent sales representatives.

(c) The prohibition on the use of appropriated funds, in subparagraph (b)(i) of this clause, does not apply to the following selling activities before an agency by independent sales representatives, provided such activities are prior to formal solicitation by an agency and are specifically limited to the merits of the matter:

(i) Discussing with an agency (including individual demonstration) the qualities and characteristics of the person's products or services, conditions or terms of sale, and service capabilities; and

(ii) Technical discussions and other activities regarding the application or adaptation of the person's products or services for an agency's use.

(d) Agreement. In accepting any contract, grant, cooperative agreement, or loan resulting from this solicitation, the person submitting the offer agrees not to make any payment prohibited by this clause.

(e) Penalties. Any person who makes an expenditure prohibited under paragraph (b) of this clause shall be subject to civil penalties as provided for by 31 U.S.C. 1352. An imposition of a civil penalty does not prevent the Government from seeking any other remedy that may be applicable.

(f) Cost Allowability. Nothing in this clause is to be interpreted to make allowable or reasonable any costs which would be unallowable or unreasonable in accordance with Part 31 of the Federal Acquisition Regulation (FAR), or OMB Circulars dealing with cost allowability for recipients of assistance agreements. Conversely, costs made specifically unallowable by the requirements in this clause will not be made allowable under any of the provisions of FAR Part 31 or the relevant OMB Circulars.

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## 16. Equal Employment Opportunity

During the performance of this contract, the Contractor agrees as follows:

- (a) The Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.
- (b) The Contractor shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to (1) employment; (2) upgrading; (3) demotion; (4) transfer; (5) recruitment or recruitment advertising; (6) layoff or termination; (7) rates of pay or other forms of compensation; and (8) selection for training, including apprenticeship.
- (c) The Contractor shall post in conspicuous places available to employees and applicants for employment the notices to be provided by the Contracting Officer that explain this clause.
- (d) The Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
- (e) The Contractor shall send, to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, the notice to be provided by the Contracting Officer advising the labor union or workers' representative of the Contractor's commitments under this clause, and post copies of the notice in conspicuous places available to employees and applicants for employment.
- (f) The Contractor shall comply with Executive Order 11246, as amended, and the rules, regulations, and orders of the Secretary of Labor.
- (g) The Contractor shall furnish all information and reports required by Executive Order 11246, as amended and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto. The Contractor shall permit access to its books, records, and accounts by the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (h) In the event of a determination that the Contractor is not in compliance with this clause or any rule, regulation, or order of the Secretary of Labor, this contract may be canceled, terminated, or suspended in whole or in part, and the Contractor may be declared ineligible for further Government contracts, or federally assisted construction contracts under the procedures authorized in Executive Order 11246, as amended. In addition, sanctions may be imposed and remedies invoked against the Contractor as provided in Executive Order 11246, as amended, the rules, regulations, and orders of the Secretary of Labor, or as otherwise provided by law.
- (i) The Contractor shall include the terms and conditions of this clause in every subcontract or purchase order unless exempted by the rules, regulations, or orders of the Secretary of Labor issued under Executive Order 11246, as amended, so that these terms and conditions will be binding upon each subcontractor or vendor. The Contractor shall take such action with respect to any subcontractor or purchase order as the Secretary of Housing and Urban Development or the Secretary of Labor may direct as a means of enforcing such provisions, including sanctions for noncompliance; provided that if the

Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction, the Contractor may request the United States to enter into the litigation to protect the interests of the United States.

## 17. Dissemination or Disclosure of Information

No information or material shall be disseminated or disclosed to the general public, the news media, or any person or organization without prior express written approval by the HA.

## 18. Contractor's Status

It is understood that the Contractor is an independent contractor and is not to be considered an employee of the HA, or assume any right, privilege or duties of an employee, and shall save harmless the HA and its employees from claims suits, actions and costs of every description resulting from the Contractor's activities on behalf of the HA in connection with this Agreement.

## 19. Other Contractors

HA may undertake or award other contracts for additional work at or near the site(s) of the work under this contract. The contractor shall fully cooperate with the other contractors and with HA and HUD employees and shall carefully adapt scheduling and performing the work under this contract to accommodate the additional work, heeding any direction that may be provided by the Contracting Officer. The contractor shall not commit or permit any act that will interfere with the performance of work by any other contractor or HA employee.

## 20. Liens

The Contractor is prohibited from placing a lien on HA's property. This prohibition shall apply to all subcontractors.

## 21. Training and Employment Opportunities for Residents in the Project Area (Section 3, HUD Act of 1968; 24 CFR 135)

- (a) The work to be performed under this contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3). The purpose of section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
- (b) The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 135, which implement section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the Part 135 regulations.
- (c) The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of

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apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.

- (d) The contractor agrees to include this section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 135. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 135.
- (e) The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR Part 135 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR Part 135.
- (f) Noncompliance with HUD's regulations in 24 CFR Part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

## **22. Procurement of Recovered Materials**

- (a) In accordance with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act, the Contractor shall procure items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition. The Contractor shall procure items designated in the EPA guidelines that contain the highest percentage of recovered materials practicable unless the Contractor determines that such items: (1) are not reasonably available in a reasonable period of time; (2) fail to meet reasonable performance standards, which shall be determined on the basis of the guidelines of the National Institute of Standards and Technology, if applicable to the item; or (3) are only available at an unreasonable price.
- (b) Paragraph (a) of this clause shall apply to items purchased under this contract where: (1) the Contractor purchases in excess of \$10,000 of the item under this contract; or (2) during the preceding Federal fiscal year, the Contractor: (i) purchased any amount of the items for use under a contract that was funded with Federal appropriations and was with a Federal agency or a State agency or agency of a political subdivision of a State; and (ii) purchased a total of in excess of \$10,000 of the item both under and outside that contract.

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10 ADDITIONAL DOCUMENTS

# Additional Documents

ADDITIONAL ATTACHMENTS PROVIDED TO  
ASSIST IN THE CONTRACTING PROCESS

**Attachment 01:**

**Proof of Registration SAM.GOV**

**Attachment 02:**

**Borderless Studio - WBENC**

**Attachment 03:**

**Equal Employment Opportunity Policy**

**Attachment 04:**

**Supplier Diversity Statement**

**Attachment 05:**

**W9 Form**



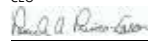
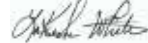
Entity Workspace Results 1 Total Results

|                                    |                       |                          |
|------------------------------------|-----------------------|--------------------------|
| BORDERLESS STUDIO LLC              |                       |                          |
| Unique Entity ID: QEE4KC2W3FJ5     | Doing Business As:    | Expiration Date:         |
| CAGE/NCAGE: 8U1M1                  | Physical Address:     | Nov 13, 2025             |
| Entity Status: Active Registration | 226 S WABASH AVE FL 5 | Purpose of Registration: |
|                                    | CHICAGO , IL          | All Awards               |
|                                    | 60604-2440 USA        |                          |



BORDERLESS STUDIO is a Latina-American Woman-Owned  
WBE Certified by the Women Business Enterprise National  
Council (WBENC)

|                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>WOMEN'S BUSINESS ENTERPRISE<br/>NATIONAL COUNCIL</p> <p>JOIN FORCES. SUCCEED TOGETHER.</p> <p>hereby grants</p>                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <h1 style="text-align: center;">National Women's Business Enterprise Certification</h1>                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p style="text-align: center;">to</p> <p style="text-align: center;">Borderless Studio LLC</p>                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p style="text-align: center;">who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).</p> <p style="text-align: center;">This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>Certification Granted: February 13, 2023<br/>Expiration Date: February 15, 2025<br/>WBENC National Certification Number: WBE2300406</p>                                                                                                                                     | <p>WBENC National WBE Certification was processed and validated by Women's Business Development Center - Midwest, a WBENC Regional Partner Organization.</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div>  <p>Authorized by Emilia DiMenco, President &amp;<br/>CEO Women's Business Development Center -<br/>Midwest</p> </div> <div>  </div> </div> |
| <p>NAICS: 541490<br/>UNSPSC: 93142001</p>                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <div style="display: flex; justify-content: space-around; align-items: center;">  </div>                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------|----------------------------------|---------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>WOMEN'S BUSINESS ENTERPRISE<br/>NATIONAL COUNCIL</p> <p>JOIN FORCES. SUCCEED TOGETHER.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p style="text-align: center;"><b>HEREBY GRANTS</b></p> <p style="text-align: center;"><b>WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p style="text-align: center;"><b>Borderless Studio LLC</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at <a href="http://www.sba.gov/wosb">www.sba.gov/wosb</a>.</p> <p>The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.</p> |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <table border="1"> <tr> <td>Majority Female Owner: Paola Aguirre Serrano</td> </tr> <tr> <td>NAICS: 541490<br/>UNSPSC: 93142001</td> </tr> <tr> <td>Certification Number: WOSB230293</td> </tr> <tr> <td>Renewal Date: February 15, 2024</td> </tr> <tr> <td>WOSB Regulation Expiration Date: 2/15/2026</td> </tr> </table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Majority Female Owner: Paola Aguirre Serrano | NAICS: 541490<br>UNSPSC: 93142001 | Certification Number: WOSB230293 | Renewal Date: February 15, 2024 | WOSB Regulation Expiration Date: 2/15/2026 | <div style="display: flex; justify-content: space-between; align-items: center;"> <div>  </div> <div>  <p>Emilia DiMenco, Women's Business<br/>Development Center - Midwest President &amp;<br/>CEO</p>  <p>Pamela Prince-Easton, WBENC President &amp; CEO</p>  <p>LaKesha White, Vice President, Certification</p> </div> </div> |
| Majority Female Owner: Paola Aguirre Serrano                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| NAICS: 541490<br>UNSPSC: 93142001                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Certification Number: WOSB230293                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Renewal Date: February 15, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| WOSB Regulation Expiration Date: 2/15/2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                              |                                   |                                  |                                 |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

BORDERLESS

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Objective

Borderless Studio is an equal opportunity employer. In accordance with anti-discrimination law, it is the purpose of this policy to effectuate these principles and mandates. Borderless Studio prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law. Borderless Studio conforms to the spirit as well as to the letter of all applicable laws and regulations.

Scope

The policy of equal employment opportunity (EEO) and anti-discrimination applies to all aspects of the relationship between Borderless Studio and its employees, including:

|             |                    |                               |
|-------------|--------------------|-------------------------------|
| Recruitment | Transfer           | Wages & Salary Administration |
| Employment  | Training           | Employee Benefits             |
| Promotion   | Working Conditions | Application of Policies       |

The policies and principles of EEO also apply to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with Borderless Studio.

Dissemination and Implementation of Policy

The officers of Borderless Studio will be responsible for the dissemination of this policy.

Procedures

Borderless Studio administers our EEO policy fairly and consistently by:

- Posting all required notices regarding employee rights under EEO laws in highly visible areas.
- Advertising for job openings with the statement *"We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law."*
- Posting all required job openings with the appropriate state agencies.
- Forbidding retaliation against any individual who files a charge of discrimination, opposes a practice believed to be unlawful discrimination, reports harassment, or assists, testifies or participates in an EEO agency proceeding.
- Requires employees to report to a member of management within 48 hours of the incident.
- Promptly notifies the general counsel of all incidents or reports

Remedies

Violations of this policy, regardless of whether an actual law has been violated, will not be tolerated. Borderless Studio will promptly, thoroughly and fairly investigate every issue that is brought to its attention in this area and will take disciplinary action, when appropriate, up to and including termination of employment.

# BORDERLESS

## SUPPLIER DIVERSITY STATEMENT

### Commitment to Inclusive Procurement

At Borderless Studio, we extend our commitment to diversity and equality beyond our internal practices to include our business partnerships and supply chain. As a proud Women and Minority Owned Business, we understand the importance of inclusive procurement and actively seek to engage with small, minority- and women-owned businesses.

### Our Approach to Supplier Diversity

#### Proactive Engagement

We actively seek partnerships with diverse partners/suppliers that share our values of quality, sustainability, and innovation. By attending diversity-focused trade shows, participating in minority business forums, and connecting through diversity business organizations, we continuously expand our network of diverse suppliers.

#### Equal Opportunity in Procurement

In line with our EEO policy, our procurement processes are designed to provide equal opportunity to all potential suppliers. This includes fair evaluation based on merit, quality, and value offered, regardless of the supplier's size or ownership demographics.

#### Capacity Building and Support

We believe in not just working with diverse suppliers but also in contributing to their growth. Through mentorship programs, training, and collaborative opportunities, we aim to support and enhance the capabilities of small, minority- and women-owned businesses.

#### Continuous Improvement and Accountability

Our commitment to supplier diversity is an ongoing journey. We regularly review and improve our procurement practices to ensure they align with our diversity goals. We also hold ourselves accountable by monitoring and reporting on our progress in engaging diverse suppliers.

#### Collaboration and Community Impact

By partnering with diverse suppliers, we not only foster inclusivity but also contribute to the economic empowerment of the communities these businesses represent. This approach aligns with our broader mission to create positive social impact through all facets of our business.

### Conclusion

At Borderless Studio, supplier diversity is more than a policy; it's a core component of our identity and a critical aspect of our commitment to creating an inclusive, equitable business environment. We proudly align ourselves with small, minority- and women-owned businesses, and we continually strive to create meaningful, impactful partnerships in our supply chain.

Form **W-9**  
(Rev. March 2024)  
Department of the Treasury  
Internal Revenue Service

## Request for Taxpayer Identification Number and Certification

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give form to the  
requester. Do not  
send to the IRS.

**Before you begin.** For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

|                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Print or type.<br>See Specific Instructions on page 3.         | <b>1</b> Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)<br><b>Borderless Studio, LLC</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                               |
|                                                                | <b>2</b> Business name/disregarded entity name, if different from above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                               |
|                                                                | <b>3a</b> Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.<br><input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate<br><input checked="" type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . <b>S</b><br><b>Note:</b> Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.<br><input type="checkbox"/> Other (see instructions) | <b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):<br>Exempt payee code (if any) _____<br>Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____<br><i>(Applies to accounts maintained outside the United States.)</i> |
|                                                                | <b>3b</b> If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                               |
|                                                                | <b>5</b> Address (number, street, and apt. or suite no.). See instructions.<br><b>226 S. Wabash Ave, Suite 500</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Requester's name and address (optional)                                                                                                                                                                                                                                                                       |
| <b>6</b> City, state, and ZIP code<br><b>Chicago, IL 60604</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                               |
| <b>7</b> List account number(s) here (optional)                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                               |

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

|                                |   |   |   |   |   |   |   |     |
|--------------------------------|---|---|---|---|---|---|---|-----|
| Social security number         |   |   |   |   |   |   |   |     |
|                                |   |   | - |   |   | - |   |     |
| or                             |   |   |   |   |   |   |   |     |
| Employer identification number |   |   |   |   |   |   |   |     |
| 8                              | 1 | - | 3 | 1 | 3 | 3 | 4 | 7 9 |

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign  
Here

Signature of  
U.S. person

Date **05 FEB 2025**

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they